

Brook Hill Retirement Center for Horses, Inc.

Brook Hill Farm



Brook Hill Farm Mission

Brook Hill Farm, a non-profit horse rescue organization, exists to provide rehabilitation focused services and safe haven for unwanted horses, while maintaining a unique opportunity for personal growth and equine education for area youth and adults.



Horse Rescue and Rehabilitation



United Neigh - Youth Development Program/4-H

College Interns - College Credit in partnership with Regional Colleges

Community Outreach – Educating the public on the plight of the Unwanted Horse

Brook Hill Farm: Values

- 1) Brook Hill Farm exists to carry out and inspire the love, care and responsible stewardship of horses in and by young people, staff, volunteers and foster homes.
- 2) Brook Hill Farm's organization, systems and practices will afford participants an experience that can instill life-changing skills and values based upon personal responsibility, discipline and commitment within a strong culture of mutual respect.
- 3) Brook Hill Farm does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, marital, or family status.

Brook Hill Farm: Programs

1) Horse Rehabilitation



Unwanted and/or injured horses that have been relinquished or seized are brought to the farm and are evaluated by our staff of knowledgeable professionals. The horses are put into a rehabilitation program carried out by college interns and volunteers. Once healed, the horse is available for placement in a life-time free lease agreement with a carefully screened applicant or used in our United Neigh program. 25 to 35 horses are kept on the property at any one time, the total number of horses served in any year fluctuates based on recovery time and finding a qualified free lease home.

2) United Neigh:

United Neigh is an innovative program created for youth, led by adults and college interns, to teach its members basic horse care, horse rehabilitation, riding skills and personal accountability. The target population is youth ages 12 and over, some of whom are disadvantaged or disabled. The goal of the United Neigh Program is to provide educational and work experience that instills young people with equine knowledge and skill, self confidence and a strong sense of personal responsibility. In 2008 the United Neigh joined with the national 4-H program and formed the Brook Hill Farm 4-H Horse and Pony Club, using their educational objectives for the basis for their instructional program.



3) College Interns



Educational opportunities in collaboration with regional schools including Virginia Tech are provided for college students to participate in internships earning them college credit in the following fields: Animal Sciences, Animal Psychology, Biology, Education, Special Education, Business and Communications, and Pre-Veterinary Studies. Brook Hill Farm currently teaches a class offered at CVCC entitled "Introduction to the Horse".

Community Outreach

Brook Hill Farm partners with existing programs such as the Salvation Army, Alliance for Children, Boy and Girl Scouts, Church groups, School Groups and others to provide a hands-on one day educational program in basic horse care and knowledge, that creates community awareness of the plight of the unwanted horse.



Brook Hill Farm: Present

Brook Hill Farm, a non-profit organization, exists to provide rehabilitation focused services and safe haven for unwanted horses from all over the nation, with an emphasis on Virginia. In conjunction with the horses, Brook Hill farm provides a unique opportunity for personal growth and equine education for area youth and adults.

- 1) Brook Hill Farm's current and historic financial and operational success is dependent upon part time and volunteer leadership and management, along with donations secured through local reputation, pledges, direct mail drives, foundations and grants.
- 2) Since its inception in 2001, a total of 360 horses have received services.
- 3) Since its inception in 2001, a total of 43 youth have been served through the United Neigh Program. In 2011 a total of 13 youth participants, including 3 with learning disabilities, 2 with chronic illnesses, 2 mentally challenged, 2 disadvantaged, and 1 abused were served.
- 4) In 2011 the farm hosted 343 visitors and volunteers. The Community Outreach Program served 6 groups, including Opportunity House, a home school group and two local school groups. The Boy Scouts used the facility for an Eagle Scout project, and the Girl Scouts used the farm for a service project.
- 5) In 2011 the College Intern Program in partnership with Lynchburg College, Liberty University, Central Virginia Community College and Virginia Tech provided 7 college students earning 3 college credits for internships in: Non-profit Business, Social Work, 4 Pre Vet Students, and a Vet Tech student. Three other students received community service hours for Liberty University. In 2011 Brook Hill Farm in collaboration with CVCC will be offering a college class entitled "Introduction to the Horse", offered in the Spring and Summer sessions. A total of 23 interns have earned college credit through the program.

Brook Hill Farm: Recognition

- 1) Recognized as member of the Local Charities of America's Best Charities, an organization that chooses its members by a rigorous screening process, meeting the highest standards of substantive program services, management and fiscal responsibility. This membership allows inclusion in corporate and government workplace charitable fund drives – giving credibility to the charity that it is legitimate and a worthwhile nonprofit whose costs and programs have been reviewed and compared carefully.
(www.lic.org)
- 2) Recognized member of the ASPCA and included in their database. (www.aspca.org)
- 3) Recognized as a member of the Unwanted Horse Coalition (www.unwantedhorsecoalition.org), a broad alliance of equine organizations under the American Horse Council endorsed by the American Association of Equine Practitioners.
- 4) Recognized as a GuideStar Premier member (www.guidestar.org)
- 5) Recognized top tier member of the American Horse Protection Association, a government program devoted exclusively to equine welfare.
- 6) Funding received from Lynchburg Community Trust, McManus Foundation, Areva, and Walmart Foundation, Leave a Legacy, Red Lion Foundation, Thoroughbred Charities, ASPCA, Southern States, Western Ways, Aylors, Purina, Dover, and Country Vet Supply, Intervet, amongst others.
- 7) Recipient of vaccines through the Unwanted Horse Veterinary Relief Campaign in 2009 and 2010.
- 8) Featured in Newspaper Articles in the Lynchburg News and Advance on Nov. 15, 2009, and in the Richmond Times on Dec. 1, 2009, Forest Focus on June 2010, Lynchburg News and Advance Jan. 31, 2011 and the Richmond Times Dispatch February 6, 2011, Forest Focus Feb 2011, Forest Life, March 2011.

