



**STRATEGIC PLAN TO BECOME THE BEST AGENCY IN THE GALAXY PROVIDING EQUINE ASSISTED ACTIVITIES AND THERAPIES THAT ARE ADAPTED TO MEET THE NEEDS AND INTERESTS OF INDIVIDUALS WITH VARIOUS ABILITIES AND SPECIAL CIRCUMSTANCES.**

**1) Offer excellent equine assisted activities and therapies to meet the needs of those who would not be able to receive services elsewhere. *Question: What do we want to do?***

**DETERMINE NEEDS OF CURRENT AND WAIT LIST STUDENTS AND THEIR FAMILIES**  
**Evaluate benefits of current programs to ensure excellently meeting student needs.**

Action Step: Develop annual internal *evaluations* for each of the programs.  
Responsibility: Program Team.  
Timeframe: Ongoing.

May 2019 Update: The 2018 program evaluation is complete and can be viewed on the website underneath the Documents tab. There is also a case study that was completed by our OT interns.

June 2020 Update: The program evaluation has not been completed yet due to COVID-19. The goal is to complete it by September 2020.

September 2020 Update: Will complete 2019 evaluation by end of September.

Action Step: Perform independent *research* for each of the programs listed below.  
Responsibility: Administrative Team.  
Timeframe: Currently in progress by University of Alabama School of Social Work. To be completed by 2020, but preliminary results should be available by 2019.

May 2019 Update: The research is going well. The IRB has allowed UA to modify the proposal to also include interviews with staff and evaluations of wait list students. We are beginning a second research project with UA based on the JAYC Pony Express curriculum. We are currently waiting on IRB approval. We are waiting to hear from

Baylor University about a research project using our new mechanical horse that was purchased from Chariot Innovations.

June 2020 Update: The UA research on family bonding is continuing to be analyzed, with goal of being complete by December 2020, although COVID-19 has interrupted some of the programming that would have been included. A second UA research project using the JAYC Foundation's Pony Express curriculum has received IRB approval and was supposed to begin in June 2020. The tentative start date is now September 2020. In January 2020, we began collecting pilot data with UAB's OT department for a study of balance and focus in children with known or suspected fetal alcohol syndrome.

September 2020 Update:

- UA Family Bonding – Second round of interviews to begin in October 2020.
- UAB fetal alcohol – Second evaluation completed in September 2020. Looking into how the COVID break may affect results.
- UA Pony Express – Working on training videos. Will begin in January 2020.

### **Evaluate needs of wait list students for future planning and best program participation placement.**

~~**Completed:** Action Step: Schedule an evaluation for all students currently on the wait list.~~

~~Responsibility: Program Team.~~

~~Timeframe: In progress. Goal is to do evaluations of all past wait list students by end of 2018.~~

~~May 2019 Update: There are very few wait list students who have not completed an evaluation.~~

~~June 2020 Update: All wait list students were contacted and offered multiple opportunities for an evaluation. If they did not come for an evaluation, they were removed from the wait list. This reduced the number of students on the wait list to about 90.~~

Action Step: Create process to schedule evaluation as soon as new student is added to the wait list.

Responsibility: Administrative Team.

Timeframe: In progress to be finished by August 2018. After a tour, parents are contacted to schedule an immediate evaluation.

May 2019 Update: Designated time is set aside on the schedule each week for evaluations of new additions to the waiting list.

June 2020 Update: Before COVID-19, students were not added to the wait list until after they had completed the evaluation. However, due to COVID-19, we had to stop offering evaluations, so there is currently a backlog. Our goal is to be caught up by September 2020.

September 2020 Update: Evaluations are being scheduled on Saturdays again. We have gotten behind due to COVID and will plan to offer more evaluations over school breaks in November and December.

### **Create needs assessment and/or case statement.**

Action Step: Create document.

Responsibility: Administrative Team.

Timeframe: Completed for 2018, but should be updated yearly.

June 2020 Update: Anne Alan Jemison is working on this and should have it completed by September 2020.

September 2020 Update: Anne Alan has completed a draft. Admin team will complete it.

## **OFFER EXCELLENT PROGRAMS TO STUDENTS AND THEIR FAMILIES**

### **CURRENT EQUINE ASSISTED ACTIVITIES**

#### **Therapeutic Horseback Riding Lessons**

Currently offer 70-75 lessons a week in fall and spring term, with half or fewer taught in winter and summer due to weather and day light savings.

Action Step: Arrange schedule so that lesson numbers are more consistent throughout the year, even if it means reducing the number each week to 60.

Responsibility: Administrative and Program Teams.

Timeframe: 2018 and 2019.

May 2019 Update: The Winter 2019 term had 13 riding lessons. The Spring 2019 term had 59 riding lessons. The Summer 2019 term has 24 scheduled. The numbers in Winter and Summer are lower due to the weather. Note this does not include any hippotherapy sessions.

June 2020 Update: The Fall 2019 term had 55 riding lessons. The Winter 2020 term had 30 riding lessons. This does not include any hippotherapy sessions or unmounted lessons.

September 2020 Update: There are 35 riding lessons scheduled for the fall term.

### **Unmounted Weekly Individual Lessons**

Individuals work with an instructor and volunteers to work with horses or around the barn. Currently offer approximately 10 a week in fall and spring term, with fewer taught in winter and summer due to weather and day light savings.

Action Step: Arrange schedule so that these unmounted weekly individual lessons are more consistent throughout the year, with goal to increase to 20 each week.

Responsibility: Administrative and Program Teams.

Timeframe: 2018 and 2019.

May 2019 Update: These totals are now included in the adapted riding lessons.

June 2020 Update: The Fall 2019 term had 14 regularly scheduled unmounted classes. The Winter 2020 term had 12 regularly scheduled unmounted classes.

September 2020 Update: The Fall Term has 18 hours of unmounted weekly lessons, including individual job skills.

Action Step (added September 2020): Work to formalize job skills program with goal to enroll more students by Spring 2021 term.

Responsibility: Administrative and Program Teams

Timeframe: October 2020 – Spring 2021.

### **Weekly Equine and Animal Assisted Learning Classes for Groups**

These have been taught inconsistently throughout the year. Examples include social skills, job skills, and 4H.

Action Step: Arrange schedule to offer these classes on a consistent basis each term, considering the need for ongoing classes for repeat students and allowing new students to enroll.

