

4:00	Board Meeting Commences	
	1. Call to order	Denny McGuire
	2. Prayer	
	3. Approval of Minutes for November & Retreat	
4:10	4. Inspiration 2020 Update	MG Tindall
4:20	5. Capital Campaign	Ronnie Hagerty
5:00	6. Questions on Packet	
	a. Development – <i>update on 2017 sustainability</i>	
	b. One Page Report	
5:20	7. Financials - <i>approval of 2016 year end</i>	MG Tindall
5:45	8. 2017 Budget – <i>approval of budget</i>	MG Tindall
	9. Committee Reports	
	a. Nominating	Chris Osborne
	b. Capital Campaign	Mike Maher
	c. Property	Tommy Middleton
	d. Programs	Krista Carroll
	e. Staffing	MG Tindall
6:00	f. Sustainability	
	10. New/Old Business	
6:10	a. Conflict of Interest	
	11. Closing Prayer	

Calendar

Board Meeting	March 16, 2017
TWHS Improv Night	March 24, 2017
Waste Connections Golf Classic for Kids	March 27, 2017
Baskets of Love (Easter at the Ranch)	April 8, 2017
Board Meeting	April 20, 2017
Regional Special Olympics	April 29, 2017
Board Meeting	May 18, 2017

November 17, 2016

4:00 – 6:40pm

Meeting Place: Wells Fargo Board Room
21 Waterway Avenue, Suite 600
The Woodlands, TX 77380

Attendance: BOARD MEMBERS - Denny McGuire, Mike Maher, Martin Evans, Connie Goers, Chris Osborne, Angela Strong, Holly Gruy, Jonathan Homeyer, Gary Packer, Jennifer Graff STAFF MEMBERS – MG Tindall, Sheila Greaver, Michelle Bellaire, Kathy Tabor **PHONE** - Nel Somarriba, Todd Freeman

4:12 Call to Order/Opening Prayer - Denny McGuire

Minutes from October Meeting

- October minutes approved: Mike Maher (motion), Gary Packer (second)

Advisory Board – Denny McGuire

- Modeled off of Star of Hope. Denny presented specifics.
- Gary's concern is that they are committed to events and fundraisers and get to know the main board members.
- Richard Wright was suggested by Denny as a candidate, as well as Jim Hunt.
- Discussed the possibilities of members moving from regular board to advisory board and vice versa – benefits of that.
- May have to augment some of the by-laws.
- Will need a chairman for the advisory board.

Financials – MG Tindall

- Announced to the board that we are going to purchase a new 5 horse trailer – cost approximately \$23,000.
- We will need another used 4 horse and retain the trailers we have until we move to the new property.
- We are upside down on special events in October income due to majority of gala income coming in in September.
- Holy Gruy and Gary Packer approved financials.

Flash Report – MG Tindall

- Almost at our goal of clients for the year with our total right now at 69.
- EFL – limiting factor is the number of horses we have and staff on hand to assist.
- There are talks to grow that program – full time EFL director (possibly Krista) and hiring a new full time equine manager. We have a very qualified person interested in the position.
- Jonathan Homeyer would like client disabilities categories on report.

- Gary Packer question about insurance and 401k – where are we with these. MG working on quotes for medical. The 401k should be ready any day now, and will be offered to leadership team.
- MG read the thank you letter to ExxonMobil from Chuck and Yvonne Reed.

Development - Sheila

- Announced upcoming events – National Day of Giving, Tues., Nov. 29th and other events happening at the ranch and in the community.
- She is working on a list of 2017 grants that she will start vetting.
- She talked about the redesign of our website – donation of time from the developer. Nel Somarriba is assisting on this.

Inspiration 2020 - MG Tindall

- Announced that we are prepared to make an offer tomorrow.
- Jonathan reminded the board that we have no recommended plan on the current property (sell, retain, etc.).
- Cost to move current arena quoted at \$115,00.
- Capital campaign to begin anytime – goal \$3 million, but can change. Kathy Tabor discussed the specifics of what a capital campaign looks like, marketing tools, case statement, etc.
- We need someone to work the Woodlands connections.
- Jim Hunt is a great resource for Houston connections. Suggested we get Jim out to visit the property and invite to advisory board.
- Board agreed on offer of \$1.6 million going up to \$1.8 million in counter offers.

Ethics policy – Denny McGuire

- Modeled off of Star of Hope.
- Jennifer Graff suggested that wording be changed from “all” laws to “applicable” laws.
- Jonathan Homeyer moved to approve, Mike Maher seconded the motion.

Next board meeting Dec. 15th. A party was suggested by MG to honor our retiring board members and celebrate the holidays. Board retreat save the date – January 21st.

5:34pm Closing prayer – Chris Osborne

Minutes respectively written and distributed by Michelle Bellaire, Administrative Assistant, email: michelle@pciranch.org

Board Approval _____

BOARD RETREAT: JANUARY 21, 2017

MEETING PLACE: THE CLUB AT CARLTON WOODS
1 CARLTON WOODS DR.
SPRING, TX 77382

ATTENDANCE: BOARD MEMBERS – Denny McGuire, Chris Osborne, Jimmie Dotson, Mike Maher, Bob, Marlowe, Patrick Flaherty, Todd Bryant, Holly Gruy, Connie Goers, Gary Packer, Kathy Tabor STAFF – MG Tindall, Sheila Greaver, Tommy Middleton, Laura Dorcas, Krista Carroll, Michelle Bellaire

1:55pm Call to Order/Opening Prayer – Denny McGuire

Capital Campaign

- Update on Foxcroft property – Mg sent in official contract with an offer of \$1.8 million. Voted on approval from the board for the executive committee (Gary, Denny, Peggy and Mike) along with **MG can counter offer up to \$2 million with donation for naming rights. Denny made the motion, Chris second and approved.**
- Listing of Glen Loch property – MG had a conversation with Nina Marina – property was at one time appraised at \$1.5 million with improvements. We would let parents know of our intent to move before listing. Moving arena is a negotiating point. Peggy concerned if property sells. Board confirmed that we are in control of that sell date or closing date contingent on purchase of the new property. **Denny – motion to list Glen Loch property; Pat – second; approved.**
- Kathy discussed the capital campaign – Importance of donors giving over and above operating costs donations and the importance of having donors that give just to the capital campaign.
- Several board members shared personal stories of why they are on the board and what the ranch means to them. The board needs to be all in concerning the capital campaign. Sharing these stories with potential donors.
- Case statement completed by 2/15/17 or sooner.
- Kathy to help board plan speeches before going out to the public.
- Mike Maher and Jim Hunt are co-chairs of the campaign committee.

