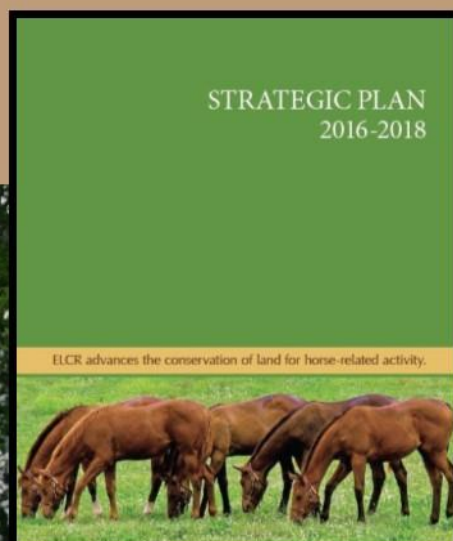


EQUINE LAND CONSERVATION RESOURCE

Annual Report 2018



EQUINE
LAND
CONSERVATION
RESOURCE

NO
LAND
NO
HORSE

FROM OUR BOARD PRESIDENT

Dear Friends, Partners and Supporters,

ELCR had an invigorating year as we continued the implementation of our ambitious three-year strategic plan calling for ELCR to expand its existing national network of equine advocacy and horse land conservation organizations to include more local organizations. This annual report highlights what our organization can provide and the types of issues that we encounter as well as our progress with implementation of our three-year strategic plan.

From my personal perspective and from the growing list of people and organizations requesting help, our equine land-related issues are expanding and are not isolated to any specific geographic area of the country. This trend will continue as development in and around urban areas continues to negatively impact horse lands.

To help stem this loss of horse lands, it is clear a new level of information and engagement tailored to the multitude of equine and horse land-related issues needs to be made available and that more active engagement at the local level is needed. Our new emphasis on the local level will provide groups from around the country the opportunity to learn from one another, be united by a shared commitment, and share successes and failures that will strengthen local equine land conservation efforts.

Recognizing that we are a compact national-level organization with a modest budget, we surely can't solve all issues the equine community faces, but we can certainly help. Visit our website and you will be amazed at the resources available online, or call our office for technical assistance on a horse land-related issue. I can't think of another national nonprofit organization, and I am involved with many, that provides so much information at no cost for anyone looking for assistance.

But we can't do this alone. Our Conservation and Corporate Partners, our new and longtime donors, and our Board and Advisory Council members all make this possible. So, we thank you for your continued support of our mission and work. Together we can work to protect our endangered horse lands for the enjoyment of this and future generations!



Ken Haddad

President, ELCR Board of Directors



Ken Haddad with his horses Flying Cloud, Jamison and Forrest

EQUINE LAND CONSERVATION RESOURCE (ELCR)

Our Mission

Equine Land Conservation Resource leads in the protection and conservation of lands for the horse and horse-related activities.

Our Vision

A future in which horse lands have been conserved so that America's equine heritage lives on and the emotional, physical and economic benefits of mankind's bond with the horse remain accessible to all.

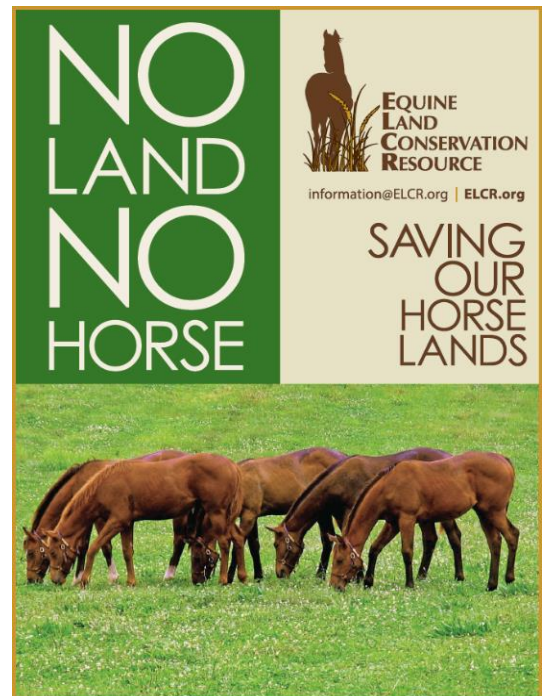
Who We Are

ELCR is the only national organization focused on the conservation of land for horses and **all** horse-related activities. Our organization is dedicated to promoting the vital role the horse serves in society and championing the future of horses and horse-related activity in America. We are working with our Conservation Partners, individuals, local organizations and government to stem the impact of development on horse lands to ensure a future for horses in our communities for the enjoyment of this and future generations.

