

**High Hopes Therapeutic Riding, Inc.**  
**Human Resources Advisory Committee**  
**Meeting Minutes**  
**November 14, 2018**

Attending: Laura Giordano, Mac Mummert (Chair), Barbara Willkens, Kitty Stalsburg and Lesley Olsen  
Absent: John Catlett, Mark Fader, and Debbie Welles.

The meeting was called to order at 5:00 pm at High Hopes.

Kitty started off the meeting with a quick review of comments made at the previous Board meeting regarding staff compensation and question regarding our processes. In preparation Lesley had prepared some preliminary comparisons. The discussion focused on what figures/comparisons will help the board understand our process and where we stand in relation to others in our industry and outside the industry.

Ideas included:

- Percent comparison of HH to Market over time
- Wages as a percentage of budget (perhaps by department) with multi year comparison
- Percentage of Health Insurance to total Personnel Costs including trend over multiple years
- Use a Sample Position (mid-range instructor) and describe the process of review, salary ranges, merit increases, etc.

Lesley to follow up with analysis in preparation for presentation at next Board Meeting. Drafts to be reviewed by HRAC Committee.

Discussion also included the history of Program staffing and how it has varied over the years from large to small, more part-time to more full-time instructors. We continue to evaluate the overall Program service delivery model and the role of the Program Director within the context of a mixed level of skill and the constraints of budget.

Mac initiated a conversation about staff appreciation and retention. Last year's circumstance warranted one time bonuses for staff that went above and beyond in covering program in Megan's absence. This year will be different. Kitty stressed how much the staff appreciates acknowledgement from the Board and other organizational leaders. There will be a staff (and significant others) holiday dinner this year.

Kitty summarized some of the current staff challenges including Patti Coyle returning to a consulting role probably after the next round of ITC's complete their course this winter. This will include a shift in duties in the Program staff which is still under discussion. Staff agree that technological improvements with Salesforce could make a substantial difference in productivity. Ways to achieve those goals are under discussion.

The next HRAC meeting will be schedule for mid-March and will focus on the budget and compensation.

There being no further business, the meeting was adjourned at 5:55 pm.

Respectfully submitted,

Lesley Olsen  
Finance Director