



SIRE

Board Approved on _3/29/2022

<https://sire-htec.org/>

SIRE SOAP (Strategy On A Page) July 2019-December 2024

Mission

The mission of SIRE is to improve the quality of life for people with special needs through therapeutic horsemanship activities and therapies, and educational outreach

Strategic Intents

Financial Stability and Growth

Program & Operations Excellence

Strengthen Infrastructure

Strategic Initiatives

Improve donor & grant cultivation and stewardship leading to growth in major gifts

Maintain and enhance excellence through staff and equine development.

Operate on two sites in FY 2022

Build a reserve fund equal to 3 months budgeted SIRE Expenses

Demonstrate and improve program success through quantitative and qualitative assessment program and research to assure that each site and program is optimally capacitized

Create Equine & Maintenance Reserve

Increase SIRE visibility and awareness in important communities and markets

Explore strategic partnerships to leverage resources and opportunities.

Make IT improvements for internal and external markets

Increase Major Gifts Revenue by 5% annually

Organize Task Force by 6/30/19 to:

- Get values of Hockley site and Spring site
- Seek/consider other sites
- Make recommendation on best use of assets by 10/1/19
- Create site development plans by 10/1/19

Track donor cultivation to assure that each major donor has 2 significant "touches" yearly beginning FY 2020

Implement herd succession and utilization program using industry best-practices. Plan by FY 2023

Competitive Compensation plan by FY 2022

Hold 2 donor appreciation events yearly beginning FY 2020

Implement "full staffing model" by FY 2023

IT Upgrades, including PCs, phones, WIFI, and training is functional by 6/30/2019

Offer bi-monthly experiential riding experience. Plan done by 12/31/19

Create data collection paradigm for quantitative and qualitative assessment by 7/2022

By 6/30/21 engage additional Development Staff (Communications Focus)

Establish 5 partnerships by 12/2024

Finance Committee to create plan for funding maintenance and Equine needs by 1/2020

Capital Campaign
Feasibility Study Company by: 10/1/19
Recruit Chair by: 8/1/19
Launch by: 5/1/2020

Increase Fiscal Reserve by \$50k per year for 4 years beginning 7/1/2020

Create Communications plan by 2020 Board Retreat

Website content management by 6/30/19

Develop and train 15-person Speakers Bureau by 6/30/20

Key Measures of Success

SIRE SOAP (Strategy On A Page) January 2022-December 2024 Focus Items

Mission

The mission of SIRE is to improve the quality of life for people with special needs through therapeutic horsemanship activities and therapies, and educational outreach

Strategic Intents

Financial Stability and Growth

Program & Operations Excellence

Strengthen Infrastructure

Improve donor & grant cultivation and stewardship leading to growth in major gifts

Double hours of service delivered through equine assisted services to clients to 12,000/year by 2024

Optimize two sites by 2024.

Strategic Initiatives

Build a reserve fund equal to 3 months budgeted SIRE Expenses

Maintain and enhance excellence through staff, volunteer, and equine development.

Increase SIRE visibility and awareness in important communities and markets

Explore strategic partnerships to leverage resources and opportunities.

Demonstrate and improve program success through quantitative and qualitative assessment program and research to assure that each site and program is optimally capacized

Key Measures of Success

Develop projected 3-year budget for each site to cover expanded facilities and service hours by 6/30/22.

Competitive compensation plan by FY 2022.

Fully implement Spring Capital Project program and optimize operations to double hours of service delivered to 6,000/year by 2024.

Increase Major Gifts Revenue by 5% annually.

Implement "full staffing model" by FY 2023.

Develop two phase Fort Bend Asset Strategy by 6/22 to double hours of service delivered to 6,000/year.

Continue to track donor cultivation to assure that each major donor has 2 significant "touches".

Create data collection paradigm for quantitative and qualitative assessment by 7/2022.

Phase 1 Implement Fort Bend strategy to maximize utilization of current assets by 6/24.

Continue to hold 2 donor appreciation events annually.

Establish 5 additional program partnerships by 12/2024

Phase 2 Implement Fort Bend capital campaign to complete doubling of capacity by 6/26

Deliver bi-monthly experiential ride or groundwork experience (when Covid risk level allows).

Implement herd succession and utilization program using industry best-practices. Plan by FY 2022, implement by 2024

Develop and train 15-person Speakers Bureau and identify areas to target by 6/30/22.

Increase Fiscal Reserve by \$50k per year for 4 years beginning 7/1/2020 toward a target of 3 months operating expenses.

Increase volunteer capacity to meet current needs and growth plans.

Define plans by 6/22 to double hours of service delivered at each site (how many hours of each service and resulting herd, instructor, volunteer, arena/classroom, and operational funding needs)