

Healing Hoof Steps Strategic Plan

2022-2025



Our Core Values :

Integrity
Accountability
Ethical Behavior
Client-Centeredness
Innovativeness
Collaboration
Excellence in all we do!

Our Vision:

Passionately impacting our community by engaging horses and innovative techniques at a premier facility to improve the mental, physical, and emotional well-being of the Emerald Coast

Our Mission:

To create lasting, positive change in the lives of individuals along the Emerald Coast through therapeutic engagement with horses

Our Motto:

“Improving lives one FOOT and one HOOF step at a time”

Financial Goal: Healing Hoof Steps will be fiscally responsible & fully transparent to maintain the trust of our stakeholders, obtaining the financial resources necessary to achieve our vision

1. Objective: By **January first of every year**, implement & execute a clearly defined operating budget that optimizes revenues & limits expenses to facilitate sustained ops throughout the year.

Task: Determine the dollars required to adequately compensate existing staff members

Task: Determine the dollars required to add two key positions: full-time volunteer coordinator and administrative assistant

Task: Determine the base-line funding required to adequately run the day-to-day operations maintaining a 15-horse herd (\$3K a year for the thirteen of herd, two covered/sponsored for life)

2. Objective: By **February 28, 2022**, develop & implement an annual strategic fundraising campaign, leveraging the community & specific partners to raise \$100K in 2022.

Task: Identify, plan, & execute a fundraising event each quarter with \$5K goal p/event

Task: Develop a plan to engage key stakeholders who can contribute \$3K annually to pay for cost to care for one horse, “adopt a horse campaign”

Task: By last quarter of each year, plan & execute an annual fundraising banquet with the goal to bring in \$50K

3. Objective: Develop & implement a spending plan using campaign funds, to grow the organization in a way that better serves our community.

Task: Encourage & maintain BOD participation in the financial well-being of HHS

Task: By **January 31, 2022**, hire a permanent, qualified & proven billing specialist to ensure accurate billing & compensation for TriCare & other insurance agencies.

Task: Develop & approve the annual HHS Operating Budget in last quarter BOD meeting

Personnel Goal: Healing Hoof Steps will attract & empower a team of passionate & innovative people committed to the vision, mission, & motto, to sustain current operations as well as keep the organization on the right path for future growth.

1. Objective: By **October 1, 2022**, improve the quality of life for our current volunteers by offering incentives & growing the volunteer base by 100% (45 to 90).

Task: By **March 31, 2022**, develop, plan, and implement a Volunteer Appreciation Day that will continue occurring at the end of each quarter

Task: Work with local military installations to get at least 20 volunteers to commit to volunteering at least 100 hours throughout year 2022, with the goal to have replacements for them each following year

Task: Work with our local community of youth (for example: local schools, Boy/Girl Scout Troops, CAP, homeschoolers, etc.) to get at least 20 youth signed up for at least two volunteer hours each week for an entire year

2. Objective: By January 31, 2022, develop a comprehensive HR plan (training, duties, compensation, insurance) that incorporates required duties and appropriate compensation for HHS staff & contractors.

Task: Determine the annual cost-sharing for continuing education based on tenure of HHS staff & contractors

Task: By first quarter BOD meeting (February 26, 2022) complete & standardize job descriptions for all current employees (staff & contractors) for BOD approval.

Task: In-line with the financial goal, determine a compensation package for each HHS employee that is within 10% of the national average in 2022, 5% of national average in 2023, and exceeds the national average in 2024

3. Objective: By **March 1, 2022**, grow the current BODs by 100% (from 6 to 12), with a desire to reach 15 members by **December 1, 2022**, leveraging identified stakeholders with a diverse background to implement our new quarterly meeting plans.

Task: Each BOD add one additional board member ensuring we have legal and financial expertise as members on our board.

Task: Develop committees for finances, fundraising, personnel/ops, and infrastructure.

Task: By **December 2022**, of the 12 BOD members, ensure 3 new members have some previous experience with a BODs and have diverse professional backgrounds.

Communication Goal: Healing Hoof Steps will aggressively & consistently enhance public awareness of our organization & increase involvement in our unique mission

1. **Objective:** By **February 1, 2022**, develop a strategic & targeted engagement plan to build enduring partnerships & collaborate with key stakeholders.
 - Task:** Determine which Chambers of Commerce and other local civic organizations in our regional area we should regularly engage, with the goal to collect 3-5 new contacts at each function for the purpose of growing our contact database.
 - Task:** Increase engagement with additional military veteran organizations by engaging with them on a regular basis as well as collaborate with other like-minded military veteran non-profits/orgs.
 - Task:** Based on a developed key stakeholder list, ensure we have a regular & consistent engagement with all listed.