Brook Hill Farm: Economic Impact

Brook Hill's programs annually add an estimated 1 to 3% to local horse ownership. Its direct impact on the region's economy is in four main areas:

- 1) Increased horse ownership and associated spending:** Since its inception, Brook Hill programs have generated over \$6,568,000.00 of spending in this region based on the 2006 Virginia Horse Industry Board statistics.
- 2) On-going support and growth of local equine industry associated jobs:** Brook Hill Farm directly impacts the number of horses and therefore jobs in the region. With an estimated spending of \$6,568,000 since its inception, it has directly sustained over 187 jobs throughout this period.
- 3) Workforce development through education and training:** Brook Hill is unique as it not only creates jobs in the region; it provides the training and education for those jobs!
- 4) Attracts more visitors to the area through its programs and services.**

Brook Hill Farm: Euthanasia Policy

Euthanasia is only an option when there is no other humane option available. Reasons for euthanasia to include: terminal illness or injury where there is no possibility of recovery, behavioral problems that pose a perilous threat to other animals or humans, disease transmission, and old age where the quality of life is impaired by major loss of functions. This procedure is done under the guidance and recommendation of a licensed Veterinarian.

Brook Hill Farm: Strategic Vision

Brook Hill's ability to maintain and grow its rescue and educational programs and therefore continue its positive impact on reducing the number of unwanted horses is restricted by its physical facility limitations. Brook Hill's ability to maintain and grow its programs is severely limited and not sustainable by its current facilities. Its programs have outgrown its 100-year-old 7 stall barn and outbuildings supported by a single 6-year-old structure that combines hay storage, run-in shelter, and feed station.

Brook Hill Farm is at maximum facility capacity for its rescue and educational programs. Brook Hill Farm must secure additional sources of financial support to build a Multi-purpose Equine Care and Educational Building to assure continued growth and long term success of its rehabilitation based horse programs. The equine lab and isolation stall will allow the farm to be able to better work with wounds and illnesses in a heated, sterile environment. Having a stall for each horse will allow for a more efficient feeding schedule, and give the farm a place to house all of the horses in inclement weather. The addition of an indoor riding arena will allow the farm to continue its rehabilitation programs, allow us to show horses to prospective adopters, and hold all of our programs regardless of the weather or time of day.

A state of the art educational center (planned within the Multipurpose Building) will establish much needed capacity and modern capability for equine training and education. A farm based classroom will allow the expansion of the college intern program, introduce more technologically advanced programs, and provide more hands-on advanced training for equine job preparation. The state of the art classroom would facilitate the introduction of online education as well as online teaching made available to satellite locations. An on-site equine library would be available for use by its patrons.

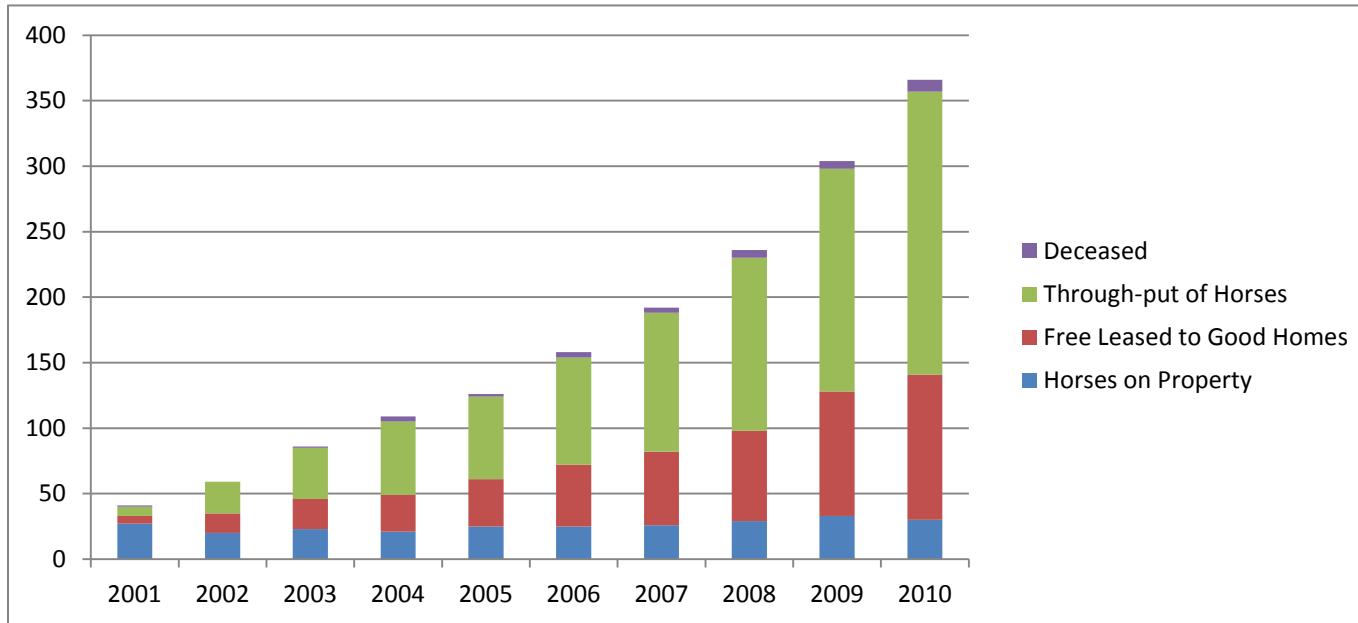
In addition to the Multi-purpose Equine Care and Educational Building, Brook Hill Farm needs a truck and trailer to transport rescue horses for medical care, and provide safe transportation for its children's programs.

