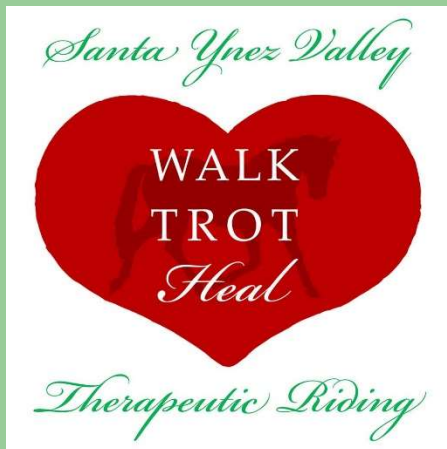


2019-2022 Strategic Plan Santa Ynez Valley Therapeutic Riding Program



Contents

- Background.....Page 3
- Mission, Vision & Values.....Page 4
- Marketing Plan.....Page 10
- Development Plan.....Page 11
- Objectives & Priorities.....Page 12
- SWAT Analysis.....Page 13
- Success Measures.....Page 14
- Action Plan.....Page 15-16
- Annual Calendar.....Page 18

Background

- The Santa Ynez Valley Therapeutic Riding Program was started in 1990 by local psychologist, Dr. Mary Ann Evans.
- Fill a need for services and activities for people with special needs in Northern Santa Barbara County.
- We are a Premier Accredited PATH International Center
- We serve over 300 people annually
- We have 60 volunteers, 9 board members and 10 staff members

Vision, Mission and Values

- Vision Statement:
 - Offering hope and inclusion, and enriching and transforming the lives of individuals with special needs and their families through equine assisted activities.
- Mission Statement:
 - Our **mission** is to provide quality equine assisted activities to children and adults with physical, cognitive, social, emotional and or other life challenges, regardless of their ability to pay.
- Values:
 - Safety, Professionalism, Family Atmosphere, Nurturing environment, Learning, Horsemanship, Innovation, Serving the Community, Camaraderie/Teamwork, Ethics, Care of the Horses, Lifting people up, Self esteem, Quality of Life

Long Term Vision

- We strive to be the most warm, welcoming, effective therapeutic horseback riding and activities program on the Central Coast
- We want to serve 100 students a week
- We want to have a beautiful facility with ample space for our horses and shade for our students and volunteers.
- We want to operate with 25% of our income coming from our endowment fund.
- We want to offer scholarships to those in need.

What We Do



- We serve 300+ students annually
- We offer three programs: Therapeutic Riding, hippotherapy and HELP
- We partner with local schools and other organizations as well as see private clients

Therapeutic Riding



- Individual and group therapeutic riding lessons
- Vaulting
- Travels with Teacup
- Vocational Training
- Public Lessons
- Patriot Riders

Hippotherapy

- Establish Hippotherapy program with qualified Physical, Occupational, and or Speech Therapist

HELP

Horse Enlightened Learning & Psychotherapy

- Group equine assisted mental health sessions

Marketing Plan

- Keep Website Current
- Utilize Technology
- Regular Facebook Posts
- Regular E-Blasts Annually
- Regular Press Releases
- Annual Print Newsletter
- Brochures to service providers
- Community Speaking Engagements for new and expanding programs as appropriate
- Attend VAFB Salute to Youth
- Attend Veterans' Events as appropriate
- Attend Community events as appropriate

Development Plan

- Maintain diversified funding sources
 - 40% grants, 25% events, 20% donations, 15% Fees for Services currently
 - Increase fees for services to 25%
 - Keep Development Team engaged and motivated
 - Events:
 - Expenses to Revenue ratio of 25%
 - Increase in-kind donations and sponsorship
 - Bid Vendors
 - Increase 3rd Party Fundraising
 - Maintain current donor database
 - Establish a Development Committee
 - Maintain Board communication & collaboration
 - Increase Foundation, Major Donor & Corporate Giving by 5% per year
 - Acknowledge donors according to giving levels
 - Board Members call all donors of \$100 or more
 - Student thank you letters for donors of \$500 or more
 - Create Major Donor Campaign and identify donors capable of making \$1,000 gifts or greater
 - Targeted Appeals
 - Strategize the ASK
 - Unrestricted donation
 - Capital Campaign
 - Legacy Giving
- ### Endowment Funds
- Invest and grow \$30k unrestricted endowment
 - Invest 10% of fundraising profits
 - Invest, grow, and distribute Strong Endowment
 - Scholarship Committee
 - Build an Endowment donor information packet
- ### Planned Giving
- Establish Planned Giving information packet
 - Share donor stories

