



# Annual Board Retreat

## January 26, 2019

# January 2019 Board Retreat

## *Celebration of Hope*

January 26, 2019  
White Bridge Farm  
Harras

### MORNING SESSION

White Bridge Farm

<b>8:30</b>	<b>Breakfast in the "Resource Center"</b> <b>Welcome</b> <b>Intro of new board members</b>	<b>Gary Packer</b>
<b>9:00</b>	<b>Overview of site plan and timeline</b>	<b>MG</b>
<b>9:30</b>	<b>Vision Walk</b>	<b>All</b>
<b>11:00</b>	<b>Prayer for the future</b>	<b>All</b>
<b>11:30</b>	<b>Depart for Amerigo's Grille</b>	

### AFTERNOON SESSION

Amerigo's Grill

<b>12:00</b>	<b>Lunch</b>	
<b>12:45</b>	<b>Prayer for this Season of Celebration</b>	<b>Jimmie</b>
<b>1:00</b>	<b>2019 Budget &amp; 2018 Year End</b>	<b>MG/Sheila</b>
<b>2:00</b>	<b>Looking Forward (growth plan)</b>	<b>MG</b>
<b>2:30</b>	<b>By-Laws – discussion on changes</b>	<b>Connie</b>
<b>3:00</b>	<b>Mission and Vision recommendations</b>	<b>All</b>
<b>4:00</b>	<b>New Board members – presentation and vote</b>	<b>Denny</b>
<b>4:30</b>	<b>Closing Prayer</b>	

## 2018 Budget Review

Income/Expense	'18 Actuals	Budget	Variance	% Delta	Notes
Donations	242,741	218,070	24,671	11.3%	Strong Year End with matching gifts \$26,000 in pledges coming in See attached
Special Events Income	606,152	623,879	(17,728)	-2.8%	
Foundation/Trust Grants	213,796	257,672	(43,876)	-17.0%	
Workshops and Trainings	210	2,500	(2,290)	-91.6%	
Program Fees	71,880	72,630	(750)	-1.0%	
Other Income	27	26	1	2.6%	
<b>Total Income</b>	<b>1,134,806</b>	<b>1,174,777</b>	<b>39,971</b>	<b>3.5%</b>	
<b>Expense</b>					
Special Events Expense	118,725	98,604	(20,121)	-16.9%	Venue increase cost for D&D  Includes Inspection fees
Employee Salary/Benefit	768,523	793,941	25,418	3.3%	
Other Operating	103,711	96,313	(7,398)	-7.1%	
Travel, Meals & Entertainment	13,775	12,647	(1,128)	-8.2%	
Horse Expense	73,065	76,871	3,806	5.2%	
Learning Supplies	7,826	12,965	5,139	65.7%	
Property, Facilities & Maintenance	77,474	81,271	3,797	4.9%	
<b>Total Expense</b>	<b>1,163,099</b>	<b>1,172,612</b>	<b>9,513</b>	<b>0.8%</b>	
<b>Net Ordinary Income/(Loss)</b>	<b>(28,292)</b>	<b>2,165</b>	<b>30,457</b>	<b>-1407%</b>	
<b>Other Income/Expense</b>			-		
Other Income	421,473	421,473	0	0.0%	Gain on Sale of Geln Loch
Other Expense	1,841	1,801	(40)	-2.2%	
<b>Net Other Income</b>	<b>419,632</b>	<b>419,672</b>	<b>40</b>	<b>0.0%</b>	
<b>Net Income/(loss)</b>	<b>391,340</b>	<b>421,837</b>	<b>(30,497)</b>	<b>-7.2%</b>	

**BALANCE SHEET (12/31/2018)**

Bank Accounts	995,798
Deposits in Transit	11,532
Total Cash	1,007,330
Accounts/Pledges/Grant Receivable	68,485
<b>Total Current Assets</b>	<b>1,075,815</b>

Income/Expense	'18 Actuals	'19 Budget	Variance	% Delta	Notes
Donations	242,741	274,306	31,565	13.0%	2 additional events - Coulson Tough & Club Core lowered goal this year from 2018 budget
Special Events Income	606,152	670,000	63,849	10.5%	
Foundation/Trust Grants	213,796	225,710	11,914	5.6%	
Workshops and Trainings	210	2,000	1,790	852.4%	
Program Fees	71,880	73,150	1,270	1.8%	
Other Income	27	-	(27)	-100.0%	
<b>Total Income</b>	<b>1,134,806</b>	<b>1,245,166</b>	<b>110,360</b>	<b>9.7%</b>	
<b>Expense</b>					
Special Events Expense	118,725	110,575	(8,150)	6.9%	2 New hires
Employee Salary/Benefit	768,523	798,574	30,051	-3.9%	
Other Operating	103,711	99,376	(4,335)	4.2%	
Travel, Meals & Entertainment	13,775	14,890	1,115	-8.1%	2 horses added in 2019
Horse Expense	73,065	86,990	13,925	-19.1%	
Learning Supplies	7,826	10,720	2,894	-37.0%	
Property, Facilities & Maintenance	77,474	98,255	20,781	-26.8%	Increase for yard, cleaning and maintenance
<b>Total Expense</b>	<b>1,163,099</b>	<b>1,219,380</b>	<b>56,281</b>	<b>-4.8%</b>	
<b>Net Ordinary Income/(Loss)</b>	<b>(28,292)</b>	<b>25,786</b>	<b>54,078</b>	<b>191.1%</b>	

**Cash Flow**

	January	December	
Beginning Balance	151,879	151,879	
Plus Reserve	143,919	143,919	
Net Income/(Loss)	(6,286)	25,786	
Capex		(10,000)	
AR Received	10,000	10,000	
Deposits In transit	11,505	11,505	
Total Cash for Operations, including reserve	311,017	333,089	
		(145,000)	Less Reserve
		188,089	Operating Cash for '20



Development - Being Intentional

# Raising More in 2019

	2018 Actuals.	2019 Budget
Donations	\$ 242,741	\$ 274,306
Special Events Income	\$ 606,152	\$ 670,000
Foundations	\$. 213,796	\$ 225,710
	<b>\$1,062,689</b>	<b>\$1,170,016</b>

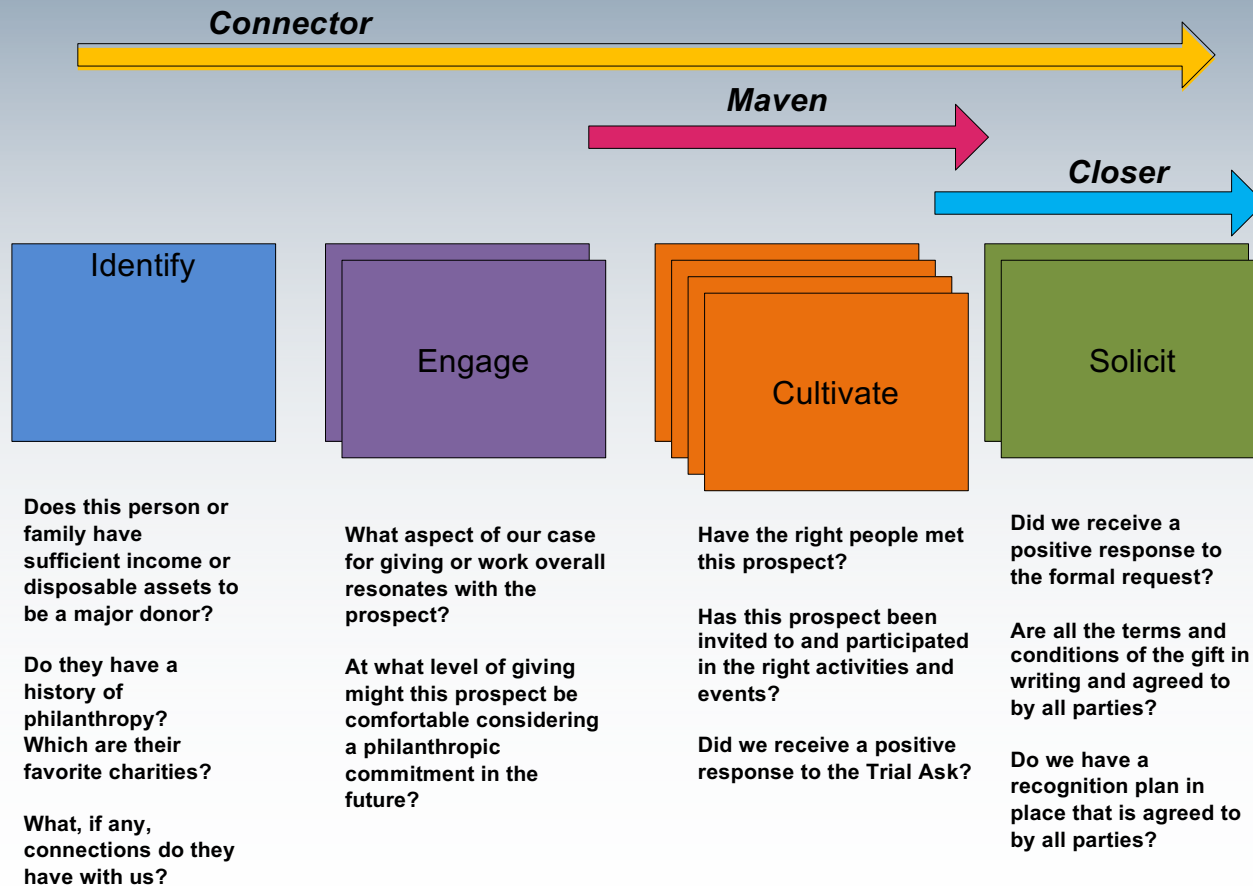
How will we raise an additional \$107,327 in 2019?