Brook Hill Farm: SWOTs

Internal	External
<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • Clear Mission • Passionate, experienced leadership • Committed, enthusiastic volunteers • Strong alliance with knowledgeable professionals • Reputation, track record, longevity • Defined proven programs • Financial Discipline 	<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Growing number of unwanted horses • Youth need • Community organizations needing partner programs to enhance their own programs • College Intern need • Local college equine science course need
<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Part-time paid and volunteer staff, specifically leadership • Lack of major donor fundraising • Size and capacity of facility, fencing • Financial strength 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Economy • Constraint due to size and capacity of facility to maintain or increase its output of rehabilitated horses or increase the size of its programs • Constraint of current truck and trailer to transport rescue horses for medical care or for children's programs.

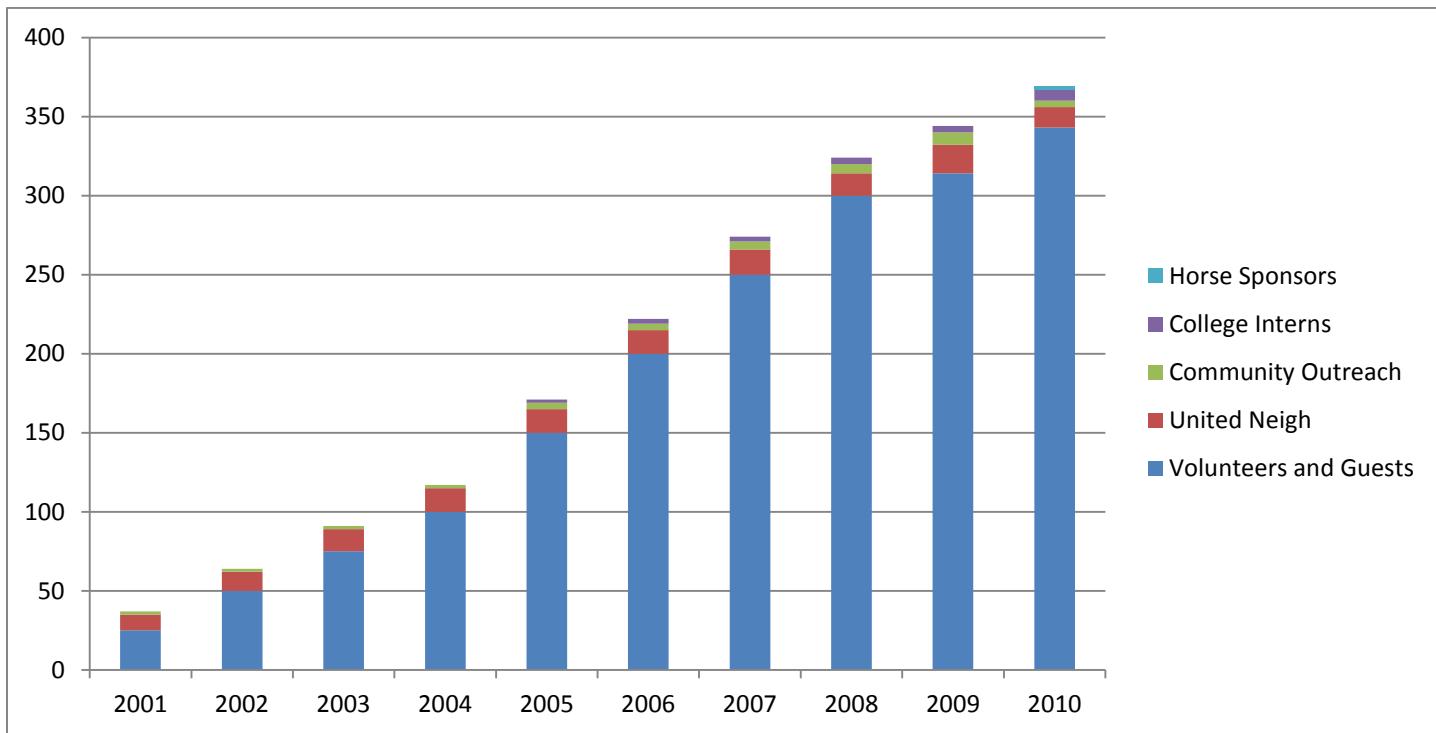
Brook Hill Farm: Historic Performance

Horses



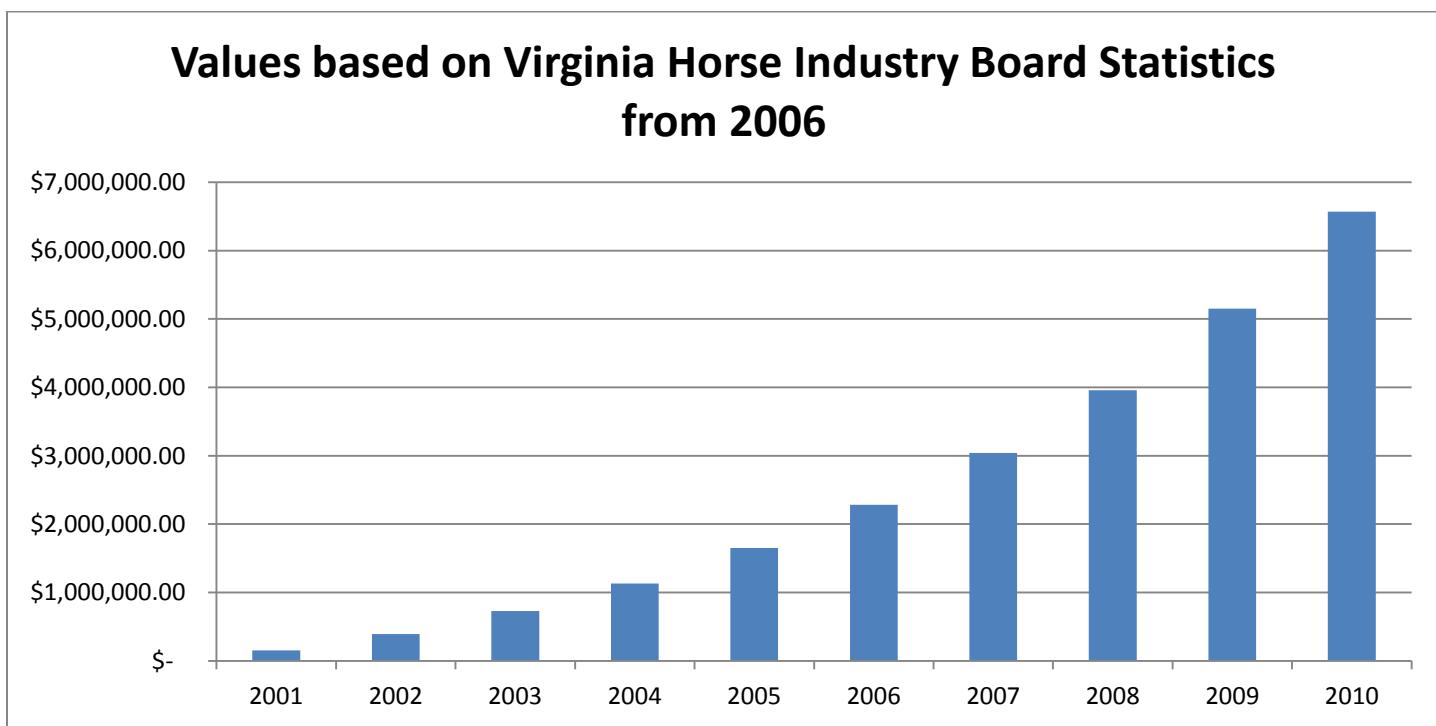
Brook Hill Farm: Historic Performance

Programs

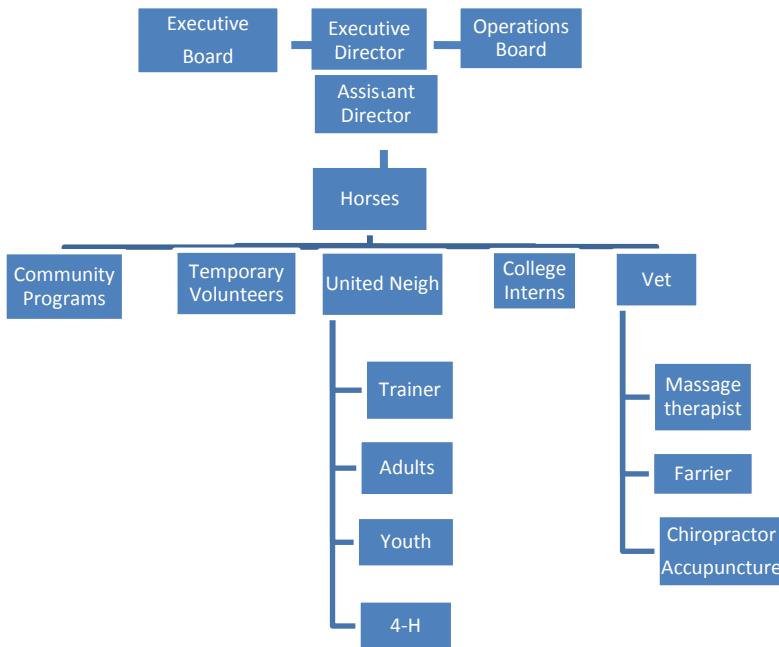


Brook Hill Farm: Economic Impact of Horse Placement in Region

Values based on Virginia Horse Industry Board Statistics from 2006



Brook Hill Farm: Organization, Structure, and Responsibilities



Brook Hill Farm: Executive Board

Mission: Through personal and direct participation in major donor fundraising and organization oversight, assure Brook Hill Farm the ongoing financial resources required to fulfill its mission of rescuing and rehabilitating horses while providing personal growth and opportunities to youth and adults

Responsibility: Directly participate in the identification and solicitation of major donors as required to provide Brook Hill Farm with the ongoing annual revenues of 110% of each year's respective operating and capital budgets.

Member Profile: Chair, Executive Director, Assistant Executive Director, philanthropists and or highly respected leaders in the regional community who want to have a direct and substantial impact in horse rehabilitation and to provide young people and adults a unique opportunity for personal growth through hard work and education while learning the care, enjoyment , and love of horses.

Structure: Executive team and 3 to 5 outside Directors. This Board shall be led by an appointed Chair and Executive Director as vice chair.

Brook Hill Farm: Operations Board

Mission: Through personal and direct participation as a volunteer of Director level staff, provide Brook Hill Farm the operational leadership, expertise, time and effort required to fulfill its mission of rescuing and rehabilitating horses while providing young people and adults with a unique personal growth opportunity.