Responsibility: Administrative and Program Teams.

Timeframe: 2018 and 2019.

May 2019 Update: The Winter 2019 term had 15 students attending classes. The Spring term had 23 students attending classes. The Summer term has 76 scheduled to attend classes.

June 2020 Update: The Fall 2019 term had 3 weekly classes (4-H). The Winter term 2020 had 0. This does not include Occupational Therapy education classes, which was previously included in this total.

September 2020 Update: Offered some blended virtual and in-person classes this fall, but sign ups were very low. We will continue to offer the ones that are planned, but we do not see a demand for online classes right now.

Action Step: Determine if we can be a resource for school systems, especially summer schools.

Responsibility: Administrative and Program Teams.

Timeframe: December 2018.

May 2019 Update: We met with Head Start officials and they are interested in us becoming a resource for them. Ellen is in the process of connecting state educational standards to our current program offerings. We will continue work on this.

June 2020 Update: We had several appointments with school systems this spring to discuss this, but progress has been delayed due to COVID-19. We are currently looking into whether or not we can be a resource for public and home schools this fall by offering experiential equine assisted learning classes based on the online courses we created for our students this spring.

September 2020 Update: Schools have been overwhelmed and difficult to contact right now. In November we will begin again contacting schools and BOE to see how to go about this.

Action Step: Determine if other small animals are needed to use in these classes.

Responsibility: Operations Team.

Timeframe: Ongoing.

May 2019 Update: As of right now, we do not believe we need additional small animals.

June 2020 Update: The bunnies have been rehomed, but we still have goats. We are considering what to do with the bunny hutch and chicken coop area.

September 2020 Update: The chicken coop was removed and we will put up a fence to hold horses there for petting. Also cleaning the round pen panels to use as needed. Have 2 people willing to donate mini-horses to use.

### **One Time Equine Assisted Learning Day Camps**

These have been held primarily during school breaks. We have found that these camps are beneficial for our current students and also allow us to better know wait list students.

Action Step: Continue offering these camps during breaks.

Responsibility: Administrative and Program Teams.

Timeframe: Ongoing.

May 2019 Update: Due to having several staff absent this spring due to family circumstances, we did not offer any one time camps in the Spring 2019 term.

June 2020 Update: The Summer Break camps had 12 participants. The Thanksgiving, Christmas, and New Years camps had 23 participants.

September 2020 Update: Will plan to offer to offer to children during breaks in November and December 2020. Could possibly offer to adults as compassion fatigue or leadership training.

### **Field Trips**

These are offered to schools and other nonprofit organizations. While they do provide exposure to a variety of students, they require a lot of staff time to set up and coordinate.

Action Step: Determine whether or not to continue offering field trips.

Responsibility: Administrative and Program Teams.

Timeframe: Decide by December 2018.

May 2019 Update: We will only offer one time field trips during the off season or if there the group has limited opportunities for a field trip (like a special education class).

June 2020 Update: We hosted 6 field trips for a total of 206 program hours from June 1, 2019 through May 31, 2020. Most field trips required a minimum of 5 staff members and volunteers.

September 2020 Update: To reduce the amount of staff time needed, plan to offer self-directed field trips where the teachers and chaperones have more responsibility for the children. Will be less formal. This format can also be used for individual families.

## FUTURE EQUINE ASSISTED ACTIVITIES

### Special Olympics

Several staff are certified coaches, but we have not been able to take students to competition due to lack of truck and trailer and funds.

Action Step: Hold Special Olympics shows at our facility so that travel is not required.

Responsibility: Administrative and Program Teams.

Timeframe: Hold show in 2019.

June 2020 Update: We held a Special Olympics sanctioned show in November 2019.

September 2020 Update: Planning to hold another on-site show in November 2020. Not yet sure if the Alabama Special Olympics show will be held in Spring 2021.

~~Complete: Action Step: Get truck and trailer to travel to Special Olympics shows at other locations, especially the state show.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: Have truck and trailer by 2020.~~

~~May 2019 Update: Due to having to rely on friends to take horses to the vet, one of our staff recently purchased a jeep that can pull a trailer. The barn is currently looking into trailers to purchase.~~

~~June 2020 Update: Alexis purchased a trailer that stays at the barn, so we can now transport horses ourselves.~~

Action Step (added September 2020): Take horses offsite to other locations and shows to see how they behave.

Responsibility: Horse Team

Timeframe: 2020 and 2021.

September 2020 Update: Took horses to two locations during COVID shut down and have been taking them to the vet rather than having vet come to us.

Planning to take at least one to a show in Decatur in October 2020. This also assists with plans to offer offsite riding lessons.

## **Offsite Riding Lessons**

Take horses to inner city locations to provide riding lessons for children unable to come to barn.

Action Step: Have additional riding instructor capacity to add this program.

Responsibility: Administrative and Program Teams.

Timeframe: 2020.

June 2020 Update: Before COVID-19, we hired three riding instructors with hopes of having capacity to implement this program. We have since had two riding instructors resign and one is laid off, so it does not appear that we have the capacity to offer this in 2020. Our new goal is for 2021.

September 2020 Update: We would like to hire one more riding instructor in 2021, but that depends on funding. We think we could still do some off-site riding lessons without a new instructor if we timed them to be between terms. See more in the new action step below.

Action Step: Have additional horses to add this program.

Responsibility: Horse Team.

Timeframe: 2020.

June 2020 Update: We currently have 18 rideable horses, the most that we've ever had. Our goal is to keep the horses at the current number so this can be implemented in 2021 if possible.

September 2020 Update: We now have 17 horses after Rosie's death. Due to finances, we are not planning to get another horse. We think we could still do some off-site riding lessons without a new instructor if we timed them to be between terms. See more in the new action step below.

Action Step (added September 2020): Begin taking horses off-site to see how they behave.

Responsibility: Horse Team

Timeframe: 2020 and 20201.

September 2020 Update: Ken Washington has offered to let us use his facility in Leeds. We will take horses to there later this year, as well as to a horse show in Decatur in October.

## CURRENT EQUINE ASSISTED THERAPIES

### Hippotherapy (Occupational, Physical, or Speech Therapy with a horse)

One OT (Ellen Davis) has been providing hippotherapy in a successful pilot program that will be expanded.

Action Step: Recruit other therapists to participate.

Responsibility: Program Team.

Timeframe: Completed May 2018. We have four occupational therapists and one speech therapist interested in providing services.