# Focus in 2019...

- Jan. 1<sup>st</sup> Kali became FT in Events/Marketing Management.
- Hiring of an admin to assist with grant management.
- New monthly donation strategy “Change Maker”
- Join AFP and learn about Planned Giving
- Becoming INTENTIONAL with Donors
  - Managing existing Donor Relationships
  - Cultivation of New Corporate Relationships
  - Cultivation of New Individual Relationships

Challenges: Capital Campaign

# Driving Focus for Cultivation





# Corporate Prospects

NEW Prospective Corporate Donors	
Prospective Corporation	Corporate Contact
Big Truck Rentals	Jeanie Dubinski
Chevron Phillips Chemical	Erica Hilliard
Pure Point Financial	William Warren
Hewlett-Packard	Community Engagement
Anadarko	Amanda McMillian/Martin Evans
Dr. Guy Lewis	Christine Doris
America's ER Medical Centers	Danielle Gonzolas & Alisann Schweiker, Dir. PR & Mktg.
Kiewit	Brad Kauffman
Hunstman Corporation	Brian Pellon
TD Industries	Miriam Villalobos
Sage Industries, LLC	John & Aletha Pinsoneault
McKessen	Brent Wunderlick
TIDE Cleaners	Ron Garrett, Owner
Richie Ray Pharmacy	Pharmaceuticals / Richie Ray
Brightview	Landscaping
Global Shop Solutions	Software Development
Bourque Attorney at Law	Morgan Bourque
Benchmark Bank	Adele Pitzer
Dosey Doe	Steve & Joan Said
Baker Hughes - Tomball	Anna Cuevas

- Identify
- Qualify
- Engage
- Cultivate
- Ask

# Individual Influencers/ Prospects

TOP 20 Individual Influencers	
#	
1	Christen Kauffman
2	Terry Larson
3	George Lindall
4	Paul Landcaster
5	Millie Fitzpatrick
6	Mary Lou Fitch
7	Marty & Mary Anne Young
8	Jill & James Bayne
9	Kathy & Ken Lawrence
10	Howard & Kristi Turek
11	Allison & Hilton Yee
12	Allison & Michael Wortley
13	Richard & Anna Pinder
14	Alison Amato & Steve Terni
15	Carla & Raymond Jones (ExxonMobil)
16	Julie & Brian Crum
17	Dick & Kathie Alexander
18	Beth Sova
19	Sidney & Paula Lamburth
20	Dr. Shelley Sekula-Gibbs & Robert W. Gibbs, Jr.

- Identify
- Qualify
- Engage
- Cultivate
- Ask

# **Creating new Engagement**

2019 Change Maker Program

2018 Adopt-A-Horse

2018 Champion A Rider

2018 Sponsor a Tiny Town Building (on hold for move)

Event Sponsorships

Corporate Work Days

Matching Gifts



**[InspirationRanch.org/changemakers](http://InspirationRanch.org/changemakers)**

**\$25**  
a month

**\$50**  
a month

**\$75**  
a month

When you become an Inspiration Ranch **Change Maker** monthly donor, you join a group of highly committed individuals whose ongoing dedication sustains our work to provide exceptional equine assisted therapy and activities in a loving Christian environment. As an Inspiration Ranch **Change Maker** monthly donor, you make it possible for children with special needs to receive specialized therapeutic riding lessons that focus in on goals to further their cognitive, emotional, and physical progress. Your monthly gift helps fill the gap between what our riders are able to pay and what it costs for a therapeutic riding session. **Being a Change Maker ensures that no one is ever turned away due to an inability to pay.**

**Through each and every monthly gift, you offer hope, renew lives, and inspire change in the lives of our clients and their families.**

**BECOME A CHANGE MAKER TODAY**

**[InspirationRanch.org/changemakers](http://InspirationRanch.org/changemakers)**

Conservative Estimates

\$400 per month

=

\$6,400 /month by Dec.

Average 80% carry

over year after year.

=

\$20,000 per month

in 5 years

Capital Campaign 2019

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Budget
<b>Income</b>													
<b>Donations</b>													
Donations-Individual	-	-	150,000	-	-	-	-	-	-	-	-	-	150,000
Pledges	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Contributions	-	-	-	-	150,000	-	-	-	-	-	-	-	150,000
In Kind Donations	-	-	-	-	15,000	-	-	-	-	-	-	-	15,000
<b>Total Donations</b>	-	-	150,000	-	165,000	-	-	-	-	-	-	-	315,000
<b>Special Events Income</b>													
Kentucky Derby	-	-	-	-	-	-	-	15,000	-	10,000	-	-	25,000
3rd Party	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Special Events Income</b>	-	-	-	-	-	-	-	15,000	-	10,000	-	-	25,000
<b>Foundation</b>													
Lease on 3BR House	-	-	-	-	25,000	-	-	-	-	-	-	-	25,000
Lease of Pasture	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>2,000</b>	<b>2,000</b>	<b>152,000</b>	<b>2,000</b>	<b>193,600</b>	<b>3,600</b>	<b>3,600</b>	<b>18,600</b>	<b>3,600</b>	<b>13,600</b>	<b>3,600</b>	<b>3,600</b>	<b>401,800</b>
<b>Expense</b>													
<b>Special Events Expense</b>													
Kentucky Derby	-	-	1,000	1,000	3,000	-	-	-	-	-	-	-	5,000
3rd Party	-	-	-	-	500	-	-	500	-	-	500	-	1,500
<b>Total Special Events Expense</b>	-	-	1,000	1,000	3,500	-	-	500	-	-	500	-	6,500
<b>Employee Salary/Benefit</b>													
Salaries & Wages	4,863	4,863	4,863	-	-	-	-	-	-	-	-	-	14,589
Payroll Tax Expense	380	380	380	-	-	-	-	-	-	-	-	-	1,140
Health Insurance	500	500	500	-	-	-	-	-	-	-	-	-	1,500
<b>Total Employee Salary/Benefit</b>	5,743	5,743	5,743	-	-	-	-	-	-	-	-	-	17,229
<b>Office Expense</b>													
Contract Labor	600	500	800	800	800	900	800	800	800	900	800	800	9,300
Development													
Printed Materials	-	-	1,000	-	1,000	-	-	-	-	-	-	-	2,000
Advertising & Marketing	-	12,000	-	-	1,000	-	-	-	1,000	-	-	-	14,000
<b>Total Development</b>	-	12,000	1,000	-	2,000	-	-	-	1,000	-	-	-	16,000
Office Supplies	-	100	-	100	-	100	-	100	-	-	-	-	400
Postage & Mailing	-	-	-	-	900	-	-	-	-	-	-	-	900
Professional Fees													
Consultant Fees	2,000	17,000	17,000	12,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	64,000
Engineering Fees	-	7,500	7,500	7,500	-	-	-	-	-	-	-	-	22,500
Permits/Testing	-	9,419	9,419	9,419	-	-	-	-	-	-	-	-	28,257
Legal Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Fees - Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Professional Fees</b>	2,000	33,919	33,919	28,919	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	114,757
<b>Total Office Expense</b>	2,600	46,519	35,719	29,819	5,700	3,000	2,800	2,900	3,800	2,900	2,800	2,800	141,357
<b>Travel, Meals &amp; Entertainment</b>													
Marketing meals	-	100	100	100	100	100	100	-	-	100	100	100	900
Parking & Tolls	-	-	50	-	-	-	50	-	-	-	50	-	150
<b>Total Travel, Meals &amp; Entertainment</b>	-	100	150	100	100	100	150	-	-	100	150	100	1,050
<b>Cost Associated With Purchase</b>													
Closing Cost	-	30,000	-	-	-	-	-	-	-	-	-	-	30,000
Mortgage Interest Payment	-	-	11,667	12,861	14,134	15,480	15,955	16,125	16,125	16,125	16,125	16,125	150,720
Lease Payment	4,000	4,000	4,000	4,000	-	-	-	-	-	-	-	-	16,000
Furniture and Equipment	-	-	22,000	22,000	22,000	-	-	-	-	-	-	-	66,000
<b>Total Cost Associated With Purchase</b>	4,000	34,000	37,667	38,861	36,134	15,480	15,955	16,125	16,125	16,125	16,125	16,125	262,720
<b>Total Expense</b>	<b>12,343</b>	<b>86,362</b>	<b>80,279</b>	<b>69,780</b>	<b>45,434</b>	<b>18,580</b>	<b>18,905</b>	<b>19,525</b>	<b>19,925</b>	<b>19,125</b>	<b>19,575</b>	<b>19,025</b>	<b>428,856</b>
<b>Net Ordinary Income/(Loss)</b>	<b>\$ (10,343.00)</b>	<b>\$ (84,362.00)</b>	<b>\$ 71,721.06</b>	<b>\$ (67,779.71)</b>	<b>\$ 148,165.70</b>	<b>\$ (14,979.53)</b>	<b>\$ (15,304.75)</b>	<b>\$ (924.72)</b>	<b>\$ (16,324.72)</b>	<b>\$ (5,524.72)</b>	<b>\$ (15,974.72)</b>	<b>\$ (15,424.72)</b>	<b>\$ (27,055.85)</b>
<b>Loan Balance</b>													
Construction Cost/Draw	-	180,052	229,205	244,529	258,283	91,243	32,635	-	-	-	-	-	1,035,947
Proceeds from Loan	-	2,600,000	-	-	-	-	-	-	-	-	-	-	2,600,000
Down payment		(540,000)											
Interest Payment		2,240,052	2,469,257	2,713,786	2,972,069	3,063,312	3,095,947	3,095,947	3,095,947	3,095,947	3,095,947	3,095,947	
Beginning Cash	700,000	689,657	65,295	137,016	69,236	212,402	197,423	182,118	181,193	164,868	159,344	143,369	
Down Payment	-	(540,000)											
Net Income/Loss	(10,343)	(84,362)	71,721	(67,780)	148,166	(14,980)	(15,305)	(925)	(16,325)	(5,525)	(15,975)	(15,425)	
Capex	-	-	-	-	(5,000)	-	-	-	-	-	-	-	
<b>TOTAL</b>	<b>689,657</b>	<b>65,295</b>	<b>137,016</b>	<b>69,236</b>	<b>212,402</b>	<b>197,423</b>	<b>182,118</b>	<b>181,193</b>	<b>164,868</b>	<b>159,344</b>	<b>143,369</b>	<b>127,944</b>	

Notes

Secured Donation

Meeting this week

Assumption

Prior building pledge

TBD

Tommy

Grant Writer

Assumes dollar for dollar lending on improvements  
\$540,000 down is based on 3.6m  
Interest calculated on draw schedule

# 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.
TBD Executive Assistant	FT		Position is responsible for management of regular communications with clients and working with president in the execution of administration, bookkeeping 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.
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.
Michelle Bellaire. Equine Specialist in Mental Health and Learning	FT	9/29/15	Partners with the MHP to oversee, develop and implement the Equine Assisted Psychotherapy program.
Anne Oeswein Licensed Professional Counselor	FT	7/25/2016	Partners with the Equine Specialist to oversee, develop and implement the Equine Assisted Psychotherapy program.
Kali Moxley Events & Marketing Coordinator	FT	2/23/2017	Responsible to develop all marketing material and maintain brand identity. Coordinates and oversees all events. Designs and implements all social media and website
TBD Grant Manager	FT		Position works with Development department and is responsible for writing grants, managing grant distribution, building relationships with foundations, and working events