Responsibility: Provide personal expertise, time and effort in board meetings and assigned duties that assure Brook Hill Farm's ability to provide an effective facility, process and environment for horse rescue and rehabilitation while providing people with a safe but challenging opportunity for personal growth.

Member Profile: Executive Director, Assistant Executive Director and select volunteers who individually and as a team are committed to provide Brook Hill Farm with the expertise, time and effort required to fulfill its Mission.

Structure: Executive team and 5 to 9 outside directors. The Brook Hill Farm Executive Director as Chair and Assistant Executive Director as Vice Chair will lead the board.

Brook Hill Farm: Executive Director

Mission: To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a safe haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

Responsibilities:

1. Maintains financial records using Quick Books
2. Sets, meets and reports fundraising goals to operating and executive board
3. Oversees United Neigh program
 - a. Evaluate and match horse and member
 - b. Write and post monthly work schedules for volunteers and staff
 - c. Establish educational plans and goals
4. Oversee College Intern program
5. Implement program objectives for the horses
 - a. Review horse donation applications with veterinarian on a monthly basis
 - b. Review, schedule, and evaluate horse free lease applicants.
 - c. Oversee basic care of horses in residence
6. Form and implement Horse Rehabilitation Plans
7. Organize and implement educational community service programs

Profile: The Executive Director must have a love of horses and children. A bachelors degree with 5 years executive level management, child development and special education background, and a knowledge of financial management, fundraising, and organizational skills.

Brook Hill Farm: Assistant Executive Director

Mission: Assists the Executive Director in sustaining Brook Hill Farms mission, philosophy, strategy, objectives and annual goals.

Responsibilities:

1. Assist with Administrative duties
 - Maintain records for horses
 - Take care of all secretarial duties
 - Maintain and implement 4-H program
 - Update farm database and website
2. Organize and post monthly program schedules
3. Support basic care of horses in residence
4. Aid in Horse Rehabilitation Plans.
5. Arrange community outreach and speaking engagements.
6. Aid in fundraising.
7. Is in charge in absence of the Executive Director

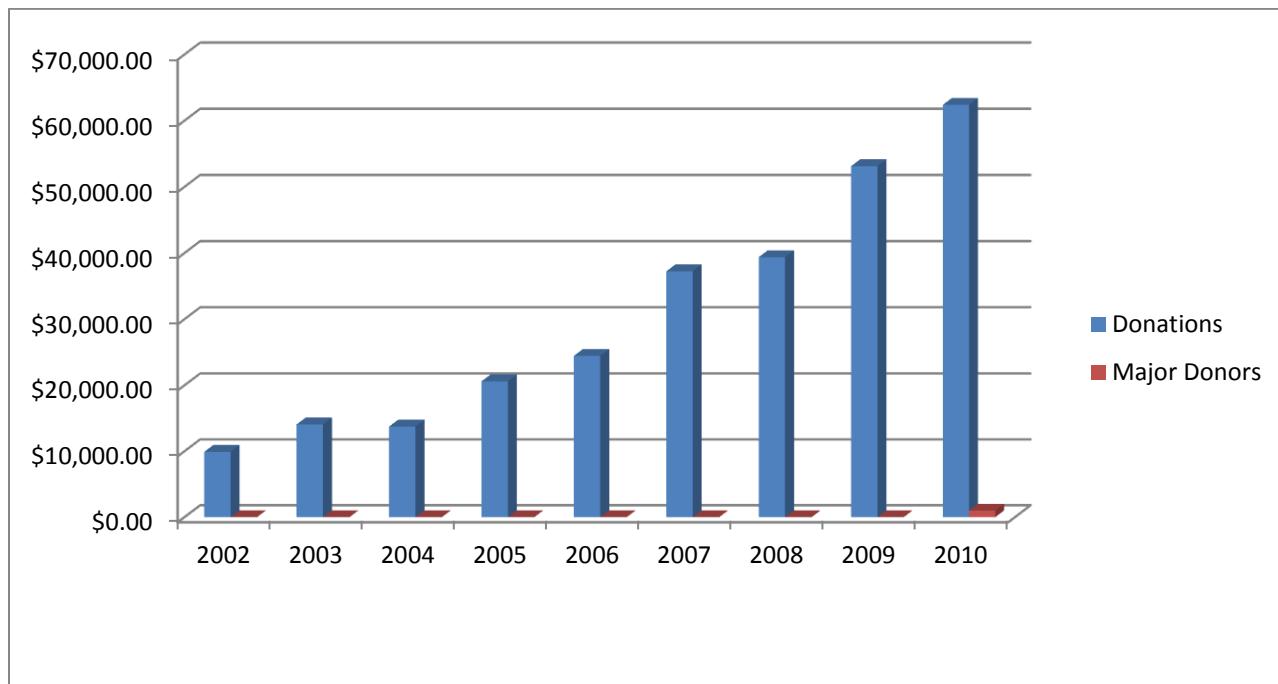
Profile: A love and knowledge of horses and children is a must. A Bachelors degree and 5 years experience to include an emphasis on business, web design, recordkeeping, secretarial and organizational skills.