Board Strategy

- Nominating committee – should have chair positions for this – importance of keeping board members involved and engaged
- Executive committee 2017 – merge with Strategic Planning Committee?
- 15 members currently on the board – Jennifer Graff resigned on 1/20/2017.
- Mike Maher – expressed concern over turnover, and that if this cannot continue it will keep us behind and will not be good come 2019. It was suggested that we add a Matrix for onboarding new members. Kathy will reach out to Star of Hope for theirs and get to MG
- Bob Marlowe- recommended using the advisory board to vet people – use to move members onto the board or retiring board members to the advisory board.
- Richard Wright would like to join the advisory board and help with printing for the capital campaign.
- Required board participation – should be added to bylaws

- Gary – moving forward with growth to 75 clients at current location – possibility of more staff and horses.
- Discussion on keeping committee members engaged – staff is to initiate a meeting at least quarterly and to stay in contact with members monthly through email
- Mike – growing EFL with corporations – do we need a committee to develop that – planned meetings to discuss this process.
- MG – suggests holding on major growth – we would need more staff and horses at current location; we are growing the EFL programs – Krista to head this – Greg Sokolowski in talks to take over Equine manager role. Krista will be able to take on some TR clients so we could get to 75 clients this year for some growth
- Advisory Board voting for Richard Wright and Jim Hunt to be added to this board – **Denny with motion to add, Gary second the motion/approved for Richard – Gary motion and Mike seconds motion to add Jim Hunt.**

Financials

- Sheila quick review of financials – we would not have met goal without the flood donations. She will concentrate more on meeting with donors than attending Chamber events that are not beneficial to the ranch.
- Budget will be presented at Feb meeting

4:37pm Closing Prayer - Tommy Middleton

Minutes respectively written and distributed by Michelle Bellaire, Administrative Assistant, email: michelle@inspirationranch.org

Board Approval _____

Monthly Development Update

Board Update - February 16, 2017

2016 vs. 2017 Year-To-Date

January 1st through February 8th

2017 - \$ 62,941

2016 - \$ 63,585

January 1st through February 8th

-1%

2017 Year-To-Date vs. Annual Budget

January 1 - February 8th

YTD - \$ 62,941

GOAL - \$ 1,150,000

January 1st through February 8th

5%

Analysis by Fund

2017 (January 1 - February 8th)

Unrestricted	(24) \$	21,129
Capitol	(01) \$	40,000
Horse	(6) \$	1,162
Scholarship	(3) \$	650

2016 (January 1 - February 8th)

Unrestricted	(28) \$	61,270
Capitol	(0) \$	0
Horse	(3) \$	2,315
Scholarship	(0) \$	0

Upcoming Events

March 24th

TWHS Improv Night

"A Minute to Give It"

7:00 pm - 8:30 pm

The Woodlands High School

Potential Blessing: \$2,500

March 27th

Golf Classic for Kids

Sponsored by Waste Connections

8:00 am - 6:00 pm

The Woodlands Resort & Conference Ctr.

Potential Blessing: \$100,000

May 4th

Breakfast with Champions

Sponsored by Insperity Invitational

8:00 am

1830 S Millbend Dr, The Woodlands, TX

Tournament Course

Potential Blessing: \$50,000

**All numbers represented exclude In-Kind, Program Fees and Feed donations.*

1. Development

- a. 2017 Gala planning is off to a great start. Committees are being lined up and conversation for Honorees are in place
- b. 2017 Budget is structured and ready for approval
- c. 13 new grants have been added to this years funding stream by the Sustainability Committee

2. Staff

- a. Anna had her twin girls and is staying home to be a momma!
- b. Greg will officially start as Equine Manager on June 1
- c. Staff Guidelines will be ready for approval at the March meeting
- d. Staff Dialogue for 2016 has started and the goal is to be finished by the end of the month

3. Programs

- a. Top Hands was a great experience. There were over 100 participants. The competition was much more fierce than most shows that we attend! We placed 1st in trails along with 6 additional placements!
- b. Working on current EAL program as well as growth potential and addition of families and corporate sessions

4. Inspiration 2020

- a. A new offer was submitted for Foxcroft of 1.8m
- b. The owners were still frustrated with the offer so their realtor suggested that they get an appraisal to see what it is really worth. Mike Sedar reported to Linda "they are having a hard time finding someone to do the appraisal on such a unique property."
- c. We have 3 people who have offered to find some land to donate to the ranch. We are vigorously looking into this possibility
- d. We are working on a basic budget that would cover Campaign costs such as Case Statement, salary, meetings, marketing, video, etc.
- e. Listing of Glen Loch – I am looking for a more aggressive realtor to list our property

Income and Expense Budget vs. Actual - Monthly, and Year to Date
Through the month of December 2016

December Monthly Totals			Year to Date				2016	2016	
Actual	Budget	Variance	Account Description	Actual	Budget	Variance	Budget Tot.	Proj.	Description
INCOME									
\$ 23,489	\$ 28,700	\$ (5,211)	Donations	\$ 268,640	\$ 183,520	\$ 85,120	\$ 183,520		Increase was due to flood and memorial funds
\$ 5,126	\$ 11,000	\$ (5,874)	Foundations/Trust Grants	\$ 135,544	\$ 155,577	\$ (20,033)	\$ 155,577		
\$ 5,415	\$ 4,500	\$ 915	Program Fees	\$ 48,072	\$ 59,000	\$ (10,928)	\$ 59,000		8 weeks without lessons due to flooding
\$ 17,213	\$ -	\$ 17,213	Special Events Income	\$ 499,345	\$ 536,200	\$ (36,855)	\$ 536,200		No spring fundraiser (\$50,000)
			Specified Funds	\$ 107,050	\$ -	\$ 107,050			Specified Funding for tractor, building and tack room
		\$ -	Other Income			\$ -			
\$ 51,243	\$ 44,200	\$ 7,043	Total Income	\$ 1,058,651	\$ 934,297	\$ 124,354	\$ 934,297		
EXPENSES									
\$ 54,335	\$ 51,966	\$ 2,369	Staff and Volunteer Exp.	\$ 613,934	\$ 605,893	\$ 8,041	\$ 605,893		Special bonus recognition
\$ 5,432	\$ 5,000	\$ 432	Fund Raising /Special Events	\$ 99,129	\$ 92,733	\$ 6,396	\$ 92,733		
\$ 5,352	\$ 6,840	\$ (1,488)	Horse Expenses	\$ 87,027	\$ 90,300	\$ (3,273)	\$ 90,300		
\$ 4,317	\$ 7,899	\$ (3,582)	Property Facilities and Main	\$ 111,473	\$ 91,731	\$ 19,742	\$ 91,731		Flood expenses of 35K
\$ 1,000	\$ 5,500	\$ (4,500)	Professional Fees	\$ 33,605	\$ 33,181	\$ 424	\$ 33,181		
\$ 1,255	\$ -	\$ 1,255	Programs and Shows	\$ 12,888	\$ 5,413	\$ 7,475	\$ 5,413		SOTX, 2 shows, purchase of clothing
\$ 71,691	\$ 77,205	\$ (5,514)	Subtotal Expenses	\$ 958,056	\$ 919,251	\$ 38,805	\$ 919,251		
Net Operating Income				\$ 100,595	\$ 15,046	\$ 85,549	\$ 15,046		
Other Expenses (Capital)									
			New Building Cost	\$ 10,837		\$ 10,837			final cost of building
			Equipment	\$ 50,456		\$ 50,456			Tractor 31K, horse 2550, 2 trucks 95K, sound system 4K
\$ 1,099	\$ 1,245	\$ (146)	Fixed Asset Purchase	\$ 13,798	\$ 14,940	\$ (1,142)	\$ 14,940		property note
\$ 1,099	\$ 1,245	\$ (146)	Total Other Expenses	\$ 75,091	\$ 14,940	\$ 60,151	\$ 14,940		
TOTAL 2016 BUDGET							\$ 934,191		
\$ (21,547)	\$ (34,250)	\$ 12,703	NET INCOME	\$ 25,504	\$ 106	\$ 25,398	\$ 106		
CURRENT ASSETS									
			Bank Accounts	12/31/16	12/31/15				Included \$275,000 in reserve account
			Accounts/Pledge/Grants Receivable	\$ 551,305	\$ 519,169				
			Other Current Assets	\$ 149,847	\$ 247,000				Fidelity and undeposited funds
			Total Current Assets	\$ 17,267	\$ 6,500				
									On Budget
									Watching Closely
									Take Action

