

**High Hopes Therapeutic Riding, Inc.**  
**Finance Committee and Investment Committee**  
**Meeting Minutes**  
**1/11/2022 via Zoom**

Attending: Scott Douglas (Chair), John Catlett, Cheryl Heffernan, Mac Mummert, Peter Watt, Kitty Stalsburg and Lesley Olsen.

Absent: Betsy Dill, Sarah Keenan, Jean Wilczynski

Guests: Liz Burton and Natalie Yonker

The meeting was called to order at 5:00 p.m. via Zoom.

Lesley updated the Committee on the current financial metrics. The portfolio as of 1/11/2022 was at \$7,010,886 of which \$3,379,271 is permanently restricted per the 6/30/2021 Audited Financials. Program receivables were at \$58,016. Accounts Payable were at \$9,677. Cash on Hand in local banks is \$343,675. Lesley mentioned that per our new goal excess cash on hand of \$150,000 was transferred into the portfolio.

The committee reviewed the Q1 & Q2 verses Annual Budget. Of note was a change in how the group contracts are being recorded (using the current \$60 rate per lesson) in comparison to past years and current budget which is at contracted rates. Also of note is the continuing increased need for Financial Aid due in large part to the continuing pandemic. The current increased net income in comparison to budget is in large part due to the forgiven PPP loan of \$149,000.

A discussion was held regarding the decrease in earned revenue due to limited resources (instructional staff and volunteers) and the need to issue credits for recent partial closure of program. While we won't know the full amount to be credited until we return to full program (planned for January 31) Lesley will project the likely impact in Q3. Kitty updated the committee on current internal discussions regarding addressing these limitations. Cheryl reminded us that this is not a new issue and that we've seen a steady decline in volunteerism over a number of years even prior to the pandemic. A lively discussion ensued with various suggestions made including; looking at other TR Center models; putting together a volunteer task force; looking for a consultant that focuses on volunteer recruitment; improving our messaging and advertising; improving volunteer engagement and stewardship. John asked if our technology improvements have helped. Kitty mentioned recent improvements to Salesforce that have reduced duplicate data entry with participants and volunteers able to enter information through the website that flows directly into Salesforce. She also mentioned the ability to text volunteers is in the works. Mac mentioned that these issues will also be discussed by the board at the meeting next week. Instructional staff shortages were also discussed with Kitty mentioning the limited number of credentialed instructors in part due to the ITC program being discontinued by PATH and the new certification process. While we have hired part time instructors that are not certified, it takes a lot of staff resources and many mentoring hours to train a person in preparation for certification. Natalie pointed out that our industry is likely being impacted as others by the "great resignation" and change in the workforce sparked by the pandemic.

The group reviewed a four year comparison of the True Cost analysis which clearly shows the impact of restrictive resources on our ability to produce units of service thus increasing the True Cost significantly. Kitty mentioned internal efforts to consider new service models that could help, but recognized that we have high fixed operating expenses. The net tuition comparison year over year has yet to be completed, but there has been increased requests for Financial Aid. Peter questioned what an acceptable subsidy gap is. Kitty said previously we were be 65 and 69% while the new analysis puts this around 80%. John questioned what the current community needs are and will a change in service model address those needs. Demonstrating the value proposition will always be foremost in service modeling.

The next meeting will be on Tuesday, April 19, 2022 at 5:00 p.m. via zoom and since there is a Development Committee meeting just prior and a number of overlapping members there will be one zoom starting at 4:00 p.m. that members can join when appropriate.

With no further business, the meeting was adjourned at 6:05 p.m.

Respectfully submitted,  
Lesley Olsen, Finance Director