2. **Objective:** By **March 1, 2022**, develop a dedicated & targeted ‘open-gate’ outreach plan to bring visitors on-site for the purposes of raising awareness, increasing participation, and serving as a catalyst for fundraising opportunities.
 - Task:** Plan & schedule a regular block of time each week to bring visitors to our facility & show them what we do
 - Task:** Determine a standardized approach to show each visitor to include spending time with our horses
 - Task:** Develop a small takeaway package to thank them for visiting & encourage them to provide regular support

3. **Objective:** By **April 1, 2022**, create a vibrant, effective, & comprehensive communication plan with the goal to create a targeted, comprehensive marketing plan by 2023.
 - Task:** Develop & launch a new website by the **end of 2022**
 - Task:** Expand the distribution of our new E-Newsletter as follows: by 25% in 2022, 50% in 2023, 75% in 2024 & 100% in 2025.
 - Task:** Improve existing social media presence as well as develop/implement new social media opportunities (Facebook, Twitter, LinkedIn, Tic Tok, etc.).

Infrastructure Goal: Healing Hoof Steps will maintain existing facilities & structures and acquire new facilities needed to achieve our vision of a Premier PATH facility.

1. Objective: By **December 1, 2022**, develop a strategic-to-tactical infrastructure master plan to build a premiere equine facility on our existing 10-acres.

Task: Ensure proper drainage for existing facilities

Task: By **July 2023**, install a perimeter fence

Task: Ensure our plan meets all requirements to attain and maintain PATH Premier Status & maintain EAGALA certification

2. Objective: By **December 1, 2022**, develop a comprehensive maintenance plan to ensure good stewardship of existing facilities and all added along the way.

Task: Determine feasibility of using a pool of dedicated volunteers to ensure proper maintenance of facilities (how many, skill sets required, hours p/week, etc.)

Task: By **December 1, 2022**, develop, record, & employ monthly & annual facility maintenance plans to satisfy all PATH Standards & facility requirements.

Task: By **January 2023**, determine location & complete the build of the Therapeutic Riding mounting ramp in accordance to ADA & PATH Standards.

3. Objective: By **July 30, 2022**, develop a plan to identify, procure, & maintain needed equipment for a completed 10-acre, fully functioning complex.

Task: Secure, employ & record bi-monthly servicing & protection of all maintenance equipment & machinery

Task: Maintain footing in arena & track management to exceed PATH Standards

Task: Plan & employ pasture management for all HHS property, to include reseeding, rotation, & watering during dry months; determine an effective format to track pasture management.

Equine-assisted Operations Goal: Healing Hoof Steps will provide client-centered, innovative, and collaborative programs using mental health counseling & therapeutic riding consistent with our existing core values.

1. Objective: Increase outreach and education in our Mental Health community regarding the use of Equine Assisted Psychotherapy and activities.

Task: By **June 30, 2022**, identify targeted local conferences, meetings, engagements in the mental health community to present or meet with, to increase education about HHS and equine assisted activities.

Task: By **March 31, 2022**, update/create presentations to use when attending or presenting for local organizations.

Task: By **January 31, 2022**, clinical director creates a monthly goal for attending local events with the goal of revising this goal by end of each year.

2. Objective: Increase referral sources in our community for Equine Assisted Psychotherapy

Task: Identify community partners for referral sources for services

Task: Create a recruitment plan to attract & maintain mental health partners

Task: Clinical director carry out monthly goal for attending local events.

3. Objective: Develop a comprehensive plan to expand our services provided as resources allow, to stay consistent with PATH & EAGALA standards.

Task: Develop & implement a PATH Mentor and leadership program.

Task: Develop a continuing education plan that meets PATH continuing education standards for PATH certified staff & to enhance employment sustainability & client experience

Task: Expand the scope of practice & service providers to include Occupational Therapy, Physical Therapy & Hippotherapy as extensions of the HHS Therapeutic Riding Program.

Task: By **end of 2022**, develop a comprehensive equine use & management plan that addresses equine health which will include but not limited to, aging of horses, and transitioning of horses, that meet the Premier PATH International Standards.

4. Objective: By **August 1, 2023**, attain PATH Premiere status.

Task: By August 1, 2022, implement quarterly reviews for self-evaluation of all PATH Standards to ensure facilities & operations meet or exceed all mandatory standards.

Task: Complete & submit the PATH Intl. Application for Center Premier Accreditation (within 90 days of completion of the Standards Course) Await response for review & site visit.

Task: Ensure TR Director is the designated rep to complete mandatory Standards Course prior to review & prepare documentation for the PATH Premier Accreditation submission & review.

Task: Maintain Premier Accreditation status for the full 5-year period before resubmission by maintaining all mandatory standards.



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