



A Season of Celebration  
"Our greatest responsibility is to  
have faith in God"

**MISSION:** Providing hope and improving the lives of those with physical, mental, and emotional challenges through Equine Assisted Activities and Therapies

LOCATION: Market Street

33029 Wright Rd 4:00pm

Magnolia, TX 77355

*See calendar invite for phone/video info*

## Inspiration Ranch Board Meeting Agenda

Thursday, November 21, 2019

TIME	AGENDA ITEM	WHO
4:00	<b>Call to Order</b> / Welcome / Establish Quorum <ul style="list-style-type: none"><li>a. Prayer</li><li>b. Approval of Minutes / <i>signature required</i></li><li>c. Mission Moment</li></ul>	Gary  MG
4:10	<b>Committees</b> <ul style="list-style-type: none"><li>a. Governance/Nominating</li><li>b. Financial/Audit</li><li>c. Scientific/Programs</li><li>d. Safety</li><li>e. Talent/Compensation</li><li>f. Capital Campaign</li></ul>	Mike Michelle Jeff Eric Brooke Gary
5:10	<b>CEO Report</b> <ul style="list-style-type: none"><li>a. Annual Board Retreat - January 25</li><li>b. Christmas gathering – December 12, 6-10</li></ul>	MG
5:25	<b>New/Old Business</b>	
5:30	<b>Prayer/Open Floor/Adjournment to VIP Party</b>	

### Calendar

Client Christmas Party

December 6, 6-8

Christmas In the Woods

December 8, 2-8

Board Christmas Gathering (Board and Spouses)

December 12, 6-10

Annual Board Retreat

January 25, 2020 All Day

**VISION:** To provide a Christ centered oasis for children and adults with special challenges seeking excellence in Equine Assisted Activities & Therapies while we inspire similar ministries to grow the arena of hope

**October 24, 2019**

4:00pm-6:00pm

**Meeting Place:** Inspiration Ranch

**Attendance:** BOARD MEMBERS: Gary Packer, Bob Marlowe, Robin Anderson, Patrick Flaherty, Mike Maher, Michelle Little, Eric Allum, Elijah White, Jimmy Dotson, Jeffrey Shilt, Justus Corley, Denny McGuire, Brooke Westall, Jenny Taylor

STAFF – MG Tindall, Sheila Greaver

ABSENT – Nel Somarriba, Eli Prika,

**4:00 pm Call to Order- Gary Packer**

1. Introduction of new board members Elijah White, Robin Anderson and returning member Bob Marlowe.

**4:07 pm Prayer – Jimmy Dotson**

**4:08 pm Approval of August Board Minutes**

Motion for approval of minutes Jimmie Dotson, second Patrick Flaherty, All approved

**4:10 pm Reports**

**1. Financials**

**a. September and Quarterly**

- i. Michelle provided update on the financials and went through reports

**b. Update on Capital Campaign**

- i. Finance sub committee provided an update on the capital campaign and broad discussion on the bank loan.

Motion for approval of financials Bob Marlowe, second Denny McGuire, All approved

**c. Development/Gala Update**

- i. MG and Shelia provided update on the Gala as it exceeded our expectations at \$536,537

**2. Board of Directors**

**a. Governance**

- i. Gary provided overview of governance committee and the work that Connie has done to help us make progress on the Ranch policies. He also shared with the board that Connie will be stepping off the board this month and we want to thank her for all her work on this and other efforts. Board will plan to do a recognition event for her at either Christmas in the Woods or the Board Christmas Party in December.

**b. Committee Discussion**

- i. MG and Gary introduced the new structure around the executive committee and sub committees.

- ii. Gary announced changes to the executive committee as Mike Maher will be moving from the Secretary role to the Vice Chair role. Michelle Little to the Treasurer role and Brooke Westall to the role of secretary.

Motion for approval of new executive committee Gary Packer, second Bob Marlowe, All approved

- iii. Gary continued with the committee structure discussion and provided a document for board members to review. The plan will be to have each committee create a committee charter and meet as a group before the November meeting. Each subcommittee will be asked to provide an update at the November meeting.

**c. Scientific Advisory Group**

- i. Jeff spent sometime updating the board regarding the new Scientific and Programs committee which will kick off with the new committees this month.

**d. Safety Report**

- i. Jimmie provided the board with an update on the safety events for 2019. Going forward this will be coordinated by the new safety subcommittee.

**3. Staff/Ranch Updates**

**a. Compensation and Management Development Sub Committee Update**

- i. Brooke provided an update on the 2019 talent action plan and we will continue to review in our committee updates going forward
- ii. MG provided an update on staffing and current recruiting needs.
- iii. Brooke provided an update on the annual talent cycle and approval matrix. These documents will be used going forward for the C&MDC subcommittee.

