



STRATEGIC PLAN GOALS

STRATEGIC AREA 1: Diversify and Expand the Organization's Donor Base

GOAL 1: By 2024, SoléAna Stables will double its revenue in 2020 & 2021 and 20% year after year between January 1, 2022 and December 31, 2024.

GOAL 2: By 2024, SoléAna Stables will have an established major gift program, with a portfolio of 30 individuals giving annual gifts of \$5,000 or more.

GOAL 3: By 2024, SoléAna Stables will have at least one dedicated employee to Development activities.

GOAL 4: By 2024, SoléAna Stables will have two major fundraising events maximum per year, with revenue from those events accounting for no more than 25% of the annual revenue budget, and with expenses to revenue ratio remaining between 20-30%.

GOAL 5: By 2024, SoléAna Stables will have established relationships (consisting of financial, in kind, and/or volunteer contributions) with 20 key corporations/businesses and foundations.

STRATEGIC AREA 2: Work to establish a larger, more consistent group of volunteers

GOAL 1: By 2024, SoléAna Stables will have a formal program of consistent volunteers to fill all needs identified by interested riders, resulting in no waiting list of riders.

GOAL 2: By 2024, SoléAna Stables will invest in volunteer management software to bring efficiency to volunteer communications and needs.

STRATEGIC AREA 3: Further expand the safety protocol for instructors, volunteers, and riders

GOAL 1: By 2024, SoléAna Stables will have an updated and thorough safety protocol manual and training for all employees and volunteers.

GOAL 2: By 2024, SoléAna Stables will ensure all instructors, volunteers, and staff are trained and certified in CPR and First Aid.

GOAL 3: By 2024, SoléAna Stables will invest in at least one defibrillator device and train all instructors, volunteers, and staff in its proper use.



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STRATEGIC AREA 4: Provide additional internal infrastructure in processes and procedures

GOAL 1: By 2024, SoléAna Stables will have established and adopted internal fundraising, gift acceptance, donor recognition policies as well as gift processing, financial procedures, and acknowledgment guidelines.

GOAL 2: By 2024, SoléAna Stables will participate in an annual financial audit performed by an outside auditing firm/certified official.

GOAL 3: By 2024, SoléAna Stables will have a larger and more formally organized Board, with a committee structure and specific annual expectations.

STRATEGIC AREA 5: Form strategic task force to identify ideal land and review facility needs

GOAL 1: By 2024, SoléAna Stables will have a formal plan for land purchase strategy or will have purchased land, following board-approved financial plans.

GOAL 2: By 2024, the SoléAna Stables strategic task force will have thoroughly reviewed past facility plans and updated needs for future facility, ensuring strategic vision and thoughtful planning for years ahead.

GOAL 3: By 2024, SoléAna Stables will have identified the proper financial needs for any land prep, ensuring strategic best practice in capital plans **are not jeopardized by taking on debt.**