

High Hopes Therapeutic Riding, Inc.
Board of Trustees Meeting
April 26, 2017

Meeting called to order at 5:02 PM.

Members present: B. Ballard, J. Bolles, J. Ridgway, M. Mummert, D. Welles, J. Catlett, M. Fader, K. Gibson, L. Giordano, C. Heffernan, J. Kangley, L. LaTerza, T. Machnik, S. Smith, S. Douglas (via phone)

Absent excused: A. Russell, B. Willkens,

Absent unexcused: J. Embree

Staff: K. Stalsburg, S. Qua, H. Sundmacker, L. Olsen, M. Ellis, and D. Artilles

B. Ballard, Chairman, opened the meeting with roll call.

Motion: To approve the committee minutes from the last quarter. Approved.

Executive Director Report: K. Stalsburg introduced Lesley Olsen, new Finance Director, and thanked Deb Welles and Mariam Morrisey for their help during the transition over the last quarter. Lesley shared a brief outline of her work history in both profit and non-profit organizations. Gail Stevens, Communications Manager, has given her notice. The Communications Manager job description has been revamped and posted. In addition, Jonnie Edwards, long-time High Hopes instructor, will be retiring after this semester. Her retirement will be celebrated at the Leave A Legacy event on Friday, June 23 at 4PM in the Legacy Garden. All staff reviews have been completed with the exception of K. Stalsburg's. A completed budget will not be presented at this meeting due to the transition in finance staff. K. Stalsburg polled the board members to decide on a date for the annual awards day celebration to honor participants and volunteers. It was decided to hold the event on Sunday, October 1, 10:00 AM – 2:00 PM. Due in part to volunteer outreach events, High Hopes has hosted a number of volunteer-for-a-day programs for local corporations. Lastly, K. Stalsburg reminded Board Members to sign up as Horse Show Day ribbon presenters during the annual Horse Show Days celebration held the last week of Program, May 20-26, 2017.

Program Initiative: J. Bolles reported that High Hopes is currently serving 234 riders participating in the Spring session: 178 riding, 22 driving and 34 in the ELP program. The Equus Effect veteran's program is ongoing and has served 30 veterans since September. Feedback from the program remains positive as families see an increase in communication and a positive transfer into home life. M. Ellis reported they are looking to replicate the Equus Effect program possibly with the Iraq and Afghanistan Veteran's Association, a national program with regional chapters. Representatives of this program attended a VetTogether at High Hopes. In addition, J. Bolles reported the summer program is currently being finalized and the Camp Harkness program is being restructured to expand the accessibility of the program. This restructuring will include more unmounted vs. mounted activities, two horses, and one site coordinator.

Finance Initiative: D. Welles handed out an abbreviated 3rd Quarter statement (see handout) which shows the FY 16-17 3Q YTD figures on a cash basis vs. an accrual basis. L. Olsen, Finance Director, is in the process of cleaning up the Quick Books program, however, the bottom line is we look good. Program revenue and T& E, are right on track, while Program personnel expenses are under budget primarily because we are not fully staffed. The Temporary Restricted Net Assets (TRNA) movement of funds and budget will be reported at the June, 2017 meeting. Due to the change of finance personnel, the timeline is a little behind last year's. Both the Finance and Investment Committees will be meeting on May 16, 2017. In addition, the auditor will be coming in on May 16, 2017 to meet with L. Olsen, K. Stalsburg, and D. Welles to ensure we are ready for field work in August. As of March 31, the balance of all funds with DHK (Schwab) is \$3,277,869. S. Douglas reported that effective immediately it is the recommendation of the Investment Committee to switch from DHK to Vanguard. After committee research, 4-5 request for bids were sent out and interviews were conducted. Vanguard was ultimately selected in terms of low fee structure and asset allocation.

Motion: Approve the switch from DHK to Vanguard effective immediately. Approved.