May 2019 Update: Jennifer (OT) was offered a full time job elsewhere and Chelsey (OT) moved to Nevada due to her husband's job. We recently hired Kelly (OT) to work one day a week (as much as she can work). Brooke (OT) is still with us. Beth (SP/LT) wants to begin working at the barn in Fall 2019.

June 2020 Update: Ellen is now our only OT. Beth (SP/LT) was not able to retire from her full time job as hoped. But, we are working towards changing Ellen's schedule so that she can teach more students. We also have two interns who have expressed interest in working at the barn after they graduate from OT school.

September 2020 Update: Due to funding, we are not looking to hire another occupational therapist right now, but may look into an OTA rather than OT

~~Complete: Action Step: Hold hippotherapy certification clinic for interested therapists.~~

~~Responsibility: Program Team.~~

~~Timeframe: To be held August 2018.~~

~~May 2019 Update: An AHA Level I course was held in August 2018.~~

~~Complete: Action Step: Set up location to provide hippotherapy sessions.~~

~~Responsibility: Property Team.~~

~~Timeframe: In progress. The upper barn has been reorganized to provide a variety of resources for this program.~~

~~May 2019 Update: The upper barn is almost totally set up for hippotherapy. We now have a mounting barrel, a swing, a home horse, an equicizer, a fiberglass horse, and a mechanical horse. Additionally, other stalls have barn related activities in them.~~

~~June 2020 Update: The entire upper barn is available for hippotherapy sessions with multiple activities available in the stalls.~~

~~Complete: Action Step: Set up HIPPA compliant office space for therapists.  
Responsibility: Property Team.~~

~~Timeframe: Currently in progress. The red house will be set up with office space and appropriate locking cabinets. To be completed by September 2018.~~

~~May 2019 Update: The red house is now HIPPA compliant for the therapists to use as office space.~~

~~June 2020: Ellen moved her office to the white house and it is HIPPA compliant.~~

Action Step: Increase number of hippotherapy sessions to 20 each week.

Responsibility: Program Team.

Timeframe: Currently in progress. But relies heavily upon staffing.

May 2019 Update: We taught 2 hippotherapy sessions in Winter 2019. There were 10 hippotherapy sessions in Spring 2019. There are 7 hippotherapy sessions scheduled in Summer 2019.

June 2020 Update: The Fall 2019 term had 11 hippotherapy sessions. The Winter 2020 term had 9 hippotherapy sessions.

September 2020 Update: The Fall Term 2020 has 8 hippotherapy sessions. Over the winter term, we will pilot a program for 2-week intensive OT sessions. If we are able to hire an OTA in January 2021, our numbers will significantly increase.

### **Equine Assisted Therapeutic Play Groups**

Based on different children's books about barns and outdoors. Offered this summer as a pilot program.

Action Step: Determine if we want to continue offering.

Responsibility: Administrative and Program Teams.

Timeframe: Decide by September 2018.

May 2019 Update: These classes have been added to the rotation. Their totals are included in the classes section.

June 2020 Update: The Fall 2019 term had 5 Occupational Therapy play group participants. The Winter 2020 term had 0.

September 2020 Update: This is on hold for now.

### **Equine Assisted Family Therapy**

Based on the equine and human relationship theories taught by Natural Lifemanship. Offered in 2017 and 2018 as a pilot, but discontinued when LPC resigned from staff. We found another qualified LPC, but her schedule has not allowed her to yet lead sessions with us.

Action Step: Determine if we want to continue offering.

Responsibility: Administrative and Program Teams.

Timeframe: Decide by September 2018.

May 2019 Update: We do still want to offer these classes, but have not been able to hire a social worker or counselor due to finances.

June 2020: No additional progress made.

September 2020: This is on hold for now.

### **FUTURE EQUINE ASSISTED THERAPIES**

#### **Equine Assisted Group or Individual Therapy for Parents**

Similar to Family Program (above), but specifically only for the parents.

Action Step: Find qualified counselor or social worker to lead sessions.

Responsibility: Administrative and Program Teams.

Timeframe: 2019.

May 2019 Update: We do still want to offer these classes, but have not been able to hire a social worker or counselor due to finances.

June 2020: Rhonna Phillips, LPC, has offered to provide office counseling to two parents a term on a pro bono basis. While this is not equine therapy, it is a referral that we can provide to parents that are struggling.

September 2020 Update: This is on hold for now.

### **PROVIDE TRAINING FOR CURRENT STAFF, VOLUNTEERS, AND THE COMMUNITY.**

#### **Host clinics and seminars to provide professional certifications.**

Action Step: Create clinic hosting schedule.

Responsibility: Program Team.

Timeframe: Ongoing. Have plan in place by November 2019.

#### **Host continuing education for professionals and the community.**

Action Step: Create continuing education schedule.

Responsibility: Program Team.

Timeframe: Ongoing. Have plan in place by November for the next year.

May 2019 Update: In collaboration with UA, we held a continuing education class for similar agency professionals in January 2019. We are planning another continuing education class to be held in August 2019.

June 2020 Update: From June 1, 2019 through May 31, 2020 volunteers received a total of 371.25 training hours. We also hosted a seminar for the Alabama Arabian Horse Association in October 2019 and a PATH seminar in January 2020.

September 2020 Update: We have offered lessons to current riding instructors to help with their CEUs. We also held three seminars in August: Intro to Training Therapy Horses, Intro to Hippotherapy, and Intro to Becoming Therapeutic Riding Instructor. In January 2021, we will host a PATH OSWC.

Action Step (added September 2020): Use Barn in a Box from the “Experts” section as a way to help current agencies, as well as those wanting to begin their own. Make a timeline for the units and their completion.

Responsibility: Admin Team

Timeframe: 2020.

September 2020 Update: The Volunteer, Operations, and Financial sections are in progress. By the end of September 2020, we will have a plan for their completion and then begin on others.

## **2) Determine the necessary resources to provide excellent programs. *Question: What resources do we need?***

### **VOLUNTEERS**

#### **Use volunteers more effectively.**

Currently, volunteers are primarily used in programs, but we believe there are other ways they can assist in the overall agency operations.

Action Step: Develop volunteer “tracks” so that they are placed to serve in the most suitable way (lessons, horse handler, property/chores, events, office, etc.).

Responsibility: Administrative Team.