Employee		Start Date	Description
Layne Little Volunteer Coordinator	FT	4/17/2018	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
Marie McIntosh Instructor	FT	8/23/2018	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. Leads the training of horses
Amanda Thompson Property Supervisor.	FT	10/3/2017	Supervises the Property team employees. Responsible for the wellbeing of the property, feeding of horses and care of track. Coordinates and oversees work days
Jessica Gorman Ranch Hand	PT	1/2/2019	The Feeder/Paddock Care is a part time position responsible for the daily feeding of horses and picking of all paddocks.
Breanna Fetkavitch DHP	FT	12/10/2018	Oversees the Feeding and prepares horses for lessons. Orders supplies, checks tack
Nicole Martof DHP	FT	1/12/2017 PT 1/1/2018 FT	Oversees the Feeding and prepares horses for lessons. Orders supplies, checks tack
Lacy Triplet. Ranch Hand	PT	9/27/18	The Feeder/Paddock Care is a part time position responsible for the daily feeding of horses and picking of all paddocks.
Virgil Maier Grounds.	FT	7/6/2015 PT To 11/1/2017 FT	Oversees daily grounds upkeep and assists with feeding when needed
Noah Chumchall. Ranch Hand	FT	7/6/2015 PT To 11/1/2017 FT	Oversees daily grounds upkeep and assists with feeding when needed

# Our Vision for White Bridge Property

	Base 2018	2019	2020	2021	2022
Development Phase	Current	Phase 1 (Stabilize & Pilot)	Phase 2 (Target Growth)	Phase 3 (Stretch Growth)	
# of Horses	15	17	20		22
TR/wk	60	70-80	90-100		110 - 125
EFP Group/wk	26	30	40		40
EFP Individuals/wk	4	10	15		25
Corporate Team/QT*	0	1-2+	5		7
TR Instructors (full / part-time)	3/0	4/0	4/2		5/2
# of Employees (full / part-time)	13/3	14/4	16/6		16/8
# of Volunteers Required/wk	165	170	180		200
Budget (\$MM)	\$1.1	\$1.3	\$1.5	TBD	TBD

\* Includes corporate/church retreat, meeting and team events



# Open Position Status

■ <del>Program Director FT</del>	<del>Pending</del>	<del>Immediate</del>
■ FT Admin	Pending	Immediate
■ On Site horse care	Pending	Summer 2021
■ <del>FT EFL Program Director/Instructor</del>	<del>Pending</del>	<del>Jan 2017</del>
<del>—— Krista will take this position on so we will fill the Equine manager in May</del>		
■ FT Instructor	Pending	2019/2022
■ PT Instructor	Pending	2020/2021
■ <del>FT DHP/Equine</del>	<del>Pending</del>	<del>Jan 2017</del>
■ <del>PT Dev/Events/Grants</del>	<del>Pending</del>	<del>Spring 2017</del>
<del>—— This could become FT with the Capital Campaign and hire sooner?</del>		
■ FT Development - Grants	Pending	Spring 2019

# Open Position Description

- **Program Director FT:** Position is responsible for overseeing the therapy programs of the ranch, including effective use of ranch resources to enhancing programs. **HIRED Winter 2016**
- **FT Administrator:** Position would handle 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.
- **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.
- **EFL Program Director PT to FT:** Position would be responsible to oversee the Equine Facilitated Learning program, in development of Equine Specialist, safety and curriculum of program. (Counselor) **HIRED Fall 2017**
- **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 Work) Position will be determined as we work with Sheila to see the best fit for her. It would start PT and go to FT over the course of a year. **HIRED Spring 2017**

# **Panther Creek Inspiration Ranch Annual Board of Directors Meeting 01/26/2019**

**Internal Affairs Committee  
Recommendations for Update to Legal Documents  
Prepared by Connie Goers**

# Certificate of Formation

- 2006

- Formed as Woodlands Inspiration Institute

- 2007

- Amended name to Panther Creek Inspiration Ranch

- 2008

- Amended to include Article X – Distribution of Assets Upon Winding Up

# Certificate of Formation

## ○ 2019 Recommendations

- Article I - Renaming and New Location
- Article II – Update Purpose (Mission Statement)
- Article III – Update Restrictions and Limitations
- Article IV – Update Registered Office and Agent
- Article V – Update Organizer (Attorney)

# Certificate of Formation

- 2019 Recommendations

- Finalize draft amendments
- Review with Chairman and President
- Request legal review
- BOD to vote on proposed amendments at February 2019 Board Meeting
- File with Texas Secretary of State

# By-Laws

- 2013
  - Current executed version of By-Laws (August 2013)
- 2019 Recommendations
  - Article I – Offices
    - Renaming and Location
    - Registered Agent
  - Article II – Directors
    - Amend Term to Current initial 3-year term with option for additional two 3-year terms (or optionally 1-year term); including option to rollover to Advisory Board

# By-Laws

- 2019 Recommendations-Continued

- Article II – Directors

- Amend language that addition, removal, resignations and vacancies of a Director can be voted on at monthly, special or annual board meetings (in lieu of only at annual meetings) and such voting documented in monthly, special and annual meetings notes
- Amend annual meeting language from “first Thursday during month of March” to “first quarter of each calendar year” or “January of each calendar year”



# By-Laws

- 2019 Recommendations-Continued

- Article II – Directors

- Amend required formal notices from “registered mail” to “email with delivery receipt”
- Amend Committee language to 1 or more BOD; in lieu of 2 or more BOD
- Propose a new process to address BOD’s responsibility to sign off on an Annual Check-Up List of documents to be reviewed at each calendar year-end for amendments and/or additions.

# By-Laws

- 2019 Recommendations-Continued

- Article III – Officers

- Amend language from electing at only annual meetings to monthly, special or annual meetings
- Discussion on including MG as President/CEO which is covered in the current bylaws and describes the position as “having general active management and supervision of the affairs of the business of the Corporation consistent with the orders, directive, and resolutions of the Board of Directors of the Corporation”

# By-Laws

- 2019 Recommendations-Continued

- Article III – Officers

- Office of Vice President, Secretary and Assistant Secretary, Treasurer and Assistant Treasurer – same discussion as above
- Above recommendations would provide back-up to the BOD for monthly, special and annual meetings in the event either of the cited positions are unable to attend (will ensure complete and accurate updates and meeting notes)

# By-Laws

- 2019 Recommendations-Continued

- Article V – Miscellaneous
  - Meetings – Include language to address Advisory Board with description of their functions and responsibilities to the BOD
  - Checks/Payments – Recommend language to either adopt authorization guidelines into the bylaws or establishing a separate standing policy statement (process, limitations, etc.)
  - Official Books/Records – Amend language on permanent location of official records (paper and electronic)

# By-Laws

- 2019 Recommendations-Continued

- **Article V – Miscellaneous**

- Central location in electronic format in the ranch I-Cloud Account or establish a Network; of which the BOD and Officers would have access to (with entitlements established). This is to be considered outside of the Ranch website.

# Miscellaneous

- **Development of a Documented Process for Maintaining Legal Documents**
  - Documents referenced in this presentation
  - BOD Manual
  - Safety Manual
  - Staff Manual
  - Incident Reporting Records
  - Internal Policies (i.e., Financial, Document Retention and Destruction, etc.)
  - Tax Filings and Audit
  - Annual BOD Check-Up List Review (to be prepared)

**Mission:** Providing hope and healing to those with physical, mental, and emotional challenges through equine assisted activities and therapies.

OR

Improving the lives of those with physical, mental, and emotional challenges through equine assisted activities and therapies.

**Vision:** To provide a Christ-centered oasis for children and adults with challenges seeking excellence in equine **assisted** activities and therapies while we inspire similar ministries to grow in the arena of hope.

**Panther Creek Inspiration Ranch Board of Directors Rotation**  
(Updated December 2018)

Board Member	Date Seat Taken	Start Date of First Full 3 Year Term	Re-Election	Last Year of Eligible Service By Term Limit
Mike Maher	January 31, 2012	January 31, 2012	Jan-15	2018
Connie Goers	April 11, 2013	April 11, 2013	Apr-16	2019
Justus Corley	January 1, 2019	January 1, 2019	Jan-22	2025
Denny McGuire	February 6, 2013	February 6, 2013	Feb-16	2019
Chris Osborne	June 1, 2013	July 1, 2013	Jul-16	2019
Gary Packer	August 1, 2013	August 1, 2013	Sep-16	2019
Todd Bryant	May 1, 2014	May 20, 2014	May-16	2020
Nel Somarriba	December 1, 2015	December 1, 2015	Dec-18	2021
Jimmie Dotson	March 1, 2016	March 15, 2016	Mar-19	2022
Patrick Flaherty	February 13, 2016	February 13, 2016	Feb-19	2022
Trent Johnson	January 20, 2018	February 1, 2018	Feb-21	2024
Michelle Little	January 20, 2018	February 1, 2018	Feb-21	2024
Brooke Westall	October 25, 2018	November 1, 2018	Nov-21	2024
ADVISORY BOARD				
Martin Evans	February 19, 2018			2021
Jonathan Homeyer	December 1, 2016			2019
Jim Hunt	February 1, 2017			2020
Nancy Kosh	May 2, 2018			2021
Bob Marlowe	December 1, 2016			2019
Marty McGuire	December 1, 2016			2019
Melissa Young	June 15, 2018			2021
Richard Wright	January 1, 2017			2020
Bob Zincke	December 1, 2016			2019

Current Member
Moved to Advisory
Nominated to Advisory

Moved to Advisory
Nominated to Advisory

Nominated to Advisory
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[illegible]



# Appendix

- 1) 2018 Budget (expanded)
- 2) 2018 Supporting Financial Documentation
- 3) 2019 Grant Spreadsheet
- 4) Adopt a Horse Flyer
- 5) Champion a Rider
- 6) Change Matters
- 7) Bios: Dr. Jeffrey Shilt, Eric Allum, Edgar Sanchez, Jenny Taylor

# Additional Documents

- 1) Tour Schedule
- 2) Calendar of Events
- 3) Annual Board Member Profile\*
- 4) Annual Conflict of Interest\*
- 5) BOD Contract
- 6) BPD Contact Sheet