PANTHER CREEK INSPIRATION RANCH
2017 Budget Presentation

Account Description	2017 Budget	2016 Actuals	Variance	Description
INCOME				
Donations	\$ 188,670	\$ 268,640	\$ (79,970)	Individual, Corporate, Pledges & Recurring
Foundations/Trust Grants	\$ 200,000	\$ 135,544	\$ 64,456	27 Foundation applications - 13 are new
Program Fees	\$ 61,500	\$ 48,072	\$ 13,428	Increase in programs and billable
Special Events Income	\$ 600,717	\$ 499,345	\$ 101,372	Includes new Spring Fundraiser
Other Income	\$ 16,000	\$ 107,050	\$ (91,050)	Specified donations for items and work days
Total Income	\$ 1,066,887	\$ 1,058,651	\$ 8,236	
EXPENSES				
STAFF/VOLUNTEER EXPENSE	\$ 681,119	\$ 613,934	\$ 67,185	FT Equine Manager, benefits, 2PT staff to FT
FUND RAISING/SPECIAL EVENTS	\$ 109,360	\$ 99,129	\$ 10,231	
HORSE EXPENSE	\$ 87,630	\$ 87,027	\$ 603	
PROPERTY AND MAINTENANCE	\$ 89,210	\$ 111,473	\$ (22,263)	includes flood expenses of 35K
PROFESSIONAL FEES	\$ 39,700	\$ 33,605	\$ 6,095	
PROGRAMS & SHOWS	\$ 10,700	\$ 12,888	\$ (2,188)	SOTX, 2 shows, purchase of clothing
SUBTOTAL EXPENSES	\$ 1,017,719	\$ 958,056	\$ 59,663	
OTHER EXPENSES (CAPITAL)				
Equipment	\$ 32,500	\$ 50,456	\$ (17,956)	Purchase of final trailers
Fixed Asset Purchase	\$ 13,200	\$ 13,798	\$ (598)	property note
New Building Cost	\$ -	\$ 10,837	\$ (10,837)	Payment to builder - no further investment in Glen Loch
TOTAL OTHER EXPENSES	\$ 45,700	\$ 75,091	\$ (29,391)	
TOTAL EXPENSES	\$ 1,063,419	\$ 1,033,147		
NET INCOME	\$ 3,468	\$ 25,504		

Inspiration Ranch Budget Overview

February 2017

Primary Budget Assumptions	
Objective	Description
2017 OVERVIEW	2017 will be an exciting year for Inspiration Ranch. We not only will continue to grow our programs with additional riders(75) and EFL clients, but will also enter into a Capital Campaign. We want to acknowledge the challenge to help people understand that we must maintain the current operating budget, but also give sacrificially to the Capital Campaign. This year's budget was based on trending history, new relationships from flood giving, grant applications and the addition of an internal special event. We will add 1 FT staff member in programs and re-work our herd for maximum expansion.
FUND RAISING - Includes pledges, individual, corporate and sponsorship income as well as foundations, special events and program fees	Last years income included \$143,000 in flood income. We will focus on building relationships with our existing and new donors, both individual and corporate. The Development team has vetted 13 new foundations that will be applied to. We will also add a Spring event around this years Pro Am partnering with Insperity. Program fee revenue will see an increase due to increased numbers and no floods!
FLOOD INCOME	Last year brought \$143,000 in support of the flood. This income has presented a challenge in budgeting. There were many individuals and corporations who donated to the ranch as a result of the floods. We do not assume that they will not donate again. If you look at the budgeted line for Corporate and Individual gifts, they came in below the expected budget. This was a coding decision so that we could monitor flood income. We looked at the history of giving to make some assumptions on repeat giving without the flood event.
EXPENSES – Includes staffing, volunteers, property, horses, programs and professional fees	Our largest expense is staff/volunteer expenses. The majority of these are program costs, which keeps our admin costs down. The staffing/volunteer increase reflects the hire of a new Equine Manager mid year, 2 PT Instructors moved to FT immediately and 2-3% raises along with increased benefits. Fundraising will increase the capability of the donor database as well as an added plug in to connect the database with QuickBooks. The variance in the 2016 Property expenses is \$35,000 of flood expenses.



Committee Report/Strategy Discussion

Board Retreat

January 21, 2017

Committee Composition

■ Property

- *Martin Evans (Co-Chair)*
- *Tommy Middleton (Staff Co-Chair)*
- *Chris Osborne*
- *Peggy Boyce*
- *MG Tindall (Staff)*

■ Sustainability & Marketing

- *Nel Somarriba (Co-Chair)*
- *Sheila Greaver Staff (Co-Chair)*
- *Jennifer Graff*
- *Mike Maher*
- *Nancy Kosh*

■ Programs

- *Laura Dorcas (Staff Co-Chair)*
- *Krista Carrol (Staff Co-Chair)*
- *Holly Gruy*
- *Connie Goers*

■ Staffing

- *Gary Packer (Co-Chair)*
- *MG Tindall (Staff Co-Chair)*
- *Jimmie Dotson*
- *Todd Bryant*
- *Brooke Westall (Volunteer)*

Good Morning Property Committee Members!,

I'm excited about what God will bring in 2017. At the 2016 Board Retreat, our committee came together and put forth a Preliminary Site Plan that included an estimated \$570,000 worth of capital improvements to our existing property (Attached). Just a few months later, God washed that plan away. Here lies my hope. God protects us from many things, including ourselves. :) I believe God simply has a better plan for the ranch than we imagined, and I'm thankful that he loves the mission of the ranch enough to close one door and open another.

Our 2017 Board Retreat Report report (attached) is based on the idea that God has a better "geographic" place for the Ranch to carry out and "build" its mission. While we wait for the next door to open, we will pursue the following on the existing site:

- 1) Grow our Culture of Safety
- 2) Maintain the Existing Vehicles, Equipment, and Infrastructure
- 3) Only Construct Projects That:
 - Improve Safety on the Site
 - Reduce the risk of flood related losses (time, money, etc...)
 - Are Able to be Relocated to a New Location
- 4) Slow the Progress of Ranch Property Erosion Along Panther Creek
- 5) Master Plan New Site Location (Once Identified)

I'm thankful that each of you are a part of this committee. 2017 will be a pivotal year for the ministry of the ranch and the property for which it resides. You each bring different perspectives and insight to our thoughts and discussions. I believe this makes us **STRONGER!**. It makes us **BETTER!**. I look forward to working with each of you over this next year.