Timeframe: Have plans developed by December 2018.

May 2019 Update: We are continuing to develop the different tracks. New fields were created in salesforce (our database) to track a volunteer’s interests. We now include a short segment on how to do barn chores in the general orientation. The property team

has been contacting select volunteers independently for specific property projects. Certain volunteers have been given a special name badge to indicate that they are qualified to work independently around the property.

June 2020 Update: The update from May 2019 has worked well this past year. But, due to COVID-19, we are currently unable to have many volunteers to the barn right now. But, once we are able to have more volunteers to the barn, we'll continue as planned in 2019.

September 2020 Update: We are still not using volunteers in lessons, but have started using them for work groups.

Action Step: Provide training to staff to supervise volunteers in those new roles.  
Responsibility: Administrative Team.  
Timeframe: December 2018

May 2019 Update: This was done in our Winter 2019 staff meetings.

June 2020 Update: This was planned to do in April 2020, but was not completed due to COVID-19. Ongoing training is currently being given to staff as they begin working with volunteers in new ways.

September 2020 Update: In the volunteer work groups, we are making sure that experienced employees are placed with less experienced employees to make sure they know what to do.

Action Step: Create evaluation to determine program success.  
Responsibility: Administrative Team.  
Timeframe: Create written evaluation plan by December 2018.

May 2019 Update: This was completed and is on the website under the Documents tab.

June 2020 Update: Grace completed this in March 2020.

Action Step: Develop more stringent requirements for volunteers to avoid "participant volunteers."  
Responsibility: Administrative Team.  
Timeframe: December 2018.

May 2019 Update: The volunteer application now has specific information about the different types of roles so that potential volunteers understand that they will not be working directly with horses themselves. Our next step is to create a task analysis of the physical skills required for each position so that volunteers understand what is required.

June 2020 Update: We had OT students lined up to create the task analysis, but they were unable to complete due to COVID-19. We hope to have them out this fall to finish the project.

Action Step: Recruit volunteers to fill underserved roles.

Responsibility: Administrative Team.

Timeframe: Create plan (including definition of underserved roles) by December 2018.

May 2019 Update: Horse Handler is our greatest need. For those with significant previous horse experience, we are holding special volunteer orientations. For those with potential to be horse handlers that only have limited previous horse experience, we are providing horse leading lessons.

June 2020 Update: In 2018 47% of lessons had a volunteer horse handler. In 2019 36% of lessons had a volunteer horse handler.

September 2020 Update: Planning to offer HH lessons to select volunteers in Winter 2020/2021 term. Also, if potential volunteers are interested in working on property chores, we will schedule orientations specifically for them.

~~Complete: Action Step: Investigate volunteer scheduling software to better track volunteer hours.~~

~~Responsibility: Administrative and Program Teams.~~

~~Timeframe: Have list of possible solutions by December 2018.~~

~~May 2019 Update: We subscribed to the Track It Forward volunteer management app, but volunteers have not been interested in using it. They prefer to sign in on paper. Entering the volunteer hours does take some staff time, but that is preferable to not having any hours logged.~~

~~June 2020 Update: We looked at nine different softwares and interviewed several similar agencies. We still have not been able to find a digital solution.~~

~~September 2020 Update: We will continue to do manually and investigate at a later time.~~

~~Complete: Action Step: Hire a Volunteer Coordinator.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: January 2019~~

~~May 2019 Update: We are hoping to do this by July 2019. We did not do it this winter for financial reasons.~~

~~June 2020 Update: Instead of hiring a Volunteer Coordinator, we hired an Office Manager. The Volunteer Coordinator duties were split between Joy (scheduling) and Grace (paperwork). This decision was based on the fact that so many people initially interested in volunteering later become donors.~~

## **INTERNS**

### **Create more formalized internship program.**

~~Complete: Action Step: Due to high demand, create specific internship guidelines and qualifications for each type of intern (high school, instructor in training, college student, etc.).~~

~~Responsibility: Administrative Team.~~

~~Timeframe: December 2018.~~

~~May 2019 Update: This has been completed and is available upon request.~~

~~June 2020 Update: The plan was refined and continues to improve.~~

## **STAFF**

### **Create best organizational structure.**

The current structure is fragmented and not necessarily based on the needs of the organization.

Action Step: Visit other similar agencies to learn about their structures.

Responsibility: Administrative Team.

Timeframe: In progress and have visited six. Plan to visit four more by end of 2019.

~~May 2019 Update: More visits are planned for August 2019.~~

~~June 2020 Update: Due staffing schedules, we were not able to visit any facilities in August 2019.~~

~~September 2020 Update: Plan to visit other local agencies in November and December 2020.~~

Action Step: Create org chart with titles reflecting the ideal structure based on what is best for organization and information learned in the above visits.

Responsibility: Administrative Team.

Timeframe: Completed by January 2019.

~~May 2019 Update: This has been completed and is available upon request.~~

~~June 2020 Update: We continue to refine the current org chart. A restructure after COVID-19 makes this especially difficult.~~

September 2020 Update: Will revisit in January 2021.

Action Step: Determine what staff positions are unfilled and make plan to fill them.

Responsibility: Administrative Team.

Timeframe: Make a plan by January 2019. Not realistic to hire everyone by then.

May 2019 Update: We believe our primary needs are administrative assistant, volunteer coordinator, therapist (social worker or LPC), and riding instructors.

June 2020 Update: As mentioned above, we hired an Office Manager (not admin assistant) and split the Volunteer Coordinator role between Joy and Grace. We added three additional Riding Instructors as of March 2020, but are currently down to the same level as in May 2019 due to resignations and layoffs. We have not had the budget to hire a therapist. Current restructuring due to COVID-19 makes this especially difficult to plan for, but we believe additional administrative help for fundraising is going to be the most important roles to fill for 2020 since programming remains limited.

September 2020 Update: Will revisit in January 2021.

Action Step: Create job descriptions that are more detailed than current ones.

Responsibility: Administrative Team.

Timeframe: December 2019.

May 2019 Update: We have worked with the Small Business Administration and Bowles Consulting to create new job descriptions. The instructor and riding instructor job descriptions now include 4 levels based on certification and experience.

June 2020 Update: We have also created more detailed job descriptions for the administrative staff.

September 2020 Update: Will revisit in January 2021.

Action Step: Provide managerial training to team leaders, especially for performance reviews.