\*Please fill out and return to MG at Board Retreat

Income/Expense	2019 Budget Expanded												'18 Actuals	'19 Budget	Variance	% Delta
	Jan 2019 Bud	Feb 2019 Bud	Mar 2019 Bud	April 2019 Bud	May 2019 Bud	June 2019 Bud	July 2019 Bud	Aug 2019 Bud	Sept 2019 Bud	Oct 2019 Bud	Nov 2019 Bud	Dec 2019 Bud				
<b>Income/Expense</b>																
<b>4100 - Donations</b>																
4112 - Donations-Individual (non event)	19,000	1,500	2,000	3,000	3,000	5,000	3,000	500	-	3,000	3,000	75,000	32,074	118,000	85,926	
4114 - Major Individual Gifts (over \$5	-	10,000											10,000	10,000	-	
4116 - Pledges	2,200	2,450	2,450	2,450	2,450	2,450	2,450	27,450	2,450	2,450	2,450	2,450	68,650	54,150	(14,500)	
4250 - Giving Catalog	-												50,540	50,540	(50,540)	-100.0%
4122 - Corporate Contributions	-	2,000	2,000	2,000	2,000	3,000	4,000	4,000	-	2,000	3,000	4,500	28,354	28,500	146	
4124 - Recurring Gifts	320	320	320	320	320	320	320	320	320	320	320	320	9,361	3,940	(5,521)	
4142 - Sponsorships																
4118 - Horse Sponsorship	2,418	8,218	968	2,418	2,418	968	2,418	2,418	968	14,018	2,418	968	31,870	40,616	8,746	
4144 - Client Sponsorship	600	600	600	1,200	1,200	1,200	1,800	1,800	2,400	2,400	3,000	3,000	10,031	19,200	9,169	
Total 4142 - Sponsorships	3,018	8,818	1,568	3,618	3,618	2,168	4,218	4,218	3,368	16,418	4,818	3,968	41,901	59,816	17,915	
4100 - Donations - Other	-												1,861		(1,861)	
Donations	24,538	25,068	8,338	11,388	11,388	12,938	13,988	36,488	6,138	24,188	13,588	86,238	242,741	274,306	31,565	13.0%
4200 - Special Events Income																
4210 - Denim & Diamonds	-				10,000	20,000	35,000	60,000	300,000	45,000	5,000		445,168	475,000	29,832	6.7%
4230 - Store (Merchandise)	-				35,000	65,000							75		(75)	-100.0%
4240 - 3rd Party Events	-										40,000		110,350	140,000	29,650	26.9%
4260 - Christmas In The Woods	-								2,000	2,500	10,000	15,500	34,766	30,000	(4,766)	-13.7%
5260 - Breakfast with the Champions	-		10,000	10,000	5,000								15,792	25,000	9,208	58.3%
Special Events Income	-	-	10,000	10,000	50,000	85,000	35,000	60,000	302,000	47,500	55,000	15,500	606,152	670,000	63,849	10.6%
Foundation/Trust Grants	43,530	3,530	7,880	10,530	10,530	12,030	16,030	13,530	3,530	41,030	11,030	52,530	213,796	225,710	11,914	5.6%
Workshops and Trainings	-					1,000	1,000						210	2,000	1,790	852.4%
Program Fees	5,400	4,400	7,300	6,900	10,000	8,900	6,050	4,000	500	4,700	10,000	5,000	71,880	73,150	1,270	1.8%
4500 - Other Income																
4510 - Dividends & Interest-Securities	-												27		(27)	-100.0%
4500 - Other Income - Other	-												-			#DIV/0!
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	27	-	(27)	-100.0%
<b>Total Income</b>	<b>73,468</b>	<b>33,018</b>	<b>33,518</b>	<b>38,818</b>	<b>81,918</b>	<b>119,868</b>	<b>72,068</b>	<b>114,018</b>	<b>312,168</b>	<b>117,418</b>	<b>89,618</b>	<b>159,268</b>	<b>1,134,806</b>	<b>1,245,166</b>	<b>110,360</b>	<b>9.7%</b>
<b>Expense</b>																
5200 - Special Events Expense																
Total 5210 - Denim & Diamonds	-	950	750	50	50	4,125	2,675	2,375	84,200	300	-	-	101,470	95,475	(5,995)	
5240 - 3rd Party Events	-	1,000	1,500	-	-	-	-	2,500	-	-	-	-	2,549	5,000	2,451	
Total 5250 - Christmas In The Woods	-	-	-	-	-	-	100	-	100	-	100	7,200	7,996	7,500	(496)	
5260 - Breakfast with the Champions	-	-	-	100	-	-	-	-	-	-	-	-	13	100	87	
5280 - Store (Merchandise) Purchases	-	-	-	-	-	-	-	2,500	-	-	-	-	6,697	2,500	(4,197)	
Special Events Expense	-	1,950	2,250	150	50	4,125	2,775	7,375	84,300	300	100	7,200	118,725	110,575	(8,150)	6.9%
6100 - Employee Salary/Benefit																
Total 6102 - Salaries & Wages	50,000	55,000	56,000	56,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	681,750	697,000	15,250	-2.2%
6106 - Payroll Tax Expense	4,400	4,400	4,400	4,600	4,500	4,500	4,700	4,700	4,500	4,500	4,500	4,500	51,405	54,200	2,795	-5.4%
6108 - Employee Health Insurance	1,999	2,125	2,625	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	28,867	34,874	6,007	-20.8%
6112 - 403b Co Match	5,000	-	-	2,500	-	-	-	2,500	-	-	-	2,500	5,001	12,500	7,499	-149.9%
6114 - Mileage Reimbursement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Employee Salary/Benefit	61,399	61,525	63,025	66,225	67,625	67,625	67,625	70,325	67,625	67,625	67,625	70,125	768,523	798,574	30,051	-3.9%
6200 - Office Expense																
6205 - Bank & Credit Card Fees	200	50	150	175	400	1,100	400	200	1,500	900	300	700	5,805	6,075	270	4.7%
6210 - Computer, Software, Equipment	300	300	650	500	500	700	800	700	500	400	400	300	5,598	6,050	452	8.1%
6215 - Contract Labor	-	300	1,700	1,500	1,500	2,500	2,200	1,800	1,500	1,600	800	1,000	8,371	16,400	8,029	95.9%
6220 - Development																
6222 - Website & Donor Database	-	866	-	-	-	900	-	-	870	-	1,000		3,601	3,636	35	1.0%
6224 - Advertising & Marketing	-	500	-	350	475	2,500	125	-	750	300	830		4,030	6,530	2,500	62.0%
6225 - Dues & Subscriptions	150		2,100	250	200	400	175				2,000		2,668	5,275	2,607	97.7%
6230 - Gifts Given	-	100	100	100	100	150	-	-	100	100	1,000	1,500	2,340	3,250	910	38.9%
6235 - Janitorial Services & Supplies	200	150	250	500	700	500	500	500	500	500	500	500	2,285	5,300	3,015	131.9%
6240 - Office Supplies	300	500	500	500	500	250	200	200	300	700	200	200	4,095	4,350	255	6.2%
6245 - Postage & Mailing	100	-	-	100	-	-	100	-	-	-	1,500	-	412	1,800	1,388	337.2%
6250 - Professional Fees																
6251 - Accounting Fees	850	850	850	1,500	850	10,000	850	850	850	850	850	850	18,159	20,000	1,841	10.1%
6252 - Consultant Fees	-	-	-	-	-	-	-	-	-	-	-	-	24,000	-	(24,000)	-100.0%
6255 - Staff Development	-	400	400	850	250	750	250	1,200	600	250	250	-	8,978	5,200	(3,778)	-42.1%
6260 - Volunteer Expense	-	400	-	-	500	1,600	500	500	-	-	500	-	2,623	4,000	1,377	52.5%
6265 - Workers Comp. Insurance	-	1,800	900	1,500	900	1,500	(1,500)	900	900	900	900	900	8,065	9,600	1,535	19.0%
Other Operating	2,100	6,216	7,600	7,725	6,975	22,850	4,600	6,850	8,370	6,500	8,030	9,650	103,711	97,466	(6,245)	6.0%
6300 - Travel, Meals & Entertainment																
6332 - Board Meals	800	-	50	50	50	50	50	50	50	50	50	2,500	4,063	3,750	(303)	-7.5%
6334 - Marketing meals	-	-	50	-	50	-	-	-	50	-	50	-	145	300	155	107.1%
6336 - Staff Meals	-	100	150	50	300	250	400	150	200	200	2,000	6,596	4,050	(2,546)	-38.6%	
6338 - Volunteer Meals	-	50	-	-	-	-	50	150	150	-	100	200	465	700	235	50.7%
6340 - Parking & Tolls	25	-	50	-	-	50	20	40	-	-	50	30	312	265	(47)	-15.2%
6342 - Airfare	-	-	750	-	-	800	-	-	-	1,600	-	-	674	3,150	2,476	367.4%
6346 - Lodging	-	-	-	300	-	375	-	1,200	-	-	500	-	1,530	2,375	845	55.2%
Travel, Meals & Entertainment	825	150	1,050	400	700	1,525	570	1,590	450	1,850	1,000	4,780	13,775	14,890	1,115	-8.1%
6400 - Horse Expense																
6402 - Farrier	600	600	600	600	600	600	600	650	650	650	650	650	775	7,450	6,675	861.3%
Total 6404 - Feed	2,620	2,755	2,725	2,880	2,850	3,100	3,300	3,050	3,050	3,000	2,650	2,300	27,758	34,280	6,522	23.5%
6412 - Delivery Fee	25	50	25	25	25	50	50	50	50	50	50	50	500	500	-	0.0%
6418 - Veterinarian	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	1,085	13,046	13,020	(26)	-0.2%
6419 - Medicine	120	120	120	120	120	120	120	120	120	120	120	120	1,364	1,440	76	5.6%
6422 - Horse Supplies	-	750	-	750	-	750	-	750	-	750	-	750	4,189	4,500	311	7.4%
6424 - Supplements	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,257	24,600	343	1.4%
6426 - Minerals	50	50	50	50	50	50	50	50	50	50	50	50	600	600	0	0.0%
6428 - Cat	50	50	50	50	50	50	50	50	50	50	50	50	586	600	14	2.3%
Horse Expense	6,600	7,510	6,705	7,810	6,830	7,855	7,305	7,855	7,105	7,805	6,705	7,105	73,065	86,990	13,925	-19.1%
6500 - Learning Supplies																
Total 6510 - Family Ministry	-	-	-	500	150	150	500	200	-	750	300	200	1,899	2,750	851	44.8%
6560 - Shows	-	600	-	150	1,200	250	-	-	-	-	300	-	1,760	2,500	740	42.1%
6565 - Tack Supplies	-	-	400	-	-	1,000	-	-	2,000	-	-	-	2,129	3,400	1,271	59.7%
6570 - Program Supplies	-	100	-	100	-	10</										