Have a great day,

Tommy Middleton
Property Manager

Progress Report: Property

2016 Goals and Milestones

- The following table identifies the Goals and Milestones proposed during the 2016 Board of Directors Retreat, the projected milestone completion date, current percent complete, and the actual/projected completion date for the deliverable.

Description	Milestone Date	Percent Complete	Delivery Date	Notes
Comprehensive Long Term Site-Use Plan	Jan-17	25%	n/a	<ul style="list-style-type: none"> ON HOLD - Pending relocation maintain existing infrastructure and make only minimal improvements (flood proofing or Leadership Team approved)
Building Addition Landscaping Plan	May-16		May-15	ON HOLD – Pending Relocation
Implement Recommended Erosion Control Measures	Jul-16	25%	Jan-17	<ul style="list-style-type: none"> ON HOLD - Pending relocation to new property
Safety Manual	Aug-16		Jan-17	DRAFT To be Completed May 2017
Safety Strategy	Aug-16	75%	n/a	Substantial Progress Made (Cultural Assessment Completed, Safety moments, Safety related projects completed, Improved “near miss” and incident documentation and analysis
55-HP 4x4 Tractor	Nov-16	100%	Jan-16	Acquired April 2016
6-horse Trailer	Nov-16	100%	Feb-17	5-Horse Trailer Under Construction

Progress Report: Property

2017 Goals and Milestones

- The following table identifies the goals and milestones for 2017 and the proposed delivery date.

Description	Milestone Date	Notes
Safety Manual	May 2017	Consolidate existing ranch safety policies/procedures. Identify/develop new policies/procedures
Safety Strategy	Ongoing	Recommend additional steps to promote/sustain a "Culture of Safety"
Minimize Future Flood Related Losses	Ongoing	<ul style="list-style-type: none">• Complete Feed Shed Repairs• Secure Parking Lot Wheel Stops• Elevated Lumber Racks• Secure Trash/Recycle Can Stations• Elevate Tools, Supplies, Inventory• Assess additional improvements
Erosion Monitoring and Attenuation	Ongoing	<ul style="list-style-type: none">• Monitor Erosion• Seeding/Planting of impacted areas• Reshaping or filling of lost ground

Property - Overarching Goals

- Continue to Promote and Grow a Culture of Safety
- Maintain Existing Infrastructure & General Usability
- *Minimize Future Flood Related Losses*
- Monitor and Attenuate Panther Creek Erosion
- *Prepare for Property Relocation*
- *Master Planning for New Site (Once contract established)*

Property - Goals & Milestones

■ Safety

- Safety Training & Awareness
 - Safety Moments at the beginning of **ALL** meetings
 - Investigate use of a local professionals or a safety consultant to recommend changes or enhancements
 - Recommend Safety Trainings (vehicle use, trailer hauling, etc...)
- Develop a DRAFT Safety Manual by May 2017
 - Consolidate existing ranch safety policies and procedures
 - Identify and develop new policies and procedures
- Recommend additional steps and strategies to promote a Culture of Safety

Property - Goals & Milestones

■ Flood Proofing & Mitigation (ongoing)

- Adopt a policy that any future improvements to the property must:
 - Reduce or Eliminate a specific flood related loss (Materials, preparation/recovery time, replacement costs, etc...)
 - Be able to be relocated to a new property
- **Examples:** Elevate All Lumber Inventory, Secure Parking Wheel Stops, Waterproof and secure or elevate all inventory storage above flood level,

■ Erosion Monitoring & Attenuation

- Lessen the rate of erosion along Panther Creek By:
 - Continue Monthly Monitoring of vulnerable areas
 - Targeted Seeding/Planting
 - Reshaping or backfilling lost ground (if applicable)

Programs - Overarching Goals

■ Optimize expansion of current equine programs consistent with the growth of ranch infrastructure

- Therapeutic Riding (TR) to 75 clients at current location (currently 68 clients)
- Continue keeping our sites on the Hippotherapy Program
- Equine Facilitated Learning (EFL) 15 clients; growing to potentially 20 by March 2017
- Mental Health, MCYS, Client supported horse shows, camps, mentoring
- Educate board members on a quarterly basis with topics specific to program and functioning of the ranch

■ Prioritize and “focus” program additions to ensure alignment with Mission

- Family Programs (counseling, resources, sibling engagement, etc.)

■ Maintain PATH accreditation and certification

- Maximize our effectiveness by collaborating with compatible groups
- Host CEU Trainings

Programs - Goals & Milestones

■ Establish a resource guide Fall 2017

- Utilize parents to spearhead the project of gathering local resource and events.

Programs - Goals & Milestones

■ Launch services 2017

- Explore further the feasibility of Hippotherapy Program with current staff structure
- Counseling by means of either contract, volunteer or part-time LPC or LMSW

■ Establish play and workstation areas for parents and siblings

- New Play area built by Exxon-Mobil underneath arena
- Parents can use complimentary Wi-Fi
- Prayer Garden built at entrance

Continued Growth in EAL Programs

- Growth of Redeemed Ministries Partnership from 2 to 8/10 clients a week
- Splitting of MCYS groups from 12 students once a week to 6 students twice a week
- Pilot 1-2 families for EFL program
- Pilot Corporate Teambuilding Groups as we increase herd and space

Hey Staffing Committee!

We have a lot of exciting things going on this year with staffing, and I would love your feedback and thoughts on meeting structure! I am hoping that we can meet at least once a quarter (more if we have some goals to reach). Does the 2nd week of March, June, Sept and Dec work? This would set us up for a meeting the week before our board meetings. Are there days that work better than others? Times?

Here are a few things we have on our agenda:

- 1) Rolling out the new Staff Guidelines. You should each have a copy. Once you have had time to go through it, please forward any suggestions. I would love to roll this out in March along with reviews, but perhaps we need to discuss at a March meeting and then put a recommendation in front of the board for approval.
- 2) We have a new hire and some staff restructuring. We will add a full time Equine Manager on June 1 and move Krista to EFL Program Director so she can focus on the growth of this program.
- 3) It is our annual Staff Dialogue time. We should have reviews completed by the end of Feb so that raises are effective March 15 (March 1 pay period) once evaluations are complete, I will submit a recommended raise and bonus structure. For the purposes of budgeting, I have added 2-3% cost of living raises for any employee who has been employed over 1 year. While 2016 certainly presented some challenges, we did issue bonuses in July, and so I am recommending that we wait until the last quarter to consider bonuses for this year. This could be a challenging year with maintaining our operating budget and running a Capital Campaign.
(Removed salary increase suggestion for confidentiality)
- 4) We have rolled out our new 403b retirement plan with 3% matching to Leadership Team members. There are currently 3 people taking advantage of this program.
- 5) We have upgraded to a much better insurance option that gives us more choices. There are 3 employees currently taking advantage of this program. The cost to the Ranch has stayed the same, and there was only a slight increase to employees. I know that our personal insurance went up significantly, so I am so grateful to not have any large increases to staff!
- 6) Laura is doing a fantastic job in the position of Program Director and our full team seems to be in a very good place. There have been many personal challenges and our team has risen to the occasion of surrounding them well and supporting them as they come through them.
- 7) Anna gave birth to her twin girl in early Jan and she will be staying home to be a momma for a while!
- 8) We are in the process of recruiting a Volunteer Leadership team to spread out the work of managing our ever-growing volunteer team. For the first time in a very long time, we are at full capacity for volunteers. We are in need of re-vamping the Horse Leader training to accommodate new leaders, but we have a great pool to pull from!