Development: J. Ridgway thanked Laurie and Gary Rogers for the success of the Madison Beach Cultivation Event and the awareness it created. In addition, J. Ridgway thanked Gary Rogers and his team for their success in obtaining Moon Dance corporate sponsors which currently stands at \$122,000 against a budget of \$110,000. S. Qua gave an update on Concert 2017. Invitations will be mailed out this Friday, April 28 or Monday, May 1. To save money, the invitations will be mailed out 1st class bulk rate, so handwritten notes will not be included on the invitations. However, there are Moon Dance note cards that can be personalized and mailed. (A sample format including links to Moon Dance will be sent out.) S. Qua noted that the invitation print budget has not changed in 5-6 years due to Julia Balfour donating her time and efforts, as well as working with vendors who save us money (online, etc.). This year the printer (GHP out of New Haven) is donating at least \$2,000 of the actual print cost and Julia Balfour donated personal funds. S. Qua then gave an update on auction items and a new, refined Scholarship Drive using texting to fill out scholarship donation forms. J. Ridgway reported on the 2017 Appeal currently at \$213,355 against a budget of \$285,000. He requested that Board Members write personal notes on the appeal cards (located in the Development Office) thanking those who have already donated. S. Qua gave an update on the Endowment. The Giving Collaborative has begun preparing the Context for Conversation needed for outreach to donors to be invited for study interviews. Development's goal is to conduct 30 interviews to take place after Benefit in June. Findings will be shared with the Board at the September meeting.

Infrastructure Initiative: K. Stalsburg thanked M. Ellis for her help on the database transition. Salesforce still has some glitches, but we are moving steadily forward. L. Giordano reported on HRAC. (See handout). Except for K. Stalsburg's, all employee evaluations are complete. Staffing has been simplified and the general atmosphere is positive. The budget is still pending,

but is under budget for program personnel. The Committee has been discussing ways to use these funds to continue to engage and develop staff. K. Stalsburg reported on overall resources. Our volunteer team consists of two staff members: Amy Tripson, Volunteer Manager and M. Manero, Volunteer Coordinator, who are being mentored by M. Ellis. We are starting to see some strong volunteer inquiry response due to outreach. A discussion ensued on volunteer retention and turn-over rate. We are hoping our new data base and reporting mechanisms will help capture these statistics. H. Sundmacker reported that due to low ridership, the horses worked at 38% during the winter months and 62% for this quarter. This number will come back up to the low 80's this Spring. Holly is on a continual hunt for new herd members to replace those horses that are retiring. T. Machnik reported on Building and Grounds. The Committee is currently waiting on Tom Metcalf's drainage and fill recommendations regarding the parking lot expansion. Ledge Light has been selected by the State of Connecticut as our water sanitarians and have increased the amount of scrutiny we are under regarding our potable water sampling. High Hopes will need to register with the State of Connecticut as a public water supply requiring a permit fee and quarterly water tests. Todd is also working with Ledge Light to ensure we are following all health requirements as to not affect Benefit. H. Sundmacker reported that the Building and Grounds Committee looked at the capital items projection for 2017-18 and the budget list will be distributed in the near future. The budget remains between \$60-\$70,000 per year. The Committee feels comfortable with replacement dates and nothing is being pushed to a dangerous point.

Governance Initiative: J. Catlett reported that the nominations for new trustees and officers have been previously distributed by K. Stalsburg. Per our bylaws, voting will take place at the June 28 annual meeting. He encouraged everyone to review the resumes of the new trustees and come to the next meeting ready to vote. On behalf of the Governance Committee, John thanked S. Smith, S. Douglas, J. Kangley, J. Ridgway, and D. Wells for their willingness to stand as officers next year. K. Stalsburg thanked J. Catlett for being willing to serve as Chair. Voting of officers is to take place at the June meeting as well.

K. Stalsburg noted that she has updated the strategic implementation plan. In addition, she reminded all committee chairs to wrap up their meetings this quarter. Committee appointments are for one year, and a new list of perspective chairs will be generated.

Meeting adjourned at 6:12 PM.

Respectfully submitted,

Diana Artiles
Secretary pro tem