6600 · Property, Facilities & Maintenance																		
Total 6610 · Vehicles & Large Equipment	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	10,876	13,980	3,104	28.5%	
Total 6620 · Insurance	-	-	700	-	-	-	8,950	8,300	-	8,300	-	-	-	17,292	26,250	8,958	51.8%	
Total 6630 · Repairs & improvement	1,100	1,100	1,100	1,100	1,100	1,600	1,100	1,100	1,100	1,600	1,100	1,100	1,100	12,064	14,200	2,136	17.7%	
Total 6640 · Utilities	2,040	1,675	2,900	1,545	2,455	1,655	1,855	2,755	1,655	1,750	2,455	1,555	1,069	24,295	14,225	14,225	141.3%	
Total 6650 · Safety	-	-	175	-	150	100	100	450	350	-	-	800	1,473	2,125	652	44.2%		
6660 · Rental expense	135	435	435	-	-	200	-	-	-	200	-	-	-	1,700	1,405	(295)	-17.4%	
6680 · Lease Expense	4,000	4,000	4,000	4,000										24,000	16,000	(8,000)	-33.3%	
Property, Facilities & Maintenance	8,440	8,375	10,475	7,810	4,870	4,720	13,170	13,770	4,270	13,015	4,720	4,620	77,474	98,255	20,781	-26.8%		
Total Expense	79,514	86,426	91,705	90,820	89,100	110,110	96,795	108,225	174,420	97,845	88,830	103,680	1,163,099	1,217,470	54,371	-4.7%		
Net Ordinary Income/(Loss)	(6,046)	(53,408)	(58,187)	(52,002)	(7,182)	9,758	(24,727)	5,793	137,748	19,573	788	55,588	(28,292)	27,696	55,988			
Other Income/Expense																-		
Other Income																		
8302 · Gain on Sale of Stock	-	-	-	-	-	-	-	-	-	-	-	-	3,901	-	(3,901)			
8303 · Gain on Sale of Land	-	-	-	-	-	-	-	-	-	-	-	-	417,572	-	(417,572)			
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	421,473	-	(421,473)	-100.0%		
Other Expense																		
8200 · Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	1,177	-	(1,177)			
8300 · Unrealized Gain/Loss	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
8400 · Property Tax	-	-	-	-	-	-	-	-	-	-	-	-	964	-	(964)			
9991 · Prior Year's Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	(300)	-	300			
Other Expense	-	-	-	-	-	-	-	-	-	-	-	-	1,841	-	(1,841)	100.0%		
Net Other Income	-	-	-	-	-	-	-	-	-	-	-	-	419,632	-	(419,632)	-100.0%		
Net Income/(loss)	(6,046)	(53,408)	(58,187)	(52,002)	(7,182)	9,758	(24,727)	5,793	137,748	19,573	788	55,588	391,340	27,696	(363,644)	92.9%		
Cash Flow																		
Beginning Balance	151,879	167,338	113,930	55,743	20,000	12,818	22,576	20,000	25,793	114,050	133,623	134,411			151,879			
Plus Reserve	143,919	143,919	143,919	143,919	117,660	117,660	117,660	95,509	95,509	145,000	145,000	145,000			143,919			
Net Income/(Loss)	(6,046)	(53,408)	(58,187)	(52,002)	(7,182)	9,758	(24,727)	5,793	137,748	19,573	788	55,588			27,696			
Capex				(10,000)											(10,000)			
AR Received	10,000	-	-	-	-	-	-	-	-	-	-	-			10,000			
Deposits In transit	11,505	-	-	-	-	-	-	-	-	-	-	-			11,505			
Total Cash for Operations, including reserve	311,257	257,849	199,662	137,660	130,478	140,236	115,509	121,302	259,050	278,623	279,411	334,999			334,999			
															(145,000)	Loss Reserve		
															189,999	Operating Cash for '20		

## Panther Creek Inspiration Ranch

## Balance Sheet - Accrual

As of December 31, 2018

	Dec 31, 18
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1010 · Woodforest Bank Checking	151,656.66
1014 · Reserve Account	843,918.86
1015 · Petty Cash	222.58
<b>Total Checking/Savings</b>	995,798.10
<b>Accounts Receivable</b>	
1100 · Accounts Receivable	2,285.00
1110 · Pledges Receivable	66,200.00
<b>Total Accounts Receivable</b>	68,485.00
<b>Other Current Assets</b>	
1410 · Deposit in Transit	11,504.98
1440 · Fidelity - 2647	
1445 · Fidelity Money Market	26.66
<b>Total 1440 · Fidelity - 2647</b>	26.66
<b>Total Other Current Assets</b>	11,531.64
<b>Total Current Assets</b>	1,075,814.74
<b>Fixed Assets</b>	
<b>1500 · Land</b>	
1501 · Land Cost	248,839.33
1502 · Earnest Money	26,500.00
1500 · Land - Other	-248,839.33
<b>Total 1500 · Land</b>	26,500.00
<b>1515 · Furniture, Fixtures &amp; Equipment</b>	
1516 · Original Cost	42,607.32
1520 · Depreciaton	-31,411.57
<b>Total 1515 · Furniture, Fixtures &amp; Equipment</b>	11,195.75
<b>1525 · Buildings</b>	
1526 · Original Cost - Arena	291,596.50
<b>Total 1525 · Buildings</b>	291,596.50
<b>1550 · Vehicles</b>	
1551 · Original Cost	26,986.00
1555 · Depreciation	-18,930.00
<b>Total 1550 · Vehicles</b>	8,056.00
<b>1570 · Equip-Stock, Tractors, Trailers</b>	
1571 · Original Cost	139,087.84
1575 · Depreciation	-60,740.77
<b>Total 1570 · Equip-Stock, Tractors, Trailers</b>	78,347.07
<b>1580 · Horse Purchases</b>	
1581 · Original Cost	12,800.00
1585 · Depreciation	-6,379.00
<b>Total 1580 · Horse Purchases</b>	6,421.00
<b>1590 · Capital Purchase-Property</b>	
1591 · Improvements	87,606.68
<b>Total 1590 · Capital Purchase-Property</b>	87,606.68
<b>Total Fixed Assets</b>	509,723.00

## Panther Creek Inspiration Ranch

## Balance Sheet - Accrual

As of December 31, 2018

	Dec 31, 18
Other Assets	
1702 · Donations - In Kind	640.00
Total Other Assets	640.00
<b>TOTAL ASSETS</b>	<b>1,586,177.74</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Credit Cards	
2010 · Credit Card	6,101.78
Total Credit Cards	6,101.78
Other Current Liabilities	
2100 · Payroll Liabilities	
2120 · 403(b) Employee Contribution	5,355.36
2130 · United Way Employee Donations	1,115.00
2135 · HSA EE Individual	200.00
Total 2100 · Payroll Liabilities	6,670.36
2220 · Unearned/Deferred Rev-other	66,200.00
Total Other Current Liabilities	72,870.36
Total Current Liabilities	78,972.14
Total Liabilities	78,972.14
Equity	
3999 · Retained Earnings	1,115,865.98
Net Income	391,339.62
Total Equity	1,507,205.60
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,586,177.74</b>

# Panther Creek Inspiration Ranch

## Profit & Loss Budget vs. Actual - YTD Accrual

### January through December 2018

	Jan - Dec 18	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>4100 · Donations</b>				
4112 · Donations-Individual (non event)	32,073.85	65,964.00	-33,890.15	48.6%
4114 · Major Individual Gifts (over \$5	10,000.00			
4116 · Pledges	68,650.00	51,150.00	17,500.00	134.2%
4122 · Corporate Contributions	28,354.29	36,041.00	-7,686.71	78.7%
4124 · Recurring Gifts	9,360.98	4,660.00	4,700.98	200.9%
<b>4142 · Sponsorships</b>				
4118 · Horse Sponsorship	31,870.00	41,100.00	-9,230.00	77.5%
4144 · Client Sponsorship	10,031.00	19,155.00	-9,124.00	52.4%
<b>Total 4142 · Sponsorships</b>	41,901.00	60,255.00	-18,354.00	69.5%
<b>4100 · Donations - Other</b>	1,861.00			
<b>Total 4100 · Donations</b>	192,201.12	218,070.00	-25,868.88	88.1%
<b>4200 · Special Events Income</b>				
4210 · Denim & Diamonds	445,168.37	455,943.00	-10,774.63	97.6%
4230 · Store (Merchandise)	75.38	7,000.00	-6,924.62	1.1%
4240 · 3rd Party Events	110,350.22	108,975.00	1,375.22	101.3%
4250 · Giving Catalog	50,540.00			
4260 · Christmas In The Woods	34,765.53	36,519.00	-1,753.47	95.2%
4280 · Spring Event	15,792.00	15,442.00	350.00	102.3%
<b>Total 4200 · Special Events Income</b>	656,691.50	623,879.00	32,812.50	105.3%
4290 · Workshops and Trainings	210.00	2,500.00	-2,290.00	8.4%
4300 · Foundation/Trust Grants	213,796.00	257,672.00	-43,876.00	83.0%
4400 · Program Fees	71,880.00	72,630.00	-750.00	99.0%
4402 · Sale of Decals	1.00			
<b>4500 · Other Income</b>				
4510 · Dividends & Interest-Securities	26.68			
4500 · Other Income - Other	0.00	26.00	-26.00	0.0%
<b>Total 4500 · Other Income</b>	26.68	26.00	0.68	102.6%
<b>Total Income</b>	1,134,806.30	1,174,777.00	-39,970.70	96.6%
<b>Gross Profit</b>	1,134,806.30	1,174,777.00	-39,970.70	96.6%
<b>Expense</b>				
<b>5200 · Special Events Expense</b>				
<b>5210 · Denim &amp; Diamonds</b>				
5211 · Denim & Diamonds Wine P	110.26	150.00	-39.74	73.5%
5212 · Denim & Diamonds Supplies	1,367.41	2,396.00	-1,028.59	57.1%
5214 · Denim and Diamonds Auction Expe	6,524.10	6,470.00	54.10	100.8%
5216 · Denim & Diamonds Postage	3,331.05	3,370.00	-38.95	98.8%
5218 · Denim and Diamonds Volunteer Ex	1,140.02	1,404.00	-263.98	81.2%
5220 · Denim & Diamonds Facility	82,833.29	70,000.00	12,833.29	118.3%
5224 · Denim & Diamonds Entertainment	900.00	1,000.00	-100.00	90.0%
5226 · Denim & Diamonds Honoree	10.00	150.00	-140.00	6.7%
5228 · Denim & Diamonds Decorations	4,749.84	2,500.00	2,249.84	190.0%
5230 · Denim & Diamonds VIP	503.89			
<b>Total 5210 · Denim &amp; Diamonds</b>	101,469.86	87,440.00	14,029.86	116.0%
5240 · 3rd Party Events	2,549.47	2,650.00	-100.53	96.2%
<b>5250 · Christmas In The Woods</b>				
5254 · CIW Scholarships	233.60			
5255 · Christmas in the Woods Raffle	7.98			
5257 · Christmas in the Woods General	7,615.57			
5250 · Christmas In The Woods - Other	138.77	3,001.00	-2,862.23	4.6%
<b>Total 5250 · Christmas In The Woods</b>	7,995.92	3,001.00	4,994.92	266.4%