Brook Hill Farm: Historic Performance Financials (Cash Only)*

*actual 2010 Data shown on Projection Chart on Page 10

	2002	2003	2004	2005	2006	2007	2008	2009
DONATION INCOME								
Individuals	1,112.05	1,598.12	1,092.45	3,536.08	2,820.12	8,387.40	11,886.56	19,824.23
Pledges	8,171.04	9,945.81	12,055.13	14,133.56	20,357.12	28,098.78	24,650.21	29,098.73
Businesses	630.05	535.41	600.00	2,945.00	1,290.00	1,158.60	2,550.00	3,216.99
Major Donors	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL DONATION INCOME	9,913.14	12,079.34	13,747.58	20,614.64	24,467.24	37,644.78	39,086.77	52,139.95
OTHER REVENUE								
Program Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grants/Foundations	0.00	2,000.00	3,000.00	1,000.00	2,000.00	7,600.00	3800.00	3,500.00
TOTAL OTHER REVENUE	0.00	2,000.00	3,000.00	1,000.00	2,000.00	7,600.00	3,800.00	3,500.00
Total Income	9,913.14	14,079.34	16,747.58	21,614.64	26,467.24	45,244.78	42,886.77	55,639.95
EXPENSES								
Program Services	9,675.30	13,971.07	14,421.87	29,362.20	21,816.71	33,343.13	43,715.47	53,902.94
Executive Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ass. Exec. Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Endowment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenses	9,675.30	13,971.07	14,421.87	29,362.20	21,816.71	33,343.13	43,715.47	53,902.94
Profit/Loss	+237.84	+108.27	+2,325.71	-7,747.56	+4,650.53	+11,901.65	-828.70	+1,737.01
Capital Project/Barn	0.00	2,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Truck and Trailer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unfunded	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Brook Hill Farm: Historic Performance Financials (Cash Only)



Brook Hill Farm: Projected Performance Financials

	Projected 2010	Actual 2010	Projected 2011	Projected 2012	Projected 2013*	Projected 2014*	Projected 2015*
DONATION INCOME							
Individuals	19,000.00	20,789.42	24,000.00	29,000.00	34,000.00	39,000.00	44,000.00
Pledges	23,000.00	23,890.00	30,000.00	33,000.00	35,000.00	37,000.00	42,000.00
Businesses	2,000.00	1,725.28	2,000.00	3,000.00	4,000.00	5,000.00	6,000.00
Major Donors	1,000.00	1,000.00	100,000.00	125,000.00	125,000.00	10,000.00	10,000.00
TOTAL DONATION INCOME	\$45,000.00	\$47,404.70	\$156,000.00	\$190,000.00	\$198,000.00	\$91,000.00	\$102,000.00
OTHER REVENUE							
Program Fees	0.00	0.00	3,000.00	5,000.00	7,000.00	10,000.00	15,000.00
Grants	1,000.00	6,500.00	20,000.00	30,000.00	35,000.00	20,000.00	20,000.00
Foundations	2,500	8,500.00	10,000.00	20,000.00	25,000.00	15,000.00	15,000.00
TOTAL OTHER REVENUE	\$3,500.00	\$15,000.00	\$33,000.00	\$55,000.00	\$67,000.00	\$45,000.00	\$50,000.00
Total Cash	\$48,500.00	\$62,404.70	\$189,000.00	\$245,000.00	\$265,000.00	\$136,000.00	\$152,000.00
IN-KIND REVENUE							
In-kind Services	80,000.00	75,943.00	80,000.00	85,000.00	90,000.00	95,000.00	100,000.00
In-kind use of Facility	13,500.00	12,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
In-kind Goods	15,000.00	16,167.57	48,000.00	20,000.00	22,000.00	20,000.00	20,000.00
Total In-Kind	\$108,500.00	\$104,610.57	129,500.00	\$106,500.00	\$113,500.00	\$116,500.00	\$121,500.00
Total Income	\$157,000.00	167,015.27	\$318,500.00	\$351,500.00	\$378,500.00	\$252,500.00	273,500.00
EXPENSES							
Program Services/Cash Based	55,000.00	57,507.46	62,000.00	65,000.00	70,000.00	75,000.00	80,000.00
Program Services/In-Kind	100,000.00	129,160.57	98,500.00	120,000.00	130,000.00	110,000.00	115,000.00
Executive Director	0.00	0.00	10,000.00	18,000.00	25,000.00	30,000.00	35,000.00
Ass. Executive Director	0.00	0.00	8,000.00	14,000.00	20,000.00	25,000.00	30,000.00
Endowment	0.00	0.00	0.00	0.00	0.00	5,000.00	10,000.00
Total Operating Expenses	\$155,000.00	186,668.03	\$178,500.00	\$217,000.00	\$245,000.00	\$245,000.00	\$270,000.00
CAPITAL CAMPAIGN							
Capital Project/Barn	0.00	0.00	100,000.00	125,000.00	125,000.00	0.00	0.00
Truck	0.00	0.00	18,000.00	0.00	0.00	0.00	0.00
Trailer	0.00	0.00	15,000.00	0.00	0.00	0.00	0.00
Total Capital Campaign	\$ 0.00	\$ 0.00	\$133,000.00	\$125,000.00	\$125,000.00	\$ 0.00	\$ 0.00
Total Expenses	155,000.00	169,768.03	311,500.00	342,000.00	370,000.00	245,000.00	270,000.00
Actual Cash Profit/Loss	+2,000.00	+4,833.56	+7,000.00	+9,500.00	+8,500.00	+7,500.00	+3,500

