

# BOARD PRESENTATION - INFRASTRUCTURE

## VISION OF THE INITIATIVE:

High Hopes will ensure that human and equine resources are positioned to support its programs into the future.

High Hopes will ensure that its facility, land use and technology needs are positioned to support its programs into the future.

## KEY FINDINGS

**Capacity Analysis:** Physical constraint to growth has not changed significantly over the years. Key limitations continue to be in the areas of financial support, physical plant, staffing and volunteers.

**Technology:** Bloomerang, a cloud-based development software package, is up and running and performing well. Salesforce, cloud-based software developed for non-profits, continues to be customized to manage program elements such as participants, horses and volunteers.

**Facility:** Consideration of additional office space and a 2<sup>nd</sup> indoor ring have been tabled. Parking lot expansion and housing for Training & Education purposes continue to be evaluated.

**Human Resources:** As new technology is further integrated into operations redundancies will be eliminated, workflow will be improved and institutional knowledge better captured. It is hoped that these improvements will reduce stress on staff that may contribute to staff turnover. Analysis of staff turnover is currently taking place and remains in the forefront of management discussions.

**Volunteers:** We are in really good shape this Fall in terms of volunteers! While some analysis was completed and changes – such as adjustment to the Harkness model -- and tests – such as Mass Texting – were implemented, the work of the Volunteer Task Force was to a large extent derailed because of staff turnover and Salesforce implementation. It is hoped that the work of the Volunteer Task Force will begin again in the near future.

Question: OVER THE PAST 10-15 YEARS THE WALL HIGH HOPES' HITS IN TERMS OF CAPACITY IS MOST OFTEN PEOPLE-RELATED -- STAFFING AND VOLUNTEERS. IS THAT WHAT WE HAVE TO LIVE WITH OR ARE WE MISSING POSSIBLE SOLUTIONS?

**The Herd:** High Hopes' herd is well managed and currently more than adequately meeting the needs of the organization.

Currently, rather than focusing on expansion, the organization is directing its attention toward:

- Improving efficiency through technology
- Improved organizational structure and communication
- Focusing on programs that best support a combination of High Hopes' Mission and Sustainability
- Reducing stress on the organization while continuing to serve the needs of the community.

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Question: ANY ADDITIONAL AREAS OF PHYSICAL CONSTRAINT TO GROWTH THAT WE NEED TO PAY ATTENTION TO?

### FUTURE RECOMMENDATIONS

**Staffing:** While organizational history seems to indicate that staff turnover is cyclical in nature, additional analysis and discussion may help to determine whether there are actions that can be taken either in the hiring process or on the job, decreasing stress or improving job satisfaction, to reduce the level of turnover.

**Volunteers:** While the staff has done an excellent job in recruiting volunteers for Fall 2016, recruiting and placing volunteers into program slots and filling volunteer cancellation spots puts a great deal of stress on volunteer staff. The ability to better understand the retention and cancellation trends may allow staff to stay in front of the need for additional resources.

An initiative directed at obtaining a true read on volunteer satisfaction followed by actions seeking significant measurable improvement in volunteer satisfaction should lead to improvement in volunteer retention and recruiting.

Final Question: HAS THE VISION OF THE INITIATIVE BEEN MET TO YOUR SATISFACTION?