**Panther Creek Inspiration Ranch**  
**Profit & Loss Budget vs. Actual - YTD Accrual**  
**January through December 2018**

	Jan - Dec 18	Budget	\$ Over Budget	% of Budget
5260 · Breakfast with the Champions	12.97	13.00	-0.03	99.8%
5280 · Store (Merchandise) Purchases	6,696.69	5,500.00	1,196.69	121.8%
<b>Total 5200 · Special Events Expense</b>	<b>118,724.91</b>	<b>98,604.00</b>	<b>20,120.91</b>	<b>120.4%</b>
6000 · Operating Expense				
6002 · Fraud Expenses	31.14			
<b>Total 6000 · Operating Expense</b>	<b>31.14</b>			
6100 · Employee Salary/Benefit				
6102 · Salaries & Wages				
Administrative	58,872.88			
Development	43,460.09			
Holiday	18,569.07			
Program (HEART)	81,276.04			
Program (TR)	449,121.24			
Sick/Personal	5,059.58			
Vacation	25,280.20			
6102 · Salaries & Wages - Other	0.00	698,359.00	-698,359.00	0.0%
<b>Total 6102 · Salaries &amp; Wages</b>	<b>681,639.10</b>	<b>698,359.00</b>	<b>-16,719.90</b>	<b>97.6%</b>
6103 · New Hire Moving Expenses	1,500.00			
6106 · Payroll Tax Expense	51,404.87	51,462.00	-57.13	99.9%
6108 · Employee Health Insurance	28,867.10	35,265.00	-6,397.90	81.9%
6112 · 403B Co Match	5,001.25	8,755.00	-3,753.75	57.1%
6114 · Mileage Reimbursement	0.00	100.00	-100.00	0.0%
<b>Total 6100 · Employee Salary/Benefit</b>	<b>768,412.32</b>	<b>793,941.00</b>	<b>-25,528.68</b>	<b>96.8%</b>
6200 · Office Expense				
6205 · Bank & Credit Card Fees	5,804.56	4,358.00	1,446.56	133.2%
6210 · Computer, Software, Equipment	5,598.42	4,369.00	1,229.42	128.1%
6215 · Contract Labor	8,371.25	7,426.00	945.25	112.7%
6220 · Development				
6222 · Website & Donor Database	3,600.85	2,833.00	767.85	127.1%
6224 · Advertising & Marketing	4,030.46	2,781.00	1,249.46	144.9%
<b>Total 6220 · Development</b>	<b>7,631.31</b>	<b>5,614.00</b>	<b>2,017.31</b>	<b>135.9%</b>
6225 · Dues & Subscriptions	2,667.90	3,133.00	-465.10	85.2%
6230 · Gifts Given	2,340.11	4,039.00	-1,698.89	57.9%
6235 · Janitorial Services & Supplies	2,285.30	2,955.00	-669.70	77.3%
6240 · Office Supplies	4,094.92	4,795.00	-700.08	85.4%
6245 · Postage & Mailing	411.72	2,300.00	-1,888.28	17.9%
6250 · Professional Fees				
6251 · Accounting Fees	18,159.00	17,498.00	661.00	103.8%
6252 · Consultant Fees	24,000.00	24,000.00	0.00	100.0%
6253 · Legal Fees	30.81	31.00	-0.19	99.4%
6254 · Inspector	2,650.00			
<b>Total 6250 · Professional Fees</b>	<b>44,839.81</b>	<b>41,529.00</b>	<b>3,310.81</b>	<b>108.0%</b>
6255 · Staff Development	8,977.54	4,978.00	3,999.54	180.3%
6260 · Volunteer Expense	2,622.91	4,236.00	-1,613.09	61.9%
6265 · Workers Comp. Insurance	8,064.85	6,581.00	1,483.85	122.5%
<b>Total 6200 · Office Expense</b>	<b>103,710.60</b>	<b>96,313.00</b>	<b>7,397.60</b>	<b>107.7%</b>

# Panther Creek Inspiration Ranch

## Profit & Loss Budget vs. Actual - YTD Accrual

### January through December 2018

	Jan - Dec 18	Budget	\$ Over Budget	% of Budget
<b>6300 · Travel, Meals &amp; Entertainment</b>				
6332 · Board Meals	4,053.19	1,495.00	2,558.19	271.1%
6334 · Marketing meals	144.88	250.00	-105.12	58.0%
6336 · Staff Meals	6,596.17	2,918.00	3,678.17	226.1%
6338 · Volunteer Meals	464.54	637.00	-172.46	72.9%
6340 · Parking & Tolls	312.42	368.00	-55.58	84.9%
6342 · Airfare	673.92	1,852.00	-1,178.08	36.4%
6346 · Lodging	1,529.91	3,627.00	-2,097.09	42.2%
6300 · Travel, Meals & Entertainment - Other	0.00	1,500.00	-1,500.00	0.0%
<b>Total 6300 · Travel, Meals &amp; Entertainment</b>	<b>13,775.03</b>	<b>12,647.00</b>	<b>1,128.03</b>	<b>108.9%</b>
<b>6400 · Horse Expense</b>				
6402 · Farrier	775.00			
<b>6404 · Feed</b>				
6405 · General Feed	1,080.09	1,869.00	-788.91	57.8%
6406 · Senior Feed	4,023.93	4,771.00	-747.07	84.3%
6408 · Stanley Pellets	935.70	1,240.00	-304.30	75.5%
6410 · Hay	21,718.05	21,776.00	-57.95	99.7%
<b>Total 6404 · Feed</b>	<b>27,757.77</b>	<b>29,656.00</b>	<b>-1,898.23</b>	<b>93.6%</b>
6412 · Delivery Fee	500.00	550.00	-50.00	90.9%
6418 · Veterinarian	13,046.35	13,179.00	-132.65	99.0%
6419 · Medicine	1,363.52	1,018.00	345.52	133.9%
6420 · Training	0.00	600.00	-600.00	0.0%
6422 · Horse Supplies	4,189.20	5,077.00	-887.80	82.5%
6424 · Supplements	24,256.70	24,010.00	246.70	101.0%
6426 · Minerals	590.46	2,114.00	-1,523.54	27.9%
6428 · Cat	586.31	667.00	-80.69	87.9%
<b>Total 6400 · Horse Expense</b>	<b>73,065.31</b>	<b>76,871.00</b>	<b>-3,805.69</b>	<b>95.0%</b>
<b>6500 · Learning Supplies</b>				
6510 · Family Ministry				
6515 · Baskets of Love	34.52	35.00	-0.48	98.6%
6520 · Mom's Night Out	127.48			
6530 · Trot or Treat	583.04	750.00	-166.96	77.7%
6535 · Family Christmas Party	66.94	300.00	-233.06	22.3%
6580 · Camp	1,086.62	519.00	567.62	209.4%
<b>Total 6510 · Family Ministry</b>	<b>1,898.60</b>	<b>1,604.00</b>	<b>294.60</b>	<b>118.4%</b>
6560 · Shows	1,759.93	2,360.00	-600.07	74.6%
6565 · Tack Supplies	2,129.23	5,554.00	-3,424.77	38.3%
6570 · Program Supplies	550.44	785.00	-234.56	70.1%
6575 · MCYS	368.11	1,228.00	-859.89	30.0%
6585 · Redeemed Ministries	155.33	296.00	-140.67	52.5%
6588 · EAP (Mental Health)	964.21	1,138.00	-173.79	84.7%
<b>Total 6500 · Learning Supplies</b>	<b>7,825.85</b>	<b>12,965.00</b>	<b>-5,139.15</b>	<b>60.4%</b>
<b>6600 · Property, Facilities &amp; Maintena</b>				
6610 · Vehicles & Large Equipment				
6612 · Fuel	2,704.35	3,015.00	-310.65	89.7%
6614 · Preventative Maintenance	533.81	1,342.00	-808.19	39.8%
6616 · Repairs	6,599.92	9,275.00	-2,675.08	71.2%
6618 · Vehicle Registration	1,037.86	1,673.00	-635.14	62.0%
<b>Total 6610 · Vehicles &amp; Large Equipment</b>	<b>10,875.94</b>	<b>15,305.00</b>	<b>-4,429.06</b>	<b>71.1%</b>
6620 · Insurance				
6622 · General Liability	9,119.50	5,818.00	3,301.50	156.7%
6624 · Commercial Auto	8,172.75	11,605.00	-3,432.25	70.4%
<b>Total 6620 · Insurance</b>	<b>17,292.25</b>	<b>17,423.00</b>	<b>-130.75</b>	<b>99.2%</b>