Brook Hill Farm: Strategic Action Plan

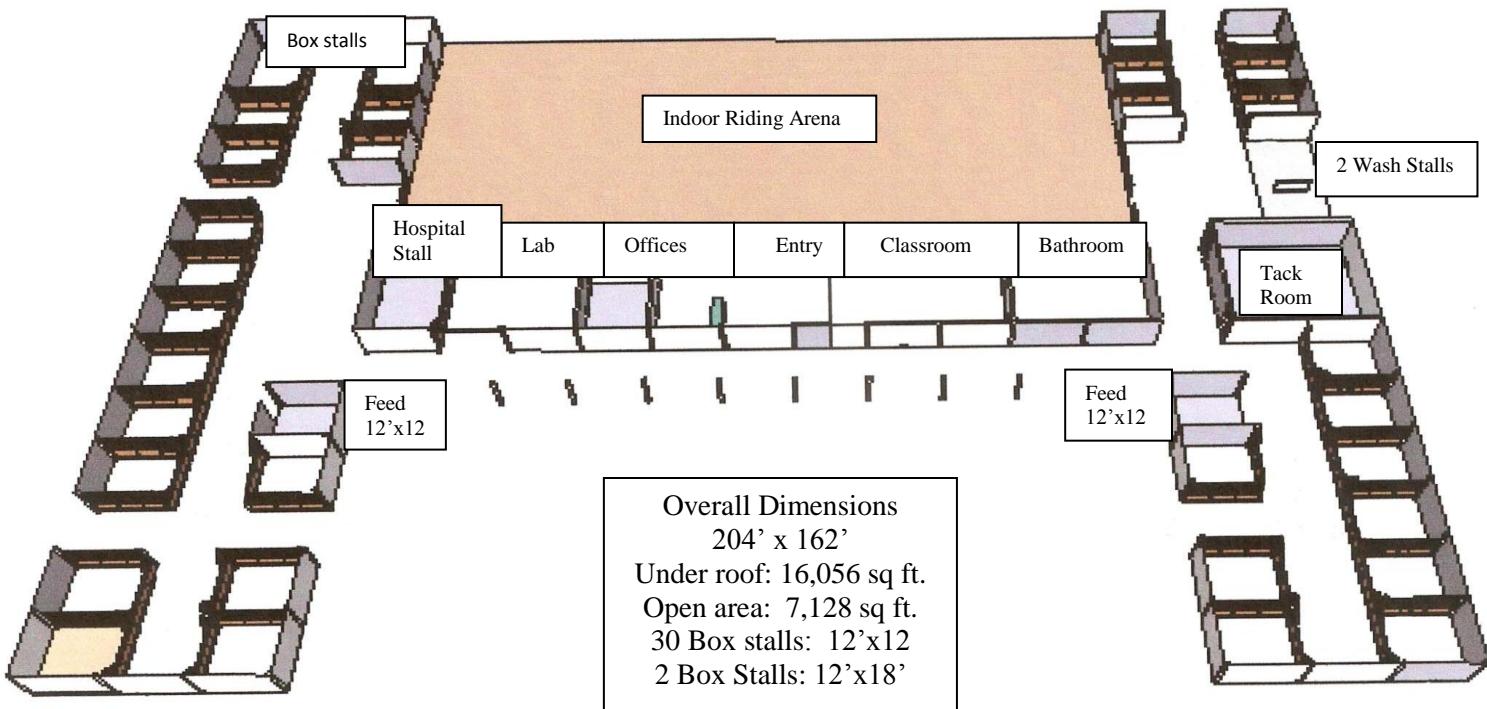
	Actual 2009	Actual 2010	Projected 2011	Strategic Action Plan
Individuals	19,824.23	20,753.74	24,000.00	Expand Mailing list Expand Data Base of emails Monthly Newsletter Put out more Jars Hold 2 Events – Horse and Hound – Open House
Pledges	29,098.73	23,890.00	30,000.00	Increase United Neigh pledges to 15 paying members / month Increase Horse Sponsorships to 3 / month
Businesses	3,216.99	1,725.28	2,000.00	Apply to Walmart, Areva, for funding
Major Donors	0.00	1,000.00	100,000.00	Major Donor Development
Program Fees	0.00	0.00	3,000.00	Add Morning Program Add Girl Scout Badges Add 1 Session Summer Camp to public
Grants/Foundations	3,500.00	15,000.00	17,000.00	Apply to Thoroughbred Charities and ASPCA from last year Continue fostering Foundation relations Apply to 5 new grants
Total Income	55,639.95	62,369.02	79,000.00	
Capital Project/Barn	0.00	0.00	100,000.00	Major Donor Support, Specific Grant Writing for Project
Truck and Trailer	0.00	0.00	33,000.00	Solicit Dealerships

Brook Hill Farm: Implementation

Year	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
2010	Create Business Plan			Define Executive Board Quotes for Capital Projects			Apply for Grants for Multi-Purpose Equine Care and Educational Facility					
2011				Solicit Major Donor Support Fill Executive Board Continue Grant Writing for Capital Project -Begin to Inquire about Truck and Trailer								
2012				Continue major fundraising for capital project Begin Construction Acquire Truck and Trailer								
2013				Continue Major Fundraising for Capital Project Continue Construction								
2014				General Fundraising for Operational Costs Provide Endowment for long term Sustainability								
2015				General Fundraising for Operational Costs Provide Endowment for long term Sustainability								