Responsibility: Administrative Team.

Timeframe: In progress. Gwen Hall provided a four week course to team leaders, but was unable to provide ongoing coaching due to a family emergency. We hope that she will be able to return soon.

June 2020 Update: Gwen's husband was transferred to South Carolina, so she has not been able to return. She has provided ongoing coaching to Joy and virtually attended a staff meeting in May 2020. Church of the Highlands provided tickets for staff to attend a John Maxwell and Simon Sinek seminar.

September 2020 Update: Joy is meeting with Lisa Graham mid-September to discuss this. Hoping to provide some in February 2021.

Action Step: Continue to solidify both the long-term and short-term succession plans for all leadership positions.

Responsibility: Administrative Team.

Timeframe: General plans are in place already. Create more specific ones with help from Lisa Graham by end of 2019.

June 2020 Update: These are created and continue to be refined. One positive of the COVID-19 experience has been that we've been able to try out the short-term plans, although we had not ever expected to have to try them all out at once!

September 2020 Update: We are continuing to refine these plans based on what we learned during COVID.

Action Step: Create professional track for program positions so that entry level positions see the benefit of pursuing additional certifications (RBT, OTA, MSW, LPC, etc.)

Responsibility: Program Team.

Timeframe: Begin 2020.

June 2020 Update: No intentional progress made on this, but one employee has decided to earn his MPA, two interns would like to return to the barn after attending OT school, and two current employees plan to attend graduate school (counseling and OT) and would like to return to the barn after graduation.

September 2020 Update: No additional progress. Will look at this again in February 2021.

### **Offer a benefits package to recruit and retain the best and brightest.**

We currently offer only health care insurance, but would like to eventually offer retirement.

~~Complete: Action Step: Investigate new health care carrier and packages due to difficulties with United.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: In progress. Will begin BC/BS coverage in August.~~

~~May 2019 Update: Our current BC/BS plan will renew in August 2019, but it will be \$70 more per person per month, adding about \$9,000 annually to our budget.~~

~~June 2020 Update: Our BlueCross BlueShield plan renews August 1, 2020 and will increase by \$48 per person per month, adding approximately \$6,000 to our annual budget.~~

~~September 2020 Update: Marking as complete.~~

~~Complete: Action Step: Investigate retirement plans.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: America's First providing a July lunch and learn about retirement plans for employees.~~

~~May 2019 Update: Employees may now open a retirement account at America's First with a 3% match by the barn.~~

~~June 2020 Update: Marking as complete.~~

~~Complete: Action Step: Budget to match or provide a contribution to retirement plan.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: 2019.~~

~~May 2019 Update: See above.~~

~~June 2020 Update: Marking as complete.~~

Action Step: Offer continuing education for instructors to improve their horsemanship and teaching skills. Offer continuing education for administrative staff.

Responsibility: Administrative Team.

Timeframe: Ongoing.

May 2019 Update: Program staff were given a subscription to a new online program called The Intuitive Instructor. Program staff may attend the regional PATH conference at the barn's expense if they attend on their own time. Administrative staff have attended classes by Rachel Muir, Mission Increase, and The Better Fundraising Company.

June 2020 Update: Program staff continued to receive membership for Intuitive Instructor. They were also offered opportunity to attend the regional PATH conference, but it was canceled. Program staff were given up to 10 hours a week to use for professional development during reduced hours, and also received 262 hours of continuing education in 2020. Administrative staff are taking Salesforce Trailheads and a WordPress 101 class. They have also continued to watch training materials by The Better Fundraising Company.

September 2020 Update: Instructors were offered memberships to Hoof Falls and Foot Falls. Will receive riding and horsemanship lessons in November 2020 – February 2021. Shannon continues to do trailheads and WP courses. Rebekah is attending a Lisa

Graham class in 2021. Grace has attended many webinars and virtual conferences on fundraising and social media. Connor is working on his MPA and has attended many webinars about HR and risk management during coronavirus.

**Offer competitive pay with incentives to work at most needed times.**

Our current pay structure is based on PATH guidelines which were created based on agencies of all sizes and budgets. We need to investigate competitive pay across all industries for similarly sized agencies.

~~Complete: Action Step: Investigate salary ranges for similarly sized nonprofit agencies, regardless of industry.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: June 2019.~~

~~May 2019 Update: Bowles Consulting is researching this for us and should be completed by the end of July.~~

~~June 2020 Update: This was completed and all employees were brought up to the minimum average salaries for their positions. The new levels for riding instructor and instructor also have pay tiers within them.~~

~~September 2020 Update: Marking as complete.~~

Action Step: Create and implement a plan for cost-of-living salary adjustments.

Responsibility: Administrative Team.

Timeframe: Begin January 2019.

May 2019 Update: Once we get the report from Bowles Consulting, we will add these to our budget. For 2019, the 3% retirement match was considered a salary adjustment.

June 2020 Update: Due to COVID-19, we were not able to do the formal reviews that are usually done in the spring. But, all employees making less than \$15/hour were given an increase (either \$1 or \$2/hour) to bring them up to \$15/hour since that's what unemployment rate is. It didn't seem fair to expect people to be working for less than others were making at home. Plus, it helped us to meet the expected PPP salary requirements. Employees working more than one year, were given a flat \$2/hour pay increase. All employees were told that these pay increases may not be sustained long term. The 2020 Cost-of-Living Adjustment was 1.6%. It is not standard practice for private organizations to issue raises based on COLA, which is typically only utilized government agencies. The COLA is announced every fall to be implemented during the upcoming calendar year.

September 2020 Update: After spending the PPP funds, employees were returned to their pre-PPP rates. Some employees were given increases as part of their reviews if they were due for an increase.

## **HORSES**

### **Maintain a full capacity of horses to serve multiple programs.**

Our maximum capacity is 17 horses. As of July 2018, we have 15.

Action Step: Continually look for suitable horses.

Responsibility: Horse Team.

Timeframe: Ongoing.

May 2019 Update: So far, 2019 has been a difficult year for us: Jessie died of a tumor after being ill for several months; Missy died from a lipoma; Dottie died from a seizure; and Straw has been out with an abscess. Since the majority of our horses are older, it's expected that they are near the ends of their lives. But, this has been an especially difficult year so far. We currently have 16 horses, with 2 of them still in the trial period. The purchase of several "phony ponies" has helped us stretch the number of times our horses can be ridden, as well as helped students develop balance so that they do not strain our horses' backs. These include: Beatrice Barrel, Harry the Home Horse, Helen the eqicizer, Troy the life-size plastic horse, and Elisha the mechanical horse from Baylor University.