I have attached the Committee Slides that will be presented at the board meeting next week. Please take a look and see if you have questions or suggested changes.

Let me know your thoughts on the above meeting times!

Thank you all,

mg tindall

Staffing - Overarching Goals

- Eliminate staffing concerns for both Employees and Volunteers from the critical path of delivering Mission objectives
- Provide for the long-term sustainability of Inspiration Ranch thru improved sourcing and development of qualified staff
- Gain operating efficiency in regard to overhead as programs are expanded thru an optimized workforce planning model
- Serve as a valuable resource to Management regarding organizational & staffing matters and ensure the existence of a robust performance management process

Staffing - Milestones & Goals

■ Staffing

- Deliver a Staff Sourcing Strategy specifically directed at filling future needs for Certified Instructors inclusive of internal development and/or external recruitment by May 16'
 - *Advancing the concept of offering PATH Training to expand the Arena of Hope will offer access to future accredited staff. Project on hold with the hold on the staff building. We will move forward with planning now and implementation once moved.*
- ☑ Incorporate peer benchmarking into Goal setting by July 16'
 - *These conversation are becoming a part of our Dialogue process*
- ☑ Meet “goals” of Workforce Planning Model by hiring proactively and consistent with “projected” need
 - ☑ *Incorporate appropriate KPI to communicate achievement*
 - *How many lessons an instructor/Horse can do*
 - *Volunteer retention and connection reporting*
 - *Growth Strategy*
 - ☑ *Fill the following critical hires in the near term: full-time Program Director and full-time Administrative Support by April 16'*

Staffing - Goals & Milestones

■ Volunteers

- ☑ Continue to advance training of our Volunteers and monitor their retention
 - ☑ *Ensure delivery of pre-training expectations and improved participation accountability*
 - We are constantly evaluating the Volunteers and the training process
 - Updating Volunteer Training Manual
 - *Incorporate appropriate KPI to communicate achievement*
 - ☑ *Notionally target 80% participation in assignments within 30 days of training and 70% after 6 months (excluding seasonal staffing)*
 - *Recruit Volunteer Leadership Team to cover staffing gaps and enhance leadership of daily teams*

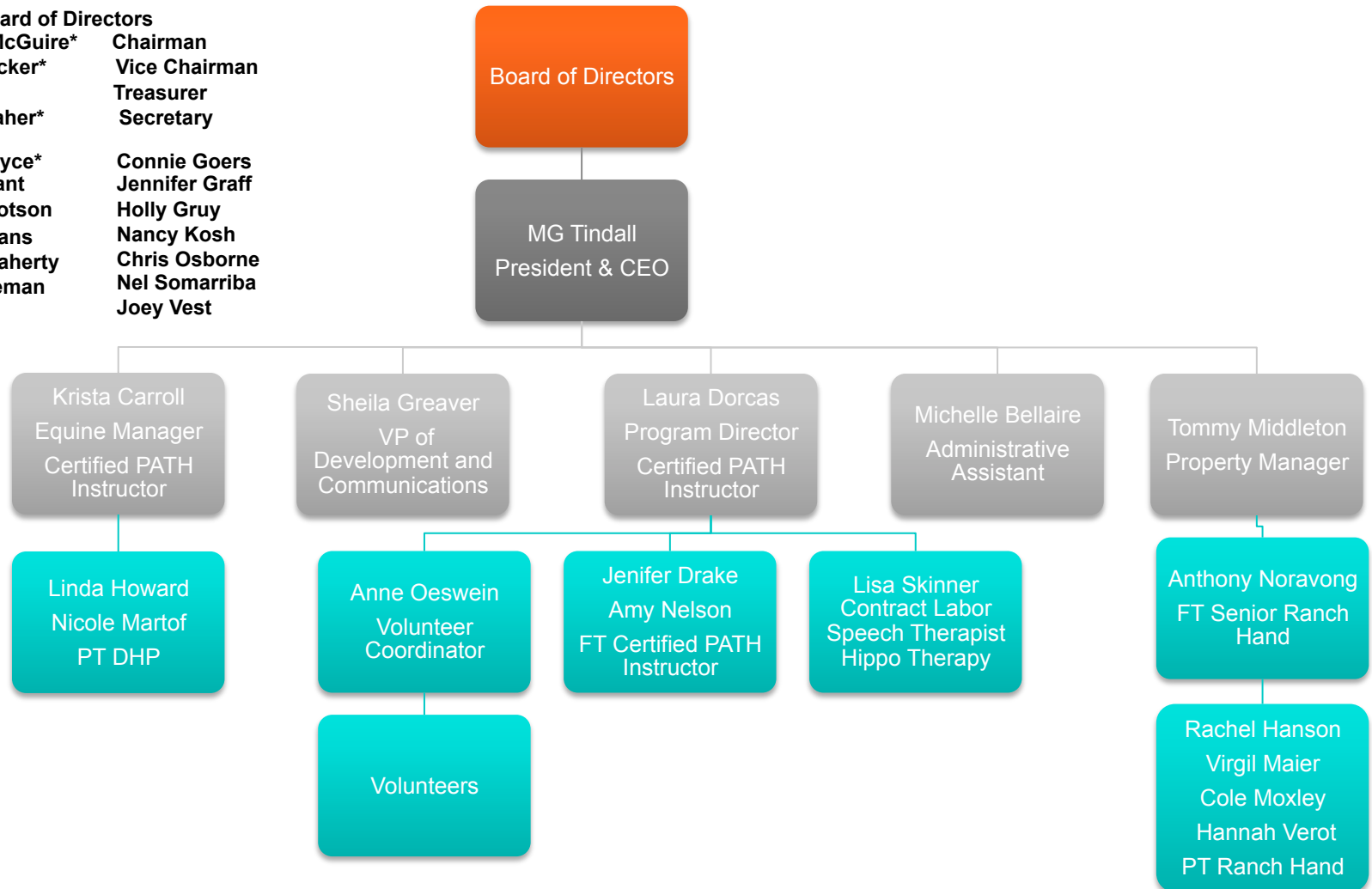
Staffing - Goals & Milestones

■ Training, Engagement, and Succession

- ☑ Continue to deliver annual individual performance reviews for all staff and ensure specific development plans and supportive training is provided
- Develop a consistent method to capture “testimonials of success” and document individual/team achievement by July 16’
 - We have set a goal to create a culture of Story Tellers. Capturing continues to be a challenge, but we have created a space on our drive and opportunities to share Missional Moments
- Management to deliver annual report on succession considerations inclusive of internal candidacy and their specific development plans in Q1

Panther Creek Inspiration Ranch

Board of Directors
Denny McGuire* Chairman
Gary Packer* Vice Chairman
Mike Maher* Treasurer
Secretary
Peggy Boyce* Connie Goers
Todd Bryant Jennifer Graff
Jimmie Dotson Holly Gruy
Martin Evans Nancy Kosh
Patrick Flaherty Chris Osborne
Todd Freeman Nel Somarriba
Joey Vest