Brook Hill Farm

Multi-Purpose Equine Care and Educational Building



Brook Hill Farm: Comprehensive Barn Plan Reasoning

Existing Facility	Comprehensive Facility
7 Stall barn, feed room 2 Room House 3000 sq ft Run-in	Comprehensive Facility – Classrooms, stalls, hospital area, wash stalls, tack room, extended bathroom with locker area, 2 feed rooms, indoor arena, library/reception area, and heated isolation area all under one roof.
No Indoor Arena	Indoor arena to rehab horses during inclement weather, which allows for consistency in the horses treatment, thereby increasing the number of horses through-put. An ability to show horses to prospective applicants year round, allowing more free leases to occur
7 Stall Barn – have 30 horses – must rotate to feed Small Feed Room – 4 X 6 room to store 1 week of feed	32 stalls – every horse has a stall to be fed in, able to get out of inclement weather 2 – 12X12 feed rooms
2-Room House: Tack room - 10 x 12 Also has locker area for United Neigh participants	Tack room – 24x24 – will house only tack – other items to be stored in built in storage areas throughout the building
Classroom is 10 x 10 currently used as a kitchen, storage area, reception, office, library - we can seat 6 people- we have 20 plus volunteers on average	New classroom 18 x 24 – will accommodate 30 comfortably One wall will be kitchen area Separate Office Space – Executive Director – 12X 12 Assistant Executive Director – 12 X 12 Reception Area – 12X18 (includes library)
Bathroom – toilet and laundry in same space - not handicap accessible – no sink	Bathroom – 24 X 18 Divided: area for 2 toilets, 2 sinks Locker space for United Neigh Washer Dryer area
Front steps are cinder blocks and rock – not handicap accessible	Completely up to code for handicap accessibility
Wash Stall attached to house	2 Separate wash stalls
	2 Room House – to be turned into living quarters for college interns/camp housing
	3000 Sq Ft Run-In – to be used for machinery storage, and run-in
	7 Stall Barn – front stalls to open up into run-in, 4 stalls left for overflow
Fencing – board, barb wire, hedge row	Replace barb wire with board fence

Brook Hill Farm: Conclusion



Since its inception in 2001, Brook Hill Farm has provided rescue services and a safe haven to over 350 horses while creating education and individual development opportunity for over 500 area young people and adult volunteers! Brook Hill Farm has evolved into a dynamic community resource and a horse lovers dream. Brook Hill's safe haven allows horses to be healed physically and emotionally through the work of volunteers supplemented by the services of area veterinarians working in a team environment. Integral to this process are unique programs that provide area youth opportunities for personal growth through volunteer work. Each program participant receives the opportunity to acquire equine knowledge and skill through hard work and personal accountability. The addition of a Multi-purpose Equine Care and Educational Building will facilitate the growth of the horse rescue program and educational programs that will generate the revenues required to sustain the growth of the organization and provide an endowment to ensure its longevity. With major donor support, Brook Hill Farm will be able to meet the growing demand for its horse rescue, education, volunteer and program services!

Brook Hill Farm: Contact Information

Legal name and status of business:	Brook Hill Retirement Center for Horses, Inc.
Contacts:	Jo Anne Miller , Tracy Russler
Address of main office:	7289 Bellevue Road, Forest VA 24551
Main telephone:	540-586-7432
E-mail	executivedirector@brookhillfarm.org
Website	www.brookhillfarm.org
Business incorporation/registration date:	September 6, 2001
Business incorporation/registration number:	0564272-3
Employer Identification Number	54-2058686
Accountant	Coley Eubank & Company
Insurance	Equine Commercial General Liability
Legal Counsel	Lee Drury
Financial Consultant	Marty Guidice

Brook Hill Farm: Succession Plan

When the Executive gives notice or is in the process of leaving, the transition plan is as follows:

1. The Executive Board and Operations Board meet together, and a quick review of the circumstances around which the Executive is departing is discussed, including departure date and then an appropriate goodbye is planned.
2. Together, the boards will then address the important issues facing the organization.
3. The Executive Board appoints an interim Executive to manage transition issues.
4. The Executive Board appoints a committee to recruit and hire a candidate based on job descriptions, with the intent of making needed infrastructure improvements to reposition the organization and its programs to maximize the nonprofit's ability to provide its services and fulfill its mission.
5. The Executive chosen and the Executive Board enter into a formal contract, which clearly spells out priorities, roles, and procedures to be followed.

Brook Hill Farm: Miller Exit Strategy

Plan #1: The property sold as a whole:

The Millers would receive the entire proceeds from the sale, paying off any loans and taxes that are due in connection with the sale of the property. Any improvements made to the property by the non-profit would be paid in full to the non-profit at the time of sale. This includes all expenses that were paid (materials, labor, etc.) to the non-profit and that cannot be relocated. This includes structures, fences, etc. Any labor or materials donated would not be reimbursed. All moveable items would transfer to the new location of the non-profit. If the property was sold for the continuation of use for the non-profit, the Millers would receive the entire proceeds. Any improvements made to the property paid for by the non-profit would then be paid in full by the Millers to the non-profit. This would include all expenses that were paid (materials, labor, etc.) to the non-profit for items that cannot be relocated. This would include structures, fences, etc. Any labor or materials donated would not be reimbursed. All removable items would remain with the non-profit.

Plan #2: The property is divided and sold in 2 parcels:

The Millers would receive entire proceeds for the parcel of land containing the main dwelling. The non-profit would purchase the remaining land at the fair market value that houses the organization and its operations. Surveying would be divided by the two parties.

Brook Hill Farm: Russler Exit Strategy

Upon sale of the property, the Russler Family would receive the entire proceeds, paying off any loans and taxes that are due in connection with the sale of the property. Any improvements made to the property by the non-profit would be paid in full to the non-profit. This includes all expenses that were paid (materials, labor, etc.) to the non-profit that cannot be relocated. This would include structures, fences, etc. Any labor or materials donated would not be reimbursed. All moveable items would transfer to the new location of the non-profit.

Brook Hill Farm: Exit Strategy if Non Profit Dissolves

In the case that the non-profit dissolves, all proceeds due the non-profit, including monetary, horses, and removable items would be transferred to another non-profit organization approved by the Executive Board of Directors.