June 2020 Update: We realized that we could add one more stall in the lower barn by moving the resource items to the upper barn. We now have 18 horses that can be ridden. In the past, we've often had a few horses that were limited to only ground work.

September 2020 Update: Rosie died in September, so we are down to 17 horses. Due to finances, we are not planning to bring in another horse. The Horse Team is looking at our horse needs as our student population is shifting towards more independent riders.

### **Have instructors that can work with a wide variety of horses.**

Riding instructor certification does not test horse training skills. More knowledgeable instructors will increase the potential pool of new horses.

Action Step: Provide continuing education for instructors and other staff working with horses.

Responsibility: Administrative Team.

Timeframe: Ongoing. All staff have been given access to riding lessons.

May 2019 Update: Over the Winter 2019 term instructors were given riding lessons on our horses to help them improve their skills.

June 2020 Update: Instructors have continued to receive riding lessons as our schedule allows. From June 1, 2019 through May 31, 2020 program staff received 38 hours of riding instruction, most of which took place during the Summer 2019 and Spring 2020 terms. Also, for the first time ever, all of the riding instructors have their own personal horses, so they have the ability to ride outside of the barn.

September 2020 Update: We have continued to offer lessons to instructors between terms and will plan to continue doing so.

### **Have a pipeline of horses.**

Having a pipeline of potential horses will allow us to quickly replace a retiring horse.

Action Step: Locate nearby barn willing to board potential horses.

Responsibility: Horse Team.

Timeframe: 2020.

June 2020 Update: Monty Hess, Kenan Ashurst, and Tamala Hillhouse are willing to board horses for us if needed. But, I doubt we will be able to afford to do this in 2020.

September 2020 Update: This is on hold for now.

## **PROPERTY**

### **Have adequate staffing to care for the property.**

~~We have not had a property manager since March 2018. Part-time Property Manager became full-time in January 2019.~~

~~Complete: Action Step: Hire a Property Manager.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: Semi-Completed. We have hired a part-time property manager to supplement Landscape Workshop. Not sure yet if this will provide enough hours.~~

~~Decide by February 2019.~~

~~May 2019 Update: The part-time property manager was hired full time in November 2018.~~

~~June 2020 Update: Before COVID-19, the property team had three full time employees. One resigned in April and one was laid off. The team leader is using extended FMLA provided by the CARES act to care for his son. The Operations team is currently assisting in the property maintenance. Due to the Operations team leader returning to UAB to work on his master's degree, we are looking at reorganizing the Property and Operations teams.~~

~~September 2020 Update: Mark as completed.~~

Action Step: Reorganize the property team after COVID layoffs.

Responsibility: Joy.

Timeframe: January 2021.

Action Step (added September 2020): Jason is currently the only member of the property team with the other members either laid off or having resigned during COVID. As part of the general re-org after COVID, we will need to decide what to do with this team, as well as Operations.

### **Make property as accessible as possible.**

There are still areas of property that are not as accessible enough for all of our students or visitors.

Action Step: Create plan to implement the suggestions made UAB OT intern's accessibility audit.

Responsibility: Property and Operations Teams.

Timeframe: Plan made by September 2018.

May 2019 Update: Almost all of the stalls in the upper barn are now accessible. The driveway and pathways have all been smoothed with crush and run (although rains have made some ruts in them recently). The Bunny Hutch now has a ramp entrance. The Property Team is looking at all of the suggestions and implementing them as they are able.

June 2020 Update: We have continued to make small changes as we're able to do so. These are mainly removing toe boards so that all areas are wheelchair accessible.

September 2020 Update: No additional progress.

### **Design property to be as efficient as possible and as much used as possible.**

Much of the property is not used on a daily basis due to lack of resources.

Action Step: Create a property usage plan.

Responsibility: Property and Operations Teams.

Timeframe: Plan made by June 2019.

June 2020 Update: Maintaining the trails was added to the Property chores to increase the number of trail rides. The Horse Team has also worked to make sure more horses are desensitized to the red barn areas. This step has been especially useful as we've looked for ways to spread out to avoid cross-over contact in lessons.

September 2020 Update: No additional progress

## **BOARD**

### **Formalize the advisory board.**

Action Step: Schedule quarterly meetings of the advisory board.

Responsibility: Governing board.

Timeframe: To begin in 2019.

May 2019 Update: Meeting held in April 2019.

June 2020 Update: The advisory board has not met quarterly, but does communicate regularly. Two of the members are weekly volunteers so they feel well informed. The third travels a good bit, but also feels well informed.

September 2020 Update: Plan to hold a meeting in mid-October.

Action Step: Create nominations process to add new members to advisory board.

Responsibility: Advisory Board.

Timeframe: Invitations sent by March 2019.

May 2019 Update: This has been postponed for now.

June 2020 Update: No other changes to report.

### **Expand the Governing Board.**

Action Step: Reduce financial reliance from O'Neal family.

Responsibility: Advisory Board

Timeframe: Ongoing.

June 2020 Update: Donations from O'Neal family were \$279,035 in 2019, down from \$342,366 in 2018. The 2020 budget only included \$175,000 from the O'Neal family, but this may change due to COVID-19.

Action Step: Develop plan to expand governing board.

Responsibility: Governing board.

Timeframe: Plan created by 2020, assuming all is going well.

June 2020 Update: No other changes to report. This has been delayed due to COVID-19.

### **3) Have abundant resources. *Question: How are we going to get the resources we need?***

#### **Decide and document our organization's brand, voice, and story.**

This is not the same as a development plan to steward donors or raise funds. This is the definition of the experience that we provide to stakeholders. This will help individuals realize if we are a good match for their donations of time or money. It is how we differentiate ourselves from other similar organizations.

