



Hearts & Horses

Strategic Plan 2022-2026

Serving Our Community by Enriching Lives

HEARTS & HORSES

Therapeutic Riding Center



Our Vision

At Hearts & Horses we believe all individuals deserve a safe and supportive environment to develop physical strength, intellectual growth, and positive social and emotional learning, thereby creating a community for themselves built on respect, leadership, generosity, and kindness.

Our Mission

Enhance physical, cognitive and emotional wellbeing through equine partnerships.

Our Core Values

Hearts & Horses encourages all staff, volunteers and Board members to reflect the following values.

- 1. LEAD WITH INTEGRITY** – We promote the dignity and worth of everyone through compassion, respect, transparency, and commitment to our mission.
- 2. ASPIRE TO EXCELLENCE** – We strive for excellence by practicing the highest operational standards, courageous leadership, innovative thinking and accountability.
- 3. INVEST IN SAFETY** – We protect the safety and welfare of our animals, participants, organization members, land, and facilities.
- 4. COMMIT TO COMMUNITY** – We create strong teams by problem solving, clearly communicating, taking responsibility, and respecting diversity.



Strategic Plan Priorities



Grow the impact of the Hearts & Horses mission to more members of our community in a way that is scalable and achieves long term sustainability.



Ensure that all Hearts & Horses programs and services exemplify high quality through evidence-based practices and PATH Intl. Premier Accreditation.

Goal #1: Build Our Community of Staff, Volunteers & Participants

Objectives

1. Create a three-year master plan for staff, instructor and volunteer growth
2. Implement effective recruitment, training, and retention strategies for participants, volunteers, staff, and the Board of Directors
3. Define organizational culture, attract and maintain talented staff and volunteers and enhance personnel practices
4. Establish programmatic assessments and satisfaction surveys for volunteers, participants, staff and equine owners
5. Redesign the new participant on-boarding process
6. Improve participant and volunteer engagement
7. Complete and maintain the Service Enterprise Certification
8. Contribute to the scientific body of evidence of the industry itself through continued research partnerships
9. Explore and develop new programming



Goal #2: Grow Our Facility & Equine Capacity

Objectives

1. Create a three-year plan for facilities maintenance and new capital development
2. Expand use of facility for community events
3. Create a two-year herd development plan
4. Expand herd size beyond facility capacity limits
5. Investigate a potential satellite site
6. Investigate a potential outpatient therapy clinic



Goal #3: Maximize Our Financial Capacity

Objectives

1. Maintain one year of operating reserves at all times
2. Create and implement a donor stewardship program
3. Expand donor management system
4. Develop Equine Sponsorship
5. Increase grant support
6. Create annual sponsorship program