Objectives & Priorities

- Be ready to serve 100 students per week with 14 horses and 2 miniature horses by 2022
- Have a place for lessons during inclement weather
- Reach and maintain a diversified \$500k annual operating budget
- Explore name change and branding

2018 SWOT Analysis

Strengths

Local Reputation/Visibility
Location of facility
Availability of horses
Longevity/History
Development

Weaknesses

Lack of available instructors
Shade
Volunteer Base (not a huge population)
Fees for Service

Opportunities

Outreach with Vikings Xmas Party
Relationships with schools and VAFB
Donor Base
New Board Members & Connections
Stable Client Base
Outreach to the Y and other groups
Marketing
Growth of Hippotherapy, Mental Health
Advisory Committee
Demos

Threats

Lack of instructors currently
How to maintain & attract instructors
Other Programs
Space
Shade/Cancellations
Funding

Success Measures

- Serve 70-100 students per week
- Develop quantitative evaluation measures
- Maintain Excellent Safety Record
- Conduct Annual Student/Parent/Teacher Evaluations
- Maintain Guidestar GOLD rating
- Maintain 3 month cash reserve

Action Plan

<p>Key Objectives</p>	<p>70-80 students weekly</p>	<p>Horse Care Plan</p>	<p>Volunteer Recruitment</p>
<p>Initiatives</p>	<ul style="list-style-type: none"> -8 subprograms -Vocational: Los Prietos and High School -Develop Hippotherapy with 2 therapists -HELP: Mondays and Camps, develop funding sources and explore coordinator 	<ul style="list-style-type: none"> -Evaluate periodically the number and abilities -Turn Out Plan -Retirement Plan -Vacation Plan 	<ul style="list-style-type: none"> -Internship program -Trade for Riding -All parents volunteer -new recruitment outlets
<p>Performance Indicators</p>	<ul style="list-style-type: none"> -Maintain a wait list -Enrollment #s -Evaluations -Automated Billing -Unmounted Lessons 	<ul style="list-style-type: none"> -Good Behavior Checklist -Safety Record 	<ul style="list-style-type: none"> -Maintain enough volunteers for number of students

Action Plan

Key Objectives

Capital Campaign

Name Change/Re-Branding

Initiatives

- Add more horse corrals
- Add shade for arena
- Add more horse turnout space
- Redo arena with pipe fencing and posts
- Add large horse shade structure(s)

- Explore name change
- Walk Trot Heal, HAT, Central Coast Therapeutic, STEP

Performance Indicators

- Complete Plans
- Secure funds
- Build project

- Successful implementation

Program Prioritization

- 1 Private/Semi-Private Therapeutic Riding Lessons
- 2 Groups (Hidden Wings, UCP, etc.)
- 3 Schools – Special Education Classes
- 4 Field Days
- 5 Camps
- 6 Patriot Riders
- 7 HELP – Keep CALM camp, don't expand at this time
- 8 Hippotherapy
- 9 Vocational Training
- 10 Vaulting

SYVTRP Annual Events

Jan.	Volunteer Training & Appreciation
Jan.	Student Evaluations
Feb.	Board Retreat
Feb.	Valentine's Thinking of You Letters
Mar	Newsletter Appeal
April	Volunteer Appreciation
June	Summer Camp
June	VAFB Field Day
July	VAFB Field Day
Aug.	Cowboy Ball
Oct.	Thank you calls
Oct.	Riders Roundup
Nov.	Fall Fundraiser
Dec.	Targeted & Newsletter Appeal

Now let's make a difference!