Existing Staff Summary

Employee		Start Date	Description
MG Tindall President/CEO	FT	12/1/2010	Position is responsible for overseeing the day-to-day operational management of the ranch and tracking goals for growth, including effective management of the HR, staff development, safety, and maintenance of the ranch.
Michelle Bellaire Administrative Assistant	FT	9/29/15	Position is responsible for management of regular communications with clients and working with president in the execution of administration and events.
Sheila Greaver VP Development/Comm	FT	1/25/2016	Development Director manages fundraising and communication on behalf of Inspiration Ranch. Position is responsible for management of regular communications.
Tommy Middleton Property Manager	FT	9/1/15	This position is responsible for all areas of general facility and property upkeep including vehicles, heavy equipment, buildings, landscaping machinery, infrastructure, landscaping,
Krista Carroll Equine Manager/EFL	FT	4/25/2012	Serves as the resident expert on horses and their care. With guidance from the Director of Operations the Equine Manager is responsible for the health and well being of the horses at Inspiration Ranch.
Laura Dorcas Program Director/Instructor	FT	12/15/2016	Responsible for overseeing the therapy programs of the ranch, including effective management and mentoring of the instructors, safety and management of the horses.

Employee		Start Date	Description
Jen Drake Instructor	FT	10/26/13 PT to 1/15/2017 FT	Responsible for helping our riders reach their goals and see the success, freedom and dignity that they can experience through TR in a safe environment. First response to those looking to join our program
Anne Oeswein Volunteer Coordinator	FT	7/25/2016	Responsible for management of and regular communications with volunteers. This position will utilize phone, email, and database management for volunteers.
Amy Nelson Instructor	FT	1/13/2015 PT to 1/15/17 FT	Responsible for helping our riders reach their goals and see the success, freedom and dignity that they can experience through TR in a safe environment. Also fills in for feeders when needed
Anthony Noravong Sr Ranch Hand	FT	12/1/2016	Oversees the Feeder/Paddock Care is a full time position responsible for the daily feeding of horses and picking of all paddocks. Helps with health needs of horses. Works under maintenance
Virgil Maier Grounds	PT 15-20 hrs.	7/6/2015	Oversees daily grounds upkeep and assists with feeding when needed
Rachel Hansen JR Ranch Hand	PT 10 hrs.	9/16/16	The Feeder/Paddock Care is a part time position responsible for the daily feeding of horses and picking of all paddocks.
Hannah Verot JR Ranch Hand	PT 10 hrs.	7/5/16	The Feeder/Paddock Care is a part time position responsible for the daily feeding of horses and picking of all paddocks.
Linda Howard DHP	PT 25 hours	1/12/2017	Oversees the Feeding and prepares horses for lessons. Orders supplies, checks tack (mornings)
Nicole Martof DHP	PT 20 hours	1/12/2017	Prepares horses for lessons (afternoons)
Cole Moxley JR Ranch Hand	PT 20 hrs.	2/8/2015	The Feeder/Paddock Care is a part time position responsible for the daily feeding of horses and picking of all paddocks.

Our Vision for FM 1314 Property

	Base 2016	2017	2018	2019	2020
Development Phase	Current	Phase 1 (Stabilize & Pilot)	Phase 2 (Target Growth)	Phase 3 (Stretch Growth)	
# of Horses	15-16	15-16	17-20	17-20	
TR/wk	70	70-90	90-125	125 - 150	
EFL/wk	15	20	30	30	
Family Mbrs/wk	5	10	30	50	
Corporate Team/QT*	1	1-2+	2-3+	2-3+	
TR Instructors ** (full / part-time)	2/3	5/1 (includes EAL Director)	7/1	7/3	
# of Employees (full / part-time)	10/6	13/8	14/8	15/7	
# of Volunteers Required/wk	120	150	175	200	
Budget (\$MM)	\$0.9	\$1.1	\$1.5	TBD	TBD

* Can also include corporate/church retreat, meeting and team events

** Employee may be FT employees but have other duties so be considered a PT instructor

Open Position Status

- ~~Program Director FT~~ ~~Pending~~ ~~Immediate~~
- ~~FT Admin~~ ~~Pending~~ ~~Spring 2016~~
- On Site horse care Pending Spring 2017 (at move)
- FT EFL Program Director/Instructor Pending June 2017
 - Krista will take this position on so we will fill the Equine manager in May
- PT - FT Instructor Pending Spring 2017
 - If we want to grow our client base during this year beyond 75
- ~~FT DHP/Equine~~ ~~Pending~~ ~~Jan 2017~~
- *PT Dev/Events/Grants* *Pending* *Spring 2017*
 - *This could become FT with the Capital Campaign and hire sooner?*
- PT Instructor Pending Spring 2018
- PT Dev moves to FT Pending Fall 2019

Open Position Description

- **Program Director FT:** Position responsible for overseeing the therapy programs of the ranch, including effective management of staff. Works with President to oversee the use of ranch resources to enhancing program. **HIRED Winter 2016**
- **FT Administrator:** Position responsible for payroll, billing, data mining for development and be the first face for the ranch through email and visitor response. Represents transfer from PT to FT. **HIRED Fall 2016**
- **On Site Horse Care:** Position would live on site in trade for feeding and picking in am and pm. Position would allow for outside work as well and no estimated incremental cost.
- **PT Instructor:** Position is responsible for helping our riders reach their goals and see the success, freedom and the dignity that they can experience through therapeutic horsemanship in a safe environment.
- ~~**Property Manager (Projects):** Position responsible for overseeing the daily management and repairs of the property as well as any on site projects. Manage the work groups that come to assist. Strong project management skills.~~ **HIRED Fall 2016**
- **EFL Program Director PT to FT:** Position would be responsible to oversee the Equine Facilitated Learning program, including effective management of Equine Specialist, safety and curriculum of program. (Counselor)
- **FT Instructor:** Position is responsible for helping our riders reach their goals and see the success, freedom and the dignity that they can experience through therapeutic horsemanship in a safe environment.
- **PT Development:** (Grant Writer or Data Admin) This position will be determined as we work with Sheila to see the best fit for her strengths. It would start PT and go to FT over the course of a year.

Mike, Nel, Kathy and Dan,

First, I can't thank you enough for your commitment to serve on the Marketing & Sustainability Committee. Your thoughts, feedback and suggestions are invaluable to me and Inspiration Ranch. Your role is vital to the sustainability of our mission so we cannot only continue to serve the sweet kids but reduce the waiting list.

I have attached the "Sustainability Committee Report" that will be discussed at next week's Board Meeting. Please confirm that our 2017 vision, as written, aligns with our strategic goals and priorities for the coming years.

Know that I have a high-priority Ranch commitment that conflicts with our Board Mtg. therefore I will likely have left by the time this discussion takes place. Should there be individual reporting from committees can Nel or Mike communicate our vision and field questions on our behalf?

Thank you again for your heart to serve on our committee. It's an absolute pleasure to serve along side you and to help grow this ministry together.

With Gratitude,
Sheila M. Greaver
VP of Development & Communications

Sustainability - Overarching Goals

- **Leadership** – Provide continuous support to our board members for the sole purpose of adding strength, insight and value to our nonprofit.
- **Planning** – Deliver a comprehensive development strategy and annual plan for funding of our mission. Continuously generate monthly YTD Development records and share updates and changes as it pertains to our development.