**b. Program Growth/Strategic Plan**

- i. Delayed conversation until next meeting

**c. CEO Report**

- i. MG shared and update of general things going on at the ranch and a specific story on a missional moment with the mental health program.

**6:05 pm New/Old Business**

**Staff Dismissed for Executive Session**

- A. During executive session the approved the C&MDC committee to work with MG on upcoming staff compensation.

Minutes respectively written and distributed by Brooke Westall

**Board Approval by Secretary or Chair:** \_\_\_\_\_

**October 3, 2019**

10:19 am

### Email Vote

#### **On October 3, 10:19am – Gary Packer sent out the following email to the Board of Directors:**

I am so pleased to bring forward another quality Board Member addition that we have been pursuing for quite some time. Elijah White has now officially retired from Exxon and is now ready to join the Inspiration Ranch Board as we have discussed previously. You may have met him in person at our various fund raising events and his teams at Exxon have been consistent volunteers at the ranch. I am confident that he will be a great addition to our team. You will find attached his bio for your review and I look forward to you affirmative response to this recommendation. As you are aware, we had 14 directors at our most recent board meeting ... and I am very pleased with the addition of Robin Anderson and the return of Bob Marlowe. With the addition of Elijah we would have 17 directors and we can discuss your position on the addition of a “parent” at our upcoming meeting. I will also be sending some thoughts on Committee structure and assignments for discussion as well. Thank you.

Blessings,

Gary

**The following Board members voted unanimously to affirm the addition of Elijah White.**

Gary Packer 10/03 10:19am  
Bob Marlowe 10/3, 10:35am  
Jimmie Dotson 10/3, 11:30am  
Eric Allum 10/3, 12:21pm  
Mike Maher 10/3, 10:37am  
Brooke Westall 10/3, 10:41am  
Justus Corley 10/6, 3:22pm  
Denny McGuire 10/3, 4:33pm  
Patrick Flaherty 10/4, 7:18pm  
Eli Prica 10/3, 10:56am  
Connie Goers 10/6 6:29am  
Jenny Taylor 10/3, 1:28pm  
Michelle Little 10/19 9:14pm  
Jeff Shilt 10/20 6:35am  
Robin Anderson 10/20 1:03pm

*Minutes respectively written and distributed by Debbie Shannon, Executive Administrator, email  
Debbie@inspirationranch.org*

**Board Approval By Secretary or Chair:** \_\_\_\_\_

# ***Inspiration Ranch***

## ***Finance & Accounting Committee Charter***

### **Purpose**

The Finance and Accounting Committee is established to provide leadership and oversight with regards to the financial position of Inspiration Ranch. This committee will also review and participate in the annual budget process and offer recommendations for cash reserves and debt repayment. Additionally, this committee will work with the external audit firm.

### **Membership & Commitments**

The committee will consist of appointed Inspiration Ranch board members in addition to member(s) of the staff as required (generally 5 to 7 individuals). While oversight will be confined to the committee, it will be the responsibility of the entire Board to participate in the review of the financial position of Inspiration Ranch on a quarterly basis.

The committee will be led by a committee chair appointed by the board chairman and a co-chair (or vice chair) shall be selected by the committee to lead the meetings when the chair is not present.

Members should plan on meeting “as required” and a minimum of once per quarter in addition to various tasks that may be required to meet the objectives of the committee. Members should plan on reviewing the financial package as prepared by staff monthly and offering comments in advance of the distribution of the financial package to the entire Board.

### **Responsibilities**

The committee will be expected to perform the following:

- Work with staff on the development of annual operating budget.
- Review monthly balance sheet and income statement for the Ranch, review fluctuations from budget and regularly report on results and projections.
- Collaborate with the Capital Campaign Committee in maintaining a capital campaign budget and regularly report on results and projections.
- Review capital expenditure, credit card transactions and bank transactions on a monthly basis.
- Review cash position monthly and offer suggestion on debt repayment and cash reserve position on a quarterly basis.
- Establish financial goals along with staff on an annual basis.
- Work with staff on the selection of external audit firms every two to three years. Review that audit report, findings and recommendations from the external audit firm on an annual basis.
- Be available for staff on an as needed basis with regard to accounting and finance needs.

### **Authority**

The committee can execute activities within the scope of the approved budget and within the committee's charter. It will be their responsibility to timely communicate, advise and seek approval when operating outside of these parameters.

# ***Inspiration Ranch***

## ***Scientific and Programs Committee Charter***

### **Purpose**

The Scientific and Programs Committee is established to provide oversight of the equine therapy program's efficacy, best practices and research opportunities. Additionally, the subcommittee will provide guidance on administrative policies related to equine and behavioral health services.