~~Completed: Action Step: Contact marketing firms to get quotes.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: Quotes by August 30, 2018.~~

~~May 2019 Update: Several firms were contacted, but the minimum price was \$5,000. Jake McKinsey from Intermark met with Joy for an informal consultation. A summary of that meeting is available upon request.~~

~~June 2020 Update: We are working with The Better Fundraising Company and they have helped us to also work on marketing brand, voice, and story.~~

~~September 2020 Update: Mark as completed.~~

~~Completed: Action Step: Create and plan initial marketing materials for year end campaign.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: Plan complete by September 30, 2018 to be implemented starting October 1, 2018.~~

~~May 2019 Update: We created segmented materials that featured Ella.~~

~~June 2020 Update: We are working with The Better Fundraising company to create all fundraising materials and raised \$655,242 in 2019 compared to \$337,129 in 2018 (excluding O'Neal donation).~~

~~September 2020 Update: Mark as completed for now. This is now routine as part of working with The Better Fundraising Company.~~

Action Step: Create longer term marketing plan (beyond just the initial year end push).

Responsibility: Administrative Team.

Timeframe: Begin January 2019 and be completed by March 30, 2019.

May 2019 Update: We are currently working with The Better Fundraising Company to create these.

June 2020 Update: We are continuing to work with The Better Fundraising Company.

September 2020 Update: Working with The Better Fundraising Company to identify other methods to diversity funding. Options include monthly donors, event sponsors, major gifts, legacy giving, etc.

### **Understand how other similar agencies are funded and how their expenses are categorized.**

Learning about others can provide benchmarks.

~~Complete: Action Step: Create financial analysis of and comparison to similar agencies.~~

~~Responsibility: Tammi Trawick.~~

~~Timeframe: Completed by September 2018.~~

~~June 2020 Update: Shannon completed a comparison, including 990 information. Our expenses are about average. This surprised us because most of our lessons are private rather than group.~~

~~September 2020 Update: Marking as complete as it has become a routine yearly task now.~~

~~Complete: Action Step: Develop benchmarks for comparison to selected similar agencies.~~

~~Responsibility: Tammi Trawick~~

~~Timeframe: Completed by October 2018.~~

~~May 2019 Update: A survey was created and sent to these agencies. Our staff did a draft analysis. Bowles Consulting is compiling the final report.~~

~~June 2020 Update: Shannon completed this.~~

~~September 2020 Update: Marking as complete as it has become a routine yearly task now.~~

### **Create a Development Plan.**

This will allow us to have more strategic and intentional fundraising efforts, which will hopefully lead to more successful fundraising! The Development Plan will include fundraising goals and strategies, a communication calendar, events schedule, donor stewardship plan, and any related policies (like third-party fundraising).

~~Completed: Action Step: Attend Rachel Muir's Makeover My Fundraising.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: Class will be over end of July 2018.~~

~~May 2019 Update: This was completed.~~

~~Complete: Action Step: Create the actual Development Plan.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: Basic one for 2018 by August 30<sup>th</sup>. By February 1<sup>st</sup> for 2019.~~

~~May 2019 Update: This was completed, but is now being revised after working with The Better Fundraising Company.~~

~~June 2020 Update: Continuing to work with The Better Fundraising Company.~~

~~September 2020 Update: Marking as complete as it has become routine now.~~

~~Complete: Action Step: Hire a Development Director.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: ASAP.~~

~~May 2019 Update: At the April 2019 Advisory board, it was decided it was best to not hire a Development Director. Instead, we will hire an administrative assistant so that Joy and Grace have time to focus on Development. We have contracted with The Better Fundraising Company to create our marketing and development plans and materials.~~

~~June 2020 Update: Continuing to work with The Better Fundraising Company. Due to COVID-19, we are looking into increasing our digital fundraising in addition to continuing with conventional fundraising.~~

~~September 2020 Update: Marking as completed because we no longer need a separate position.~~

### **Evaluate the use of auxiliary groups.**

The use of auxiliary groups will expand our network.

Action Step: Determine if Junior Board should continue. It has been faltering.

Responsibility: Grace Butler.

Timeframe: September 2018.

May 2019 Update: The Junior Board is now doing great! They are meeting monthly and held a March Madness Fundraiser for the barn. They also helped with the March Luncheon.

June 2020 Update: The Junior Board is continuing to thrive. The March Madness fundraiser had to be canceled due to COVID-19, but they are working on a t-shirt sale to raise funds.

September 2020 Update: The Junior Board is struggling right now due to COVID interruptions. But, we have a new president and hope it will regain momentum soon.

Action Step: Consider a service guild type organization.

Responsibility: Grace Butler.

Timeframe: January 2019.

May 2019 Update: We do not have the resources right now to supervise this properly. We will consider again in 2020.

June 2020 Update: No new progress to report.

September 2020 Update: This is on hold indefinitely due to COVID.

### **Consider billing insurance for therapy.**

It's not expected that insurance will totally cover the cost of therapy programs, but it may provide some financial assistance.

~~Completed: Action Step: Attend Insurance seminar by hippotherapy association in November and then report back.~~

~~Responsibility: Administrative and Program Teams.~~

~~Timeframe: November 2018.~~

~~May 2019 Update: Ellen and Joy attended this class. BC/BS specifically forbids paying for therapy with horses. The hippotherapy association is working to change this through a set of initiatives. We will begin documenting our programs as if they would be reimbursable so that we develop the proper habits and procedures. When the laws are hopefully changed, we will be ready for reimbursement. However, it could take several years before this begins.~~

~~June 2020 Update: It does not appear that insurance is going to cover Hippotherapy at any point in the future.~~

~~September 2020 Update: Marking as completed. After numerous meetings and much research, billing for insurance is not currently approved. Plus, even if it was approved, the rates are so low that it would not be cost efficient to do.~~

**Determine charges for each program, especially programs serving other agencies.**

Our nominal charges do not cover the costs to provide programs. Scholarship information must be provided by individuals, but we do not have a similar process for other agencies.

Action Step: Determine the breakdown of nonpaying versus paying groups.

Responsibility: Administrative Team.

Timeframe: January 2019.

May 2019 Update: Only a few groups have ever paid.

June 2020 Update: In the past 12 months we have hosted 12 groups, several of which have been regular, recurring groups. 10 groups paid (including Magnolia's recurring group) and 14 did not pay (including JBS recurring group).

September 2020 Update: We will revisit this in 2021.

Action Step: Create prices and policies about scholarships for each type of group scheduled.

Responsibility: Administrative Team.

Timeframe: January 2019.

May 2019 Update: We have greatly reduced the number of one time groups attending each week. We have generally stated that one-time groups must do a significant supply drive or pay at least \$300 for a 2 hour session. The exceptions are organizations serving low income children who would not be able to meet those requirements.