Sustainability - Goals & Milestones

■ Leadership

- Continue to strategically build a diversified Board
- Engage board members with opportunities for involvement
- Provide valuable materials and resources for distribution

■ Planning

- Continuous vetting of foundations / submission of 13 new grants
- Pursue enhanced relationships with major individual donors
- Build Corporate Relationships (matching gifts/3rd party events)
- Introduce New Spring Fundraising Event
- Capitol Campaign
- Technology

Sustainability – Goals & Milestones

■ Funding, and Technology

- Generate a new website
 - Optimal balance to reach parents, volunteers and corporations
 - Marketing to corporations for matching gifts and volunteer hours
 - Enhanced coverage of events (pre & post)
 - Spotlight upcoming events, sponsorships and online event registration
 - Capitol Campaign details and donation opportunities
- Transition to an enhanced donor management system
 - Inclusive of the capabilities of our current technology, 20,000 donor records, 100K annual emails, plus Wealth Point Rating capabilities
 - Integrate a software that allows eTapestry and QuickBooks to work together and reconcile monthly

Sustainability – Goals & Milestones

■ Marketing

- Generate strategic and supportive marketing materials
 - Continual transformation of marketing brochures, business cards, note cards, banners and more to maintain a fresh message
 - Administer marketing materials that co-inside with fundraising campaigns, fundraising events, promotional opportunities
- Active promotion of the ranch's growth, expansion of programs, and strategic development
 - Continuously disseminate marketing information through website, social media, print media, magazine articles, newspapers and news outlets.
 - Continue to build community awareness for Inspiration Ranch and ensure our MV&V remain consistent in messaging and branding



**Board of Directors
Disclosure Statement**

I have read the policy entitled, "Board of Directors Disclosure of Potential Conflict of Interest" and understand its application to me. (Check line 1 or 2 and complete the form as needed.)

1. _____ I do not have affiliations, interests, or holdings that constitute an actual or potential conflict of interest that violates the policy described above.
- or
2. _____ I have affiliations, interests or holdings; have taken part in transactions; and/or hold positions which may represent potential conflicts of interest according to the policy. I understand that I must disclose these matters so the Mission may determine whether a potential conflict of interest exists. All such activities are listed below:

I further agree that I will advise the Audit Committee of the Board in writing if there are any changes in my situation that should be disclosed under this policy.

Dated this _____ day of _____, 20____.

(Signature)

(Printed Name)

Sign and return within two weeks to: Office of the President, Panther Creek Inspiration Ranch, PO Box 130001, Spring, Texas 77393.

Appendix

1. 2016 QB Budget vs. Actual cash report
2. 2016 QB Profit

Panther Creek Inspiration Ranch
Budget vs. Actuals: 2016 Final - FY16 P&L
January - December 2016

	Total	
	Actual	Budget
Income		
4000 Fundraising		
4010 Donations	0.00	
4010.1 Major Individual Gifts (over \$5,000)	18,500.00	35,000.00
4010.2 Donations-Individual (non event)	26,280.15	73,720.00
4010.3 Flood Recovery	142,630.50	
4010.4 Memorial Fund	15,077.93	
4020 Pledges	49,080.00	40,500.00
4040 Sponsorships		
4044 Client Sponsorship	40.00	
Total 4040 Sponsorships	\$ 40.00	\$ 0.00
4042 Horse Sponsorship	5,574.00	5,100.00
4060 Corporate Contributions	8,537.92	23,500.00
4070 Recurring Gifts	2,770.01	4,500.00
4110 Donated pro services-GAAP		1,200.00
4120 Donated other services-non-GAAP	150.00	
Total 4010 Donations	\$ 268,640.51	\$ 183,520.00
4030 Specified Donation		
4030.1 Specified for Tack Room	25,000.00	
4030.2 Specified for Tractor	32,050.00	
4030.3 Specified for Building	50,000.00	
Total 4030 Specified Donation	\$ 107,050.00	\$ 0.00
Total 4000 Fundraising	\$ 375,690.51	\$ 183,520.00
4230 Foundation/Trust Grants	135,544.00	155,577.00
5180 Program Fees	47,680.00	54,000.00
5800 Special Events Income		
5810 Denim & Diamonds	379,825.00	400,000.00
5840 Third Party Events	119,519.71	86,200.00
5850 Spring Event		50,000.00
Total 5800 Special Events Income	\$ 499,344.71	\$ 536,200.00
Billable Expense Income (deleted)		5,000.00
Unapplied Cash Payment Income	392.09	
Total Income	\$ 1,058,651.31	\$ 934,297.00
Gross Profit	\$ 1,058,651.31	\$ 934,297.00
Expenses		
7200 Staffing		
7220 Salaries & Wages	518,578.82	515,000.00
7240 Payroll Expenses	4,331.25	4,395.00
7250 Payroll Tax Expense	39,440.52	34,131.00
7260 Employee Health Insurance	17,216.76	16,776.00
7270 Workers Comp. Insurance	7,220.70	4,876.00
7320 Mileage Reimbursement	323.63	400.00
7560 Contract Labor	570.00	
7570 Staff Development	10,687.92	16,400.00
8010 Meals and Entertainment		4,700.00

8010.1 Board Meals	2,836.72		
8010.2 Marketing meals	161.35		
8010.3 Staff Meals	3,476.52		
8010.4 Volunteer Meals	2,692.18		
Total 8010 Meals and Entertainment	\$ 9,166.77	\$ 4,700.00	
8150 Volunteer Expense	5,743.85		6,000.00
8160 Parking & Tolls	362.18		
Total 7200 Staffing	\$ 613,642.40	\$ 602,678.00	
7310 Medical Expense	67.99		
7510 Fundraising Fees	605.00		0.00
8140 Postage & Mailing	587.28		1,583.00
8180 Dues & Subscriptions	3,135.86		3,215.00
8360 Special Events Expense			
8365 Denim & Diamonds			61,000.00
8365.1 Denim & Diamonds Supplies	1,808.26		
8365.10 Denim & Diamonds Wine Pull	225.00		
8365.11 Denim and Diamonds Volunteer Expenses	1,450.97		
8365.12 Denim & Diamonds Facility	48,714.08		
8365.2 Denim & Diamonds Customer Service	795.00		
8365.3 Denim and Diamonds Auction Expense	3,892.63		
8365.4 Denim & Diamonds Postage	4,718.66		
8365.6 Denim & Diamonds Entertainment	2,500.00		
8365.7 Denim & Diamonds Honoree	4,850.00		
8365.8 Denim & Diamonds Decorations	1,261.33		
8365.9 Denim & Diamonds VIP	400.00		
Total 8365 Denim & Diamonds	\$ 70,615.93	\$ 61,000.00	
8370 Spring Event			5,000.00
8395 3rd Party Events	2,194.69		
Total 8360 Special Events Expense	\$ 72,810.62	\$ 66,000.00	
8500 Development			
8460 Website & Donor Database	2,230.26		8,000.00
8510 Advertising & Marketing	5,543.94		6,000.00
Total 8500 Development	\$ 7,774.20	\$ 14,000.00	
8530 Gifts Given	4,157.95		2,550.00
8610 Bank Charges & Credit Card Disc	10,057.64		8,600.00
Total 7510 Fundraising Fees	\$ 99,128.55	\$ 95,948.00	
7540 Professional Fees			0.00
7520 Accounting Fees	19,654.74		21,181.00
7550 Consultant Fees	13,950.00		12,000.00
Total 7540 Professional Fees	\$ 33,604.74	\$ 33,181.00	
8110 Learning Supplies	7,843.26		5,413.00
8110.10 Shows	5,044.38		
Total 8110 Learning Supplies	\$ 12,887.64	\$ 5,413.00	