The committee will be a standing subcommittee established for a term of 3 years. It will functionally report to and seek approval from the Board of Directors.

### **Membership & Commitments**

The committee will consist of appointed Inspiration Ranch board members in addition to members invited based upon their professional expertise in areas related to equine therapy, one of which will be a parent. Examples of desired expertise would include, but not limited to physical/occupational/and speech therapy, various fields of medicine, biomechanists, and behavioral health specialists.

The committee will be led by a committee chair appointed by the board chairman and a co-chair (or vice chair) shall be selected by the committee to lead the meetings when the chair is not present.

Members should plan on meeting "as required" and a minimum of once per quarter in addition to various events and tasks that may be required to meet the objectives of the committee.

### **Responsibilities**

The committee will be expected to perform the following:

- Assess program efficacy and outcomes for the various equine programs in an effort to achieve the status as a "center of excellence".
- Create an educational calendar and provide literature based, educational opportunities for staff and volunteers.
- Establish best practices in the various equine programs and remain up to date as best practices evolve.
- Explore potential research opportunities.

### **Authority**

The committee can execute activities within the scope and strategic plan approved by the board of directors. It will be their responsibility to timely communicate, advise and seek approval when operating outside of these parameters.

# ***Inspiration Ranch***

## ***Safety Subcommittee Charter***

### **Purpose**

The Safety Subcommittee is established in accordance with our vision of fostering a safe environment for all clients, employees, volunteers, visitors and horses. Inspiration Ranch is committed to aligning and supporting safety initiatives throughout all aspects of our services. This philosophy embraces the principles of transparency, accurate measurement and data reporting, and personal and collective accountability for safe work practices.

The committee will be a subcommittee established for a term of approximately 3 years. While technically reporting to the Governance Committee, it will functionally report to and seek approval from the entire Board of Directors.

### **Membership & Commitments**

The subcommittee will consist of appointed Inspiration Ranch board members in addition to members of staff and volunteers as deemed necessary. While oversight will be confined to the subcommittee, it will be the responsibility of the entire Board and Advisory Board to participate in the efforts required to meet the overall safety objectives. While others will be asked to participate, only Board members will be deemed to have voting privileges when appropriate.

The subcommittee will be led by a chair appointed by the board chairman and a co-chair (or vice chair) shall be selected by the committee to lead the meetings when the chair is not present.

Members should plan on meeting “as required” and a minimum of once per quarter in addition to various events and tasks that may be required to meet the objectives of the committee.

### **Responsibilities**

The committee will be expected to perform the following:

- Identify unsafe work practices and conditions through the review of safety data/reporting and suggest appropriate remedies.
- Review **occurrence** reports. Types of accidents, causes and trends shall be identified and appropriate corrective remedy/action suggested.
- Establish and review specific Goals/Metrics and provide regular status and committee updates to the Board on their achievement in the monthly pre-read materials.
- Provide/recommend tools as appropriate to further enhance/support the overall safety culture.

### **Authority**

The subcommittee advises management and the Board of Directors about safety issues/concerns. All written recommendations from the subcommittee will be submitted to the President/CEO who will consider the recommendations and respond in writing to the subcommittee within a reasonable time. Recommendations shall be concise, clear, and provide reasons for implementation.

# ***Inspiration Ranch***

## ***Compensation and Management Development Committee Charter***

### **Purpose**

The Compensation and Management Development Committee (C&MDC) is established to provide leadership and oversight to the talent efforts associated with Inspiration Ranch and its Mission and Vision for growth.

The committee will be a subcommittee established by the Board of Directors.

### **Membership & Commitments**

The committee will consist of appointed Inspiration Ranch board members in addition to members of the Advisory Board, staff and volunteers as required (generally 4 to 7 individuals). While oversight will be confined to the committee, it will be the responsibility of the entire Board to participate in the efforts required to meet the overall talent objectives. While others will be asked to participate, only Board and Advisory Board members will be deemed to have voting privileges when appropriate.

The committee will be led by a committee chair appointed by the board chairman and a co-chair (or vice chair) shall be selected by the committee to lead the meetings when the chair is not present.

Members should plan on meeting “as required” and a minimum of once per quarter in addition to various events and tasks that may be required to meet the objectives of the committee.

### **Responsibilities**

The committee will be expected to perform the following:

- Partnership with the CEO to support compensation and talent efforts at inspiration ranch.
- Talent efforts are defined by the attached document titled Annual Talent Cycle. The role for this subcommittee in the talent cycle includes but is not limited to the following:
  - Supporting talent strategy
  - Approving annual staffing budget- Headcount and merit
  - Benchmarking compensation and approving ranges by position
  - Approving CEO recommendations for staff compensation
  - Recommending compensation and performance adjustments for CEO
  - Conducting board and employee engagement surveys as needed
  - Assisting CEO with employee related policies
- Identify and secure any additional resources (committee members and/or third parties) necessary to meet the talent objectives of Inspiration Ranch.
- Establish specific Goals and provide regular status and committee updates to the Board on their achievement in the monthly pre-read materials.