# Panther Creek Inspiration Ranch

## Profit & Loss Budget vs. Actual - YTD Accrual

### January through December 2018

	Jan - Dec 18	Budget	\$ Over Budget	% of Budget
<b>6630 · Repairs &amp; improvement</b>				
6632 · Tools & General Supplies	5,483.41	4,759.00	724.41	115.2%
6634 · Project Materials	1,562.34	5,533.00	-3,970.66	28.2%
6636 · Aggregate & Raw Materials	3,417.80	1,075.00	2,342.80	317.9%
6638 · Trees & Plants	1,600.00			
<b>Total 6630 · Repairs &amp; improvement</b>	<b>12,063.55</b>	<b>11,367.00</b>	<b>696.55</b>	<b>106.1%</b>
<b>6640 · Utilities</b>				
6642 · Electric	4,864.13	4,706.00	158.13	103.4%
6643 · Internet	957.07	1,190.00	-232.93	80.4%
6644 · Security	838.80	855.00	-16.20	98.1%
6645 · Telephone	2,615.38	2,710.00	-94.62	96.5%
6646 · Water/Sewer	793.28	853.00	-59.72	93.0%
<b>Total 6640 · Utilities</b>	<b>10,068.66</b>	<b>10,314.00</b>	<b>-245.34</b>	<b>97.6%</b>
<b>6650 · Safety</b>				
6652 · Materials & Equipment	682.46	889.00	-206.54	76.8%
6654 · Professional Services Safety Re	790.90	313.00	477.90	252.7%
<b>Total 6650 · Safety</b>	<b>1,473.36</b>	<b>1,202.00</b>	<b>271.36</b>	<b>122.6%</b>
<b>6660 · Rental expense</b>	<b>1,700.00</b>	<b>1,660.00</b>	<b>40.00</b>	<b>102.4%</b>
<b>6680 · Lease Expense</b>	<b>24,000.00</b>	<b>24,000.00</b>	<b>0.00</b>	<b>100.0%</b>
<b>Total 6600 · Property, Facilities &amp; Maintena</b>	<b>77,473.76</b>	<b>81,271.00</b>	<b>-3,797.24</b>	<b>95.3%</b>
<b>7310 · Medical Expense</b>	<b>80.00</b>			
<b>Total Expense</b>	<b>1,163,098.92</b>	<b>1,172,612.00</b>	<b>-9,513.08</b>	<b>99.2%</b>
<b>Net Ordinary Income</b>	<b>-28,292.62</b>	<b>2,165.00</b>	<b>-30,457.62</b>	<b>-1,306.8%</b>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
8302 · Gain on Sale of Stock	3,900.65			
8303 · Gain on Sale of Land	417,572.11	421,473.00	-3,900.89	99.1%
<b>Total Other Income</b>	<b>421,472.76</b>	<b>421,473.00</b>	<b>-0.24</b>	<b>100.0%</b>
<b>Other Expense</b>				
8200 · Interest Expense	1,177.13	1,177.00	0.13	100.0%
8400 · Property Tax	963.84	964.00	-0.16	100.0%
9991 · Prior Year's Adjustments	-300.45	-340.00	39.55	88.4%
<b>Total Other Expense</b>	<b>1,840.52</b>	<b>1,801.00</b>	<b>39.52</b>	<b>102.2%</b>
<b>Net Other Income</b>	<b>419,632.24</b>	<b>419,672.00</b>	<b>-39.76</b>	<b>100.0%</b>
<b>Net Income</b>	<b>391,339.62</b>	<b>421,837.00</b>	<b>-30,497.38</b>	<b>92.8%</b>

## Foundations

Writer	Month	Year	Foundations	Capital Camp	\$- Targeted Income	\$-Actual Request	\$-Updated Expected Funding	%-Risk collection rate	\$-Projected Funding	Submitted /Ask Date	2019 Est. Month to Fund	LOI Rec'd	2019 Committed	2019 Actual Funded	Budget Alignment	Deadline	History
SG BF	JANUARY	2019	Strike / Campaign for Change		\$5,800	\$5,800	\$5,800	75.0%	\$4,350	1/23/19	March				Sponsor a Horse	OPEN	NEW
	JANUARY	2019	Cut N Shoot Charities		\$2,500	\$2,500	\$2,500	60.0%	\$1,500		April				Sponsor a Rider	15-Feb	NEW
	JANUARY	2018 Grant	The Newfield Foundation		\$40,000		\$0	100%			January		\$ 40,000.00		LPC Salary (2018 Request)		5+ Years
	JANUARY	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		January		\$3,722		General Operating		4 Years
BF	FEBRUARY	2019	Junior League of The Woodlands (CAF - Com Assis Fund)		\$10,000	\$10,000	\$10,000	70%	\$7,000		May				Summer Camps	15-Mar	2 Years
	FEBRUARY	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		February		\$3,722		General Operating		4 Years
BF	MARCH	2019	Woodforest Charitable Foundation		\$15,000	\$20,000	\$10,000	85%	\$8,500		June				HEART Program Assist.	31-Mar	NEW
	MARCH	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		March		\$3,722		General Operating		4 Years
BF	APRIL	11.17 Conv.	Assistance League of Montgomery County		\$10,000	\$10,000	\$10,000	55%	\$5,500		April				WL Scholarship	NO APP	4 Years
	APRIL	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		April		\$3,722		General Operating		4 Years
BF BF BF BF	MAY	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		2018 May		\$3,722		General Operating		4 Years
	MAY	2019	Spindletop Charities (Restructuring. May 1st Check Website for Updates)	YES													
	MAY	2019	George & Josephine Hamman Foundation (Joint App. w/	YES	\$10,000	\$10,000	\$10,000	95%	\$9,500		August				WL Scholarship + CC	15-Jun	5+ Years
	MAY	2019	Halliburton Foundation Charity Golf Tournament		\$50,000	\$40,000	\$50,000	75%	\$37,500		October				TR Benefits Education / Horse Masters Cl.	13-Jun	1 Year
BF	MAY	2019	Roger Clemens Foundation		\$15,000	\$15,000	\$15,000	65%	\$9,750		July				WL Scholarship	OPEN/Jun	1 Year
BF BF BF BF	JUNE	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		June		\$3,722		General Operating		4 Years
	JUNE	2019	Herzstein Foundation		\$7,500		\$7,500	75%	\$5,625		November				WL Scholarship	July	3 Years
	JUNE	2019	Cameron Foundation		\$10,000		\$10,000	50%	\$5,000		December				WL Scholarship	OPEN	4 Years
	JUNE	2019	The Hillcrest Foundation		\$10,000		\$10,000	95%	\$9,500		December				WL Scholarship	OPEN	4 Years
BF BF BF	JULY	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		July		\$3,722		General Operating		4 Years
	JULY	2019	TEGNA		\$5,000		\$5,000	55%	\$2,750								
	JULY	2019	Wells Fargo Foundation (Joint Application with Capital)	YES	\$20,000		\$10,000	95%	\$9,500		December				HOLD (TR SPONSORSHIP)	30-Sep	3 Years
BF BF BF BF	AUGUST	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		August	2017 Aug	\$3,722		General Operating		4 Years
	AUGUST	2019	The Newfield Foundation (Tenative)		\$40,000		\$40,000	95%			2020 Jan				H.E.A.R.T. Program (LPC Salary)	31-Aug	5 Years
	AUGUST	2019	Montgomery County Community Foundation Inc.		\$6,000		\$6,000	80%	\$4,800		December				New Horse + Tack for New Horse	15-Sep	2 Years
	AUGUST	2019	Spindletop Charities		\$10,000		\$10,000	50%	\$5,000		December				TA Scholarship	OPEN	1 Year
	SEPTEMBER	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		September		\$3,722		General Operating		4 Years
BF SG	OCTOBER	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		October		\$3,722		General Operating		4 Years
	OCTOBER	2019	Houston Texans/BHP Community Quarterback Award		\$5,000		\$5,000	60%	\$3,000		December				Volunteer	1-Nov	1 Year
	OCTOBER	2018	PGA Foundation		\$30,000												
	NOVEMBER	2018 Grant	The Greater Houston United Way		\$3,530		\$3,530	100%	\$3,530		November		\$3,722		General Operating		4 Years

# ADOPT A HORSE



## YOUR GIFT

Covers the cost of Hay, Medical, Grooming Care, and Supplements for your adopted horse for an entire year.



\$5,800 / Year  
\$1,450 / Quarter  
\$484 / Month

Your gift for one year allows us to partner our horses with special individuals to achieve emotional, behavioral, and physical milestones that may otherwise be unattainable.

## TWO EASY WAYS TO ADOPT

Your contributions are a vital part of the mission and ministry of Panther Creek Inspiration Ranch. *Thank You!*

**1 Payment Information:**  
☐ Credit Card   ☐ Check (Payable to Inspiration Ranch)  
Checks can be mailed to: PO Box 130001 Spring, TX 77393

Please charge my Credit Card:   ☐ \$5,800   ☐ \$1,450 / quarter   ☐ \$484 / month

Card Number: \_\_\_\_\_ Exp. Date: \_\_\_\_\_ CVV: \_\_\_\_\_

Name on Card: \_\_\_\_\_

Billing Address: \_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

2

Adopt a horse online  
by visiting  
**InspirationRanch.org/adoptahorse**



# CHAMPION A RIDER

## YOUR GIFT

for one year ensures that  
no child is ever turned  
away due to  
inability to pay.

\$3,000 / Year

\$750 / Quarter

\$250 / Month



Each week nearly 70 special needs children  
and youth ride in our Therapeutic Riding  
Program to physically and emotionally  
strengthen their core muscles, improve their  
walking, and elevate their ability to  
communicate.

## TWO EASY WAYS TO CHAMPION

Your contributions are a vital part of the mission and ministry of Panther Creek Inspiration Ranch. *Thank You!*

### 1 Payment Information:

☐ Credit Card   ☐ Check (Payable to Inspiration Ranch)  
Checks can be mailed to: PO Box 130001 Spring, TX 77393

Please charge my Credit Card:   ☐ \$3,000   ☐ \$750 / quarter   ☐ \$250 / month

Card Number: \_\_\_\_\_ Exp. Date: \_\_\_\_\_ CVV: \_\_\_\_\_

Name on Card: \_\_\_\_\_

Billing Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

### 2

Champion a rider online  
by visiting

**[InspirationRanch.org/championarider](http://InspirationRanch.org/championarider)**

# Become A CHANGE MAKER



## Your Gift Inspires Change.

By investing in the mission and ministry of Inspiration Ranch, you invest in a life.

## JOIN US



[InspirationRanch.org/changemakers](https://InspirationRanch.org/changemakers)

**\$25**

a month

**\$50**

a month

**\$75**

a month

When you become an Inspiration Ranch **Change Maker** monthly donor, you join a group of highly committed individuals whose ongoing dedication sustains our work to provide exceptional equine assisted therapy and activities in a loving Christian environment. As an Inspiration Ranch **Change Maker** monthly donor, you make it possible for children with special needs to receive specialized therapeutic riding lessons that focus in on goals to further their cognitive, emotional, and physical progress. Your monthly gift helps fill the gap between what our riders are able to pay and what it costs for a therapeutic riding session. **Being a Change Maker ensures that no one is ever turned away due to an inability to pay.**

**Through each and every monthly gift, you offer hope, renew lives, and inspire change in the lives of our clients and their families.**

**BECOME A CHANGE MAKER TODAY**

[InspirationRanch.org/changemakers](https://InspirationRanch.org/changemakers)

## Dr. Jeffrey Shilt

Dr. Jeffrey Shilt comes to Texas Children's from St. Luke's Children's Hospital in Boise, Idaho, where he was an active pediatric orthopedic surgeon and director of the hospital's Spasticity Clinic and motion analysis lab for children and adults. Prior to his time in Idaho, Shilt held positions as associate professor and residency program director at Wake Forest University Baptist Medical Center in Winston-Salem. When Wake Forest established Brenner Children's Hospital, Shilt served as the director of pediatric orthopedics where he assisted in the further development of pediatric specialty care. His research interests include management of spasticity in cerebral palsy, sports performance and the treatment of endurance sports injuries.