8200 Horse Expense		
8210 Farrier	4,575.00	5,220.00
8220 Feed	258.92	
8220.1 Senior Feed	2,540.70	1,200.00
8220.2 Stanley Pellets	2,251.13	3,600.00
8220.3 Supplements (deleted)		0.00
8220.4 Hay	22,325.50	29,400.00
Total 8220 Feed	\$ 27,376.25	\$ 34,200.00
8220.5 Delivery Fee	412.60	
8240 Tack Supplies	4,955.42	6,000.00
8250 Veterinarian	21,485.01	16,800.00
8260 Training	3,813.30	7,800.00
8270 Horse Supplies	6,492.19	8,532.00
8280 Supplements	12,633.38	7,248.00
8290 Minerals	5,095.04	4,500.00
8295 Cat	188.85	
Total 8200 Horse Expense	\$ 87,027.04	\$ 90,300.00
8330 Travel Meals	223.28	
8400 Property, Facilities & Maintena		
8405 Vehicles & Large Equipment		
8405.1 Fuel	2,202.61	2,160.00
8405.2 Preventative Maintenance	643.03	4,968.00
8405.3 Repairs	3,171.62	6,300.00
8405.4 Vehicle Registration	1,112.90	
Total 8405 Vehicles & Large Equipment	\$ 7,130.16	\$ 13,428.00
8410 Office Services		
8410.1 Janitorial Services & Supplies	3,851.11	2,700.00
8410.2 Computer, Software, Equipment	4,156.02	3,000.00
8820 Rental Expense	1,620.00	2,820.00
Total 8410 Office Services	\$ 9,627.13	\$ 8,520.00
8415 Insurance		
8415.2 General Liability	13,895.00	20,350.00
8415.3 Commercial Auto		6,320.00
Total 8415 Insurance	\$ 13,895.00	\$ 26,670.00
8435 Property Tax	75.24	
8440 Repairs & improvement		21,600.00
8440.1 Tools & General Supplies	13,134.77	
8440.2 Project Materials	4,716.05	
8440.3 Aggregate & Raw Materials	4,750.40	
8440.4 Trees & Plants	3,722.72	
Total 8440 Repairs & improvement	\$ 26,323.94	\$ 21,600.00
8445 Taxes & Licenses	259.63	
8450 Utilities	224.31	13,500.00
8450.1 Water/Sewer	1,121.66	
8450.2 Electric	5,470.03	
8450.3 Internet	937.86	
8450.4 Security	1,290.83	
8450.5 Telephone	1,988.35	
Total 8450 Utilities	\$ 11,033.04	\$ 13,500.00

8455 Office Supplies	6,397.28	6,613.00
8480 Safety		
8480.1 Materials & Equipment	673.75	500.00
8480.2 Professional Services Safety Related	2,001.48	900.00
Total 8480 Safety	\$ 2,675.23	\$ 1,400.00
8490 Flood Expense	34,056.22	
Total 8400 Property, Facilities & Maintena	\$ 111,472.87	\$ 91,731.00
8630 Interest Expense	3,085.62	
9800 Fixed Asset Purchase	2,550.00	
9800.2 Equipment	50,456.37	1,752.00
9810 Property Note	3,411.97	13,188.00
9820 Erosion/Property	4,550.00	
Total 9800 Fixed Asset Purchase	\$ 60,968.34	\$ 14,940.00
Total Expenses	\$ 1,022,108.47	\$ 934,191.00
Net Operating Income	\$ 36,542.84	\$ 106.00
Other Expenses		
9900 Bad Debt Write Off	0.00	
9901 New Building Costs		
9901.1 Building	10,836.60	
Total 9901 New Building Costs	\$ 10,836.60	\$ 0.00
9910 Ask MG	200.00	
Total Other Expenses	\$ 11,036.60	\$ 0.00
Net Other Income	-\$ 11,036.60	\$ 0.00
Net Income	\$ 25,506.24	\$ 106.00

Saturday, Feb 11, 2017 10:46:15 AM GMT-8 - Cash Basis

Panther Creek Inspiration Ranch

BALANCE SHEET

As of December 31, 2016

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1010 Woodforest Bank Checking	272,454.83
1012 PayPal	0.00
1013 Merchant Services Woodforest	0.00
1014 Reserve Account	275,376.26
1015 Petty Cash	318.10
1016 Merchant Account BlackBaud	1,198.62
1071 MorganStanley	0.00
Total Bank Accounts	\$549,347.81
Accounts Receivable	
1110 Accounts Receivable	2,350.00
1140 Pledges Receivable	106,865.91
1150 Grants Receivable	40,631.00
1200 Allowance for Doubtful Accounts	0.00
Total Accounts Receivable	\$149,846.91
Other Current Assets	
1410 Undeposited Funds	2,700.00
1420 Employee Advances	0.00
1450 Prepaid Expenses	-16.18
1460 Reimbursable Transactions	0.00
1470 Fidelity - 2647	6,523.20
Total Other Current Assets	\$9,207.02
Total Current Assets	\$708,401.74
Fixed Assets	
1620 Land	248,839.33
1630 Site Improvements	83,535.94
1640 Furniture, Fixtures & Equipment	10,484.47
1650 Buildings	346,177.55
1660 Vehicles	10,429.00
1670 Gas	0.00
1680 Equip-Stock, Tractors, Trailers	29,154.83
1690 Horse Purchases	8,414.00
1840 Capital Purchase-Property	133,160.47
Total Fixed Assets	\$870,195.59
Other Assets	
2009 Due to/from PCI Ranch	0.00
Total Other Assets	\$0.00
TOTAL ASSETS	\$1,578,597.33
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	

	TOTAL
Accounts Payable	
2010 Accounts Payable	1,235.00
Total Accounts Payable	\$1,235.00
Other Current Liabilities	
2015 403(b) Employee Contribution	0.00
2020 Direct Deposit Payable	0.00
2110 Direct Deposit Liabilities	0.00
2120 Health Insurance Liability	799.00
2150 Accrued Expenses-other	0.00
2400 Payroll Liabilities-Federal	0.00
2410 SUTA Payable	0.00
2420 Accrued Payroll	0.00
Total Other Current Liabilities	\$799.00
Total Current Liabilities	\$2,034.00
Long-Term Liabilities	
2500 Long Term Liabilities	91,998.46
Total Long-Term Liabilities	\$91,998.46
Total Liabilities	\$94,032.46
Equity	
3001 Opening Balance Equity	0.00
3010 Unrestrict (Retained Earnings)	1,558,745.72
Net Income	-74,180.85
Total Equity	\$1,484,564.87
TOTAL LIABILITIES AND EQUITY	\$1,578,597.33