### **Authority**

The committee can execute activities within the scope of the responsibilities listed above in effort to support the strategic plan for inspiration ranch. It will be their responsibility to timely communicate, advise and seek approval when issues arrive outside of approved parameters. Please see attached matrix of authority for a more specific breakdown.



# ***Inspiration Ranch Capital Campaign Committee Charter***

## **Purpose**

The Capital Campaign Committee is established to provide leadership and oversight to the fundraising efforts specifically associated with the relocation of Inspiration Ranch and the improvements required to deliver our Mission and Vision for growth.

The committee will be a “special” or ad hoc subcommittee established for a term of approximately 3 years or that time frame required to meet the fundraising objectives established by the Board of Directors. While technically reporting to the Governance Committee, it will functionally report to and seek approval from the entire Board of Directors.

## **Membership & Commitments**

The committee will consist of appointed Inspiration Ranch board members in addition to members of the Advisory Board, staff and volunteers as required (generally 5 to 7 individuals). While oversight will be confined to the committee, it will be the responsibility of the entire Board and Advisory Board to participate in the efforts required to meet the overall fundraising objective. While others will be asked to participate, only Board and Advisory Board members will be deemed to have voting privileges when appropriate.

The committee will be led by a committee chair appointed by the board chairman and a co-chair (or vice chair) shall be selected by the committee to lead the meetings when the chair is not present.

Members should plan on meeting “as required” and a minimum of once per quarter in addition to various events and tasks that may be required to meet the objectives of the committee.

## **Responsibilities**

The committee will be expected to perform the following:

- Establish and communicate a strategic plan for board approval which delivers the fundraising objectives of the capital campaign. Leverage prior work products of Sterling Associates.
- Identify and secure any additional resources (committee members and/or third parties) necessary to meet the fundraising objectives of the capital campaign.
- Establish specific Goals and provide regular status and committee updates to the Board on their achievement in the monthly pre-read materials.
- Collaborate with the Finance & Audit Committee in maintaining a capital campaign budget and regularly report on results and projections.
- Ensure that an informed, clear and compelling message is shared by all individuals when making “the ask” of potential donors.
- Ensure that an appropriate external marketing campaign is in place to support the fundraising objectives of the capital campaign.
- Participate in various activities associated with the fundraising campaign, however it will not be their sole responsibility and ALL members of the Inspiration Ranch Board and Advisory Board will be asked to share this responsibility.

## **Authority**

The committee can execute activities within the scope of the approved budget and within the committee’s strategic plan approved by the board of directors. It will be their responsibility to timely communicate, advise and seek approval when operating outside of these parameters.

**1. Staff/Board/Volunteers**

1. We have had some great applicants for the open positions. We hired a PT person who is in the process of getting their Equine Specialist. She can also do TR.
2. We have a second interview with 2 people for the Program Manager position
3. Haras donated a horse to our program!
4. Annual Staff Reviews are in progress
5. We have a new hire on the Equine/Property team

**2. Programs**

1. The first clients have come off the wait list
2. Client Christmas party is Dec 6th

**3. Inspiration 2020**

1. Hydro mulch is complete!!
2. As Build survey needs to be completed to submit the final paperwork for Greg's final payment (we also owe him a final 20%)
3. Septic is \$28,000 – we are reaching out to Howard Hughes for help
4. The permit office made the revisions on the septic and I signed the paperwork today so they can approve it
5. To be completed:
  1. Install septic
  2. Install a 12,000-gallon reserve tank or a hydrant off the pond

**4. Other**

1. Haras chose us as the recipient of some of their October Show season
2. Work Groups have done amazing work at the ranch!!

# January 2020 Board Retreat

January 25, 2019  
Inspiration Ranch  
Haras (??)

## MORNING SESSION

Inspiration Ranch

8:30	Breakfast in the Newfield Foundation Welcome Center Welcome	Gary
9:00	Staff/Board/education	All
11:00	Strategic Growth Plan	MG
12:00	Depart for Haras	
12:30	Lunch with families	
1:30	Prayer for this Season	

## AFTERNOON SESSION

2:15	2020 Budget & 2019 Year End 1. Operating 2. Capital 3. Philosophy to address debt 4. Development Strategy	Michelle
3:15	Looking Forward – Committee Goals 1. Each Committee to share 3 to 5 “Goals” to accompany the responsibilities shared at November meeting. What are the “Risks” to achieve them and “Mitigation” to ensure achievement?	
4:30	Closing Prayer	