As a recognized leader in both academics and clinical practices, Shilt brings a breadth of experience to the Texas Children's team. While he served as the program director of the Wake Forest University orthopedic surgery residency he participated in pioneering work in the treatment of children with spastic cerebral palsy, as well as sports medicine applications of tissue engineering. He has presented numerous lectures, both nationally and internationally, and serves on various committees and advisory boards. Additionally, he has served as the team physician for the USA triathlon team at the two world championships, two years as a team physician for a professional cycling team, and as a medical consultant for multiple World Champion athletes, Olympians & gold medalists, and multiple professional ironman and other endurance athletes.

A Missouri native, Shilt obtained his medical and undergraduate degrees at the University of Missouri – Kansas City six year combined BA-Medical Degree program directly out of high school. He then completed his general surgery internship and orthopedic surgery residency at the Ochsner Clinic in New Orleans, as well as a year of basic science research at the Pediatric Research Institute at Cardinal Glennon Children's Hospital in St. Louis. This was followed by a pediatric orthopedic fellowship at Vanderbilt University in Nashville. After completing his clinical training, Shilt took part in the personalized leadership development program at Wake Forest University Babcock Graduate School of Management's Institute for Executive Education in Winston-Salem.

## Edgar Sanchez

Patrick, Gary and MG went to lunch with Edgar several months ago to present him with the opportunity to join the Inspiration Ranch Board after being identified in our previous screening. He currently serves on some other boards and asked for us to re-engage with him in 2019. We have reconnected and he is ready to advance his candidacy at this time.

Edgar is a great Christian man in his late 30's. He and his wife Julie live in The Woodlands and have two elementary age girls. Edgar is in partnership with his father who founded Modern Method Gunite Inc. His company is the leading gunite provider to the majority of the pool builders in the greater Houston area. Edgar is very energetic guy and once he decides he is going to be involved in something ... he is all in! If he's approved by the board he will be ready to join us in February due to some previous commitments in January. I highly recommend that the Edgar be considered for board serve at Inspiration Ranch!



## **Jenny Taylor**

Jenny Taylor is an accomplished sales, marketing and management professional with more than 17 years' experience in hospitality, retail, entertainment and other industries.

As General Manager for Market Street - The Woodlands, Jenny manages the properties operations, maintenance, budgeting and business development, along with maintaining community, tenant and public relations to support the shopping, dining and entertainment destination's brand strategy.

In 2011, Jenny was credentialed as a Certified Marketing Director by the International Council of Shopping Center, presented to those who achieve the highest standards in shopping center marketing.

A community contributor, Jenny has served on The Woodlands Chamber Board of Directors, The Woodlands Convention & Visitors Bureau Marketing Committee, The Woodlands CrawPHish Festival Committee, South Montgomery County 4th of July Committee and the Leukemia & Lymphoma Society Light the Night Advisory Team.

She resides with her husband Roger, and three children, Cameron, Carter and Spencer in in the Creekside community of The Woodlands.

# Inspiration Ranch

## CALENDAR OF EVENTS 2019

### JANUARY

Sessions 1 Start	January 8
Inspiration Ranch Board Retreat	January 26

### FEBRUARY

Closing on New Inspiration Ranch	February 5
Top Hands Rodeo Horse Show	February 14 - 16
Inspiration Ranch Board Meeting	February 22

### MARCH

Waste Connection Golf Classic for Kids (players dinner 3/26)	March 24/25
Inspiration Ranch Board Meeting	March 82

### APRIL

Baskets of Love	April 14
Inspiration Ranch Board Meeting	April 25
Special Olympics (Lone Star Cowboy Church)	April 27

### MAY

Breakfast With Champions	May 1
Inspiration Ranch Derby Party (TBD)	May 4
State Special Olympics, Bryan, TX	May 16-19
Inspiration Ranch Board Meeting	May 23

### JUNE

Summer Session Starts	June 3
Let's Unwind	June 12
Inspiration Ranch Board Meeting	June 27

### JULY

July 4th Parade/Red, Hot & Blue Festival	July 4
Camp One/Two/Three	July 8/July 15/July 22
Let's Unwind	July 10
Inspiration Ranch Board Meeting	July 25

### AUGUST

PATH Area Conference	August 1-3
Let's Unwind – Wild Stallion Vineyard	August 14
Inspiration Ranch Board Meeting	August 22

### SEPTEMBER

Fall Session Starts	September 3
No Board Meeting	
VIP Party – TBD	September 5
Denim & Diamonds Gala	September 14

### OCTOBER

Club Core Tournament (Color Run, Game On, Golf)	October 19, 21, 25
Inspiration Ranch Board Meeting	October 24
Trot or Treat	October 27

### NOVEMBER

PATH International Conference (San Diego)	November 1-4
Inspiration Ranch Board Meeting	November 15
Christmas In The Woods	November 30

### DECEMBER

Inspiration Ranch Client Christmas Party	TBD
Inspiration Ranch Board Christmas Party	December 12





## Board Member Profile

Name \_\_\_\_\_ Term Expires \_\_\_\_\_

Home Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Cell \_\_\_\_\_

Employer \_\_\_\_\_

Title \_\_\_\_\_ Business Phone \_\_\_\_\_

Business Address \_\_\_\_\_

Email \_\_\_\_\_

Preferred Mailing ☐ Business ☐ Home

### Personal Information:

Birthday (M/D/Y) \_\_\_\_\_ Spouse \_\_\_\_\_

Children \_\_\_\_\_

**Ethnicity:** ☐ African American ☐ Asian ☐ Caucasian ☐ Hispanic ☐ Other

**Professional Affiliation:** \_\_\_\_\_

**Areas for Influence for Fundraising & Marketing:** \_\_\_\_\_

**Community Activity & Other Boards and Committees:** \_\_\_\_\_

**Other Interests:**

### Committee Preferences:

☐ Internal Affairs ☐ External Affairs ☐ Governance

Use back if more room is needed. Please attach background information or resume (resume preferred)



**Board of Directors  
Disclosure of Potential Conflict of Interest  
Statement of General Policy**

Panther Creek Inspiration Ranch Mission is fortunate to be guided by a Board of Directors whose distinguished members bring to the Mission a broad range of experience, knowledge and wisdom. These skills are essential to the fulfillment of their responsibilities to the Mission. Members of the Board will, of necessity, have extensive interests, obligations and loyalties beyond their commitment to the Mission, and they may enter into relationships with the Mission, which might present a potential conflict of interest. These relationships usually fall into two groups. This policy provides guidance to the Board in avoiding impropriety or the appearance of impropriety in each group.

Group One contains examples of relationships or transactions which might be perceived to present a conflict between a Board Member's own or related interest and obligations with those of the Mission. In these examples, Directors should be careful to disclose fully all such situations and should recuse themselves in voting on any motion involving such a situation:

- Serving as an employee, director or officer of and having ownership interest in a supplier of goods or services to the Mission (this shall not be deemed to prohibit minority ownership of securities which are traded on a national stock exchange); and
- Serving as director, trustee or employee of another non-profit organization serving a vulnerable population

Group Two contains examples which do present conflicts of interests and should not only be disclosed, but also require approval of the Audit Committee:

- Acting as a paid consultant to the Mission;
- Having a personal financial interest in transactions which involve the Mission;
- Participating in investments made by and on behalf of the Mission;
- Accepting gifts which exceed nominal value from entities or persons that have dealings with the Mission; and
- Using or authorizing the use of Mission property, equipment or personnel for non-Mission purposes.

Directors who propose to conduct an activity or enter into a relationship in Group Two which may present or be perceived to present a conflict of interest, shall fully disclose in writing the nature and extent of such to the Audit Committee of the Board of Directors. Said Committee will review the matter and make a written determination of the propriety or impropriety of such consistent with this policy. In appropriate circumstances, the Committee may seek guidance from the full Board of Directors.

Directors should be sensitive to the above situations in either Group One or Group Two, or any other personal relationship which could give rise to the appearance of impropriety and they should seek guidance as provided in this policy.

### **Administration of Policy**

The Finance Committee of the Board of Directors shall be responsible for administering this policy. The Committee shall utilize forms by which trustees periodically verify that they are in compliance with this policy. Such forms shall be distributed as determined by the Committee, but in no event more frequent than once a year. All communications regarding disclosures and determinations of conflict of interest shall be maintained in confidence as required.



**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.



## Board Member Agreement

I, \_\_\_\_\_, understand that as a member of the Board of Directors of Inspiration Ranch, I have a key role and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward. As part of my responsibilities as a board member:

1. I will interpret the organization's work and values to the community, represent the organization, and act as a spokesperson.
2. In turn, I will interpret our constituencies' needs and values to the organization, speak out for their interests, and on their behalf, hold the organization accountable.
3. I will make a concerted effort to attend at least 75 percent of board meetings, committee meetings, and special events/fundraisers.
4. Each year, but no later than Thanksgiving of each year and without having to be asked, I will make a personal financial contribution at a level that is meaningful to me. I will prayerfully consider that Inspiration Ranch is one of the top 3 places that I give to.
5. I will excuse myself from discussions and votes where I have a conflict of interest.
6. I will stay informed about what's going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, and other matters. I will not stay silent if I have questions or concerns.
7. While I am a member of this board, I will make every effort to vote in every public election.
8. I will work in good faith with staff and other board members as partners toward achievement of our goals.
9. If I am unable to fulfill these commitments to the organization, I will coordinate with the board Chairman to discuss my responsibilities.



**The organization is responsible  
to the board members**

In turn, the organization will be responsible to me in the following ways:

1. I will be sent, without having to request them, quarterly financial reports and an update of organizational activities that allow me to meet the "prudent person" standards of the law. (The "prudent person rule," applied in many legal settings in slightly differing language, states that an individual must act with the same judgment and care as, in like circumstances, a prudent person would act.)
2. Opportunities will be offered to me to discuss with the CEO and the board Chairman the organization's programs, goals, activities, and status; additionally, I can request such opportunities.
3. The ministry will help me perform my duties by keeping me informed about issues in the industry and field in which we are working and by offering me opportunities for professional development as a board member.
4. Board members and staff will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and staff will work in good faith with me toward achievement of our goals.
5. If the organization does not fulfill its commitments to me, I can call on the board Chairman and CEO to discuss the organization's responsibilities to me.

Signed: by \_\_\_\_\_, Date \_\_\_\_\_  
(Board Member)

and by \_\_\_\_\_, Date \_\_\_\_\_  
(Chairman of the Board)

and by \_\_\_\_\_, Date \_\_\_\_\_  
(CEO of Inspiration Ranch)