June 2020 Update: We continue to work on this, but it is difficult when working with a wide variety of organizations.

September 2020 Update: In November 2020, we will look at our costs to provide the COVID altered groups to determine a pricing schedule to be implemented in January 2021.

**Emphasize subsidy to all parents, but especially those that do not receive a scholarship.**

Many parents do not realize that their payment amount does not cover the cost to provide the service.

~~Completed: Action Step: Indicate amount of subsidy received on riding lesson invoice.~~

~~Responsibility: Shannon Horsley.~~

~~Timeframe: Completed.~~

~~June 2020 Update: Rebekah is going to indicate this on invoices. Marking as completed.~~

~~Completed: Action Step: Determine how to emphasize the cost of programs to individuals and groups that receive as scholarship.  
Responsibility: Administrative Team.  
Timeframe: Plan completed by December 30, 2018.~~

~~May 2019 Update: It is noted on the parent agreement form that must be signed by each parent.~~

~~June 2020 Update: We no longer have a parent agreement because of the administrative burden. Marking as completed.~~

### **Pursue more in-kind donations.**

In-kind donations could offset many of the routine expenses.

~~Complete: Action Step: Create a list of easily provided in-kind donations.  
Responsibility: Administrative and Operations Teams.  
Timeframe: August 30, 2018.~~

~~May 2019 Update: Done.~~

~~June 2020 Update: These are listed on facebook and in periodic emails. Marking as completed.~~

Action Step: Arrange speaking engagements with small groups that could do supply drives.

Responsibility: Grace Butler.

Timeframe: Set up 10 speaking engagements by December 30, 2018.

May 2019 Update: Six have been attended.

June 2020 Update: NEED TO COME UP WITH THE NUMBER.

September 2020 Update: Never got around to finding out the June 2020 number. But, this is on hold indefinitely due to COVID.

~~Complete: Action Step: Create plan to pursue in-kind donations from volunteers and students.~~

~~Responsibility: Joy O'Neal and Ashley McDonough~~

~~Timeframe: Plan created by August 15 and implemented for Fall 2018 term and then ongoing.~~

~~May 2019 Update: Parents and volunteers have been asked to bring certain items at the start of the term.~~

~~June 2020 Update: We were not able to do this at the start of the spring term due to COVID-19. We will try again for the Fall 2020 term.~~

~~September 2020 Update: Will plan to do at the start of each term and periodically throughout the year. Marking as completed.~~

### **Have six months operating reserves.**

Operating reserves would protect the organization in times of lower donations or emergency.

Action Step: Create plan for beginning an operating reserve.

Responsibility: Administrative Team.

Timeframe: Plan created by December 30, 2018.

~~May 2019 Update: Working with The Better Fundraising Company to create the plan based on bequests and other financial arrangements.~~

~~June 2020 Update: We began putting 1% of our bank balance into a savings account each month. There is currently about \$16,000 in the account. But, we expect those funds will be needed for general operating expense this year. However, we do have \$159,900 in EIDL funds that could be used as an emergency fund if needed.~~

~~September 2020 Update: Not currently contributing to the Operating Reserve, but have not used any of it yet.~~

### **Emphasize transparency.**

This will build trust among our donors and other stakeholders.

~~Complete: Action Step: Continue to earn guidestar seal, publish financial documents for easy viewing, emphasizing transparency.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: Ongoing.~~

~~May 2019 Update: We currently have the Platinum seal by Guidestar, the highest that can be earned. Additionally, we have earned the Equus Foundation's Messenger designation, the highest that can be earned.~~

~~June 2020 Update: We again have the Platinum seal and earned the Equus Foundation's Messenger designation.~~

~~September 2020 Update: Marking as completed since it has become routine now.~~

Action Step (added September 2020): Update website with all financial information easily available for review.

Responsibility: Shannon  
Timeframe: By end of 2020.

September 2020 Update: This is in progress.

#### **4) Become known as experts in our industry. *Question: What's going to happen after we provide excellent programs and have abundant resources?***

##### **Create our own certification model.**

The current variety of certification models are burdensome and don't provide adequate preparation for excellence.

Action Step (revised September 2020): Create an internal "certification" for our instructors.

Responsibility: Administrative Team.

Timeframe: Begin looking into it in 2020.

June 2020 Update: We have decided to use the PATH riding instructor certification as our baseline entry point. We have created our own system of levels so that instructors realize they must continue learning in order to provide excellent programs.

September 2020 Update: Several instructors have expressed interest in being evaluated to move up a level.

Action Step: Improve disability knowledge section of internal certification.

Responsibility: Program Team.

Timeframe: Begin June 2021.

##### **Create "how to" packages that allow others to duplicate our methods and model.**

This could be either in book or training format.

~~Moved: Action Step: Begin documenting and collecting forms, materials, etc., as a historical record.~~

~~Responsibility: Administrative Team.~~

~~Timeframe: January 2020.~~

~~May 2019 Update: As part of the research studies conducted by UA, we are documenting our methods and models as part of the "Barn in a Box" project. We are creating flow charts of all processes and including copies of all relevant documents, checklists, and files.~~

~~June 2020 Update: We are continuing to work on this.~~

~~September 2020 Update: Moved to Provide Training for Current Staff, Volunteers, and the Community as part of Barn in a Box.~~

**Seek out projects that will bring national attention.**

National attention will bring more respect to local donors.

Action Step: Complete and publicize the American Legion Grant project.

Responsibility: Administrative and Program Teams.

Timeframe: To be completed by December 2018.

May 2019 Update: Completed. WBHM wants to do a story about it, which we hope will be picked up by NPR.

June 2020 Update: NPR did not pick up the story, but we feel that the timing may be good to remind families of the training materials for interacting with law enforcement officers.

September 2020 Update: Plan to publicize this in Spring 2021 for students in the Summer 2020 to attend.

Action Step: Have research article printed in peer reviewed journal.

Responsibility: Administrative and Program Teams, along with UA Social Workers.

Timeframe: 2020.

June 2020 Update: This continues to be in progress as UA finishes their research.

September 2020 Update: Nothing new to report.

Action Step: Continue to seek other projects with national recognition potential.

Responsibility: Administrative Team.

Timeframe: Ongoing.

June 2020 Update: Beth Holloway mentioned us on an ABC 20/20 show and in a Dr. Oz interview.

September 2020 Update: Nothing new to report.