What We Do

Since land is saved locally, it is imperative that horse enthusiasts be made aware of the existing threats and understand how they can become actively engaged in protecting horse lands and trails in their own communities. Creating awareness of equine land loss has been an integral part of our work since the inception of our organization. Providing the equine community with the tools and resources needed to prevent the loss of land for equine-related activities is also at the forefront of our work. ELCR supports these efforts by:

- Raising awareness of the threat of unplanned growth and development and its impact on horse owners, enthusiasts and the equine industry at large;
- Serving as the first point of contact and leading national experts on advocating for and conserving access to land for horses and equine activity;
- Creating educational tools, templates and resources in our six core conservation issue areas and providing no-cost public access to our online resources to assist those acting to conserve and protect horse lands in their communities;
- Working with partner organizations to host informative educational webinars on important horse land conservation topics;
- Providing one-on-one customized technical assistance and counseling to horsemen and women on local land loss issues through our library;
- Building a vibrant, engaged national network of people who are willing and able to assist horsemen and women protect endangered horse lands;
- Building a national network of local action equine advocacy and equine land conservation organizations to expand the rate at which land is protected for horses and horse-related activities.



EDUCATIONAL RESOURCES FOR EQUINE LAND CONSERVATION

ELCR strives to create and maintain an extensive and up-to-date online educational resource library available to horse owners and landowners, organizations and agencies, to help them understand the impact of the many issues that contribute to loss of equine access in their communities, providing ideas about what can be done, how to communicate their needs, who to collaborate with, and what actions need to be taken to resolve local equine access issues. The resources related to protecting horse lands are found within our following educational programs:

- **Online resource library**
- **Educational webcasts**
- **In-person presentations**
- **Feedback-generated programming**



Losing equine land across America. Photo courtesy of Kentucky Horse Park

Online Resource Library

ELCR's up-to-date online resource library includes guides, recorded webinars, templates, articles and more, pertaining to six core areas of equine land conservation. In 2018, ELCR focused on two issue areas for new material, incorporating elements of the other issues. This process allows for a concentration of updated material for equine community members to utilize when working on local land-related issues. In 2018, educational materials were developed as follows: Organizational Development (new!): one study/survey; Planning for Horses in Your Community: two articles; and Access to Public Lands: two articles. The online ELCR resource library is available to the public, free of charge, at www.elcr.org.

Our 6 Core Conservation Areas

**Planning for
Horses in Our
Community**

**Conservation
Tools for
Horse Lands**

**Equine Access
to Public
Lands**

**Equine Access
to Private
Lands**

**Best
Management
Practices**

**Benefits of
Horses in Our
Community**

Educational Webcasts

Webcasts (webinars) are offered that address imminent and current national issues on a local basis with local examples. ELCR's partner organizations, including My Horse University and American Trails, help us bring a variety of authorities to speak about pertinent equine land advocacy topics by hosting our webinars.

Three webinars were presented in 2018, with expert speakers covering the following topics: action for equestrian trails (54 attendees); how to use and understand ELCR's horse-friendly planning and zoning guide (88 attendees); and how advocacy, planning and creating equestrian trails can happen through organization (201 attendees).

The recorded webinars are available online for those who cannot participate in the live events at www.elcr.org or by accessing archived webcasts on the My Horse University website www.myhorseuniversity.com, the American Trails webinar archive website www.americantrails.org/training/webinarArchive, and via the websites of our other hosting partners.



In-person Presentations

Presentations to local organizations in 2018 have helped ELCR to 'spread the word' while learning more about the specific access and land protection issues that crop up associated with those organizations and communities. Presentations were given to the Bluegrass Arabian Horse Association; University of Kentucky Equine Sciences and Management postgraduate student groups; the Indian Hill Equestrian Club City Council, Indian Hill, Ohio; the City of Barrington Hills, Illinois; and Equine Trail Advocates, Louisville, Kentucky.

Feedback-generated Programming

ELCR's educational programming responds to feedback from our nationwide constituents, including individuals, organizations and communities dealing with local horse land issues. The results of our *2017 National Survey of Equine Land Conservation and Equine Advocacy Organizations* led us to form a National Advisory Committee (NAC) in 2018, comprising seven local equine organization leaders.

Their purpose is to provide local feedback, input and direction as we develop educational materials needed by local equine land advocacy community members. Via bimonthly phone conferences, the committee provides feedback on our existing and new online library content, has presented a panel webinar and has given advice on a new Organizational Development Guide and online learning module. ELCR will continue to work to expand the NAC to ensure nationwide representation.



2017 National Survey of Equine and Advocacy Organizations, cover image.

ELCR TECHNICAL ASSISTANCE PROGRAM

ELCR's one-on-one counseling and technical assistance is a frequent activity between our organization and people needing advice on a multitude of equine access issues in communities across the country. The increasing frequency and depth of these inquiries indicate that ELCR is becoming *the* source for information and technical assistance. While we are the only national organization providing this service for all horse land related issues, we are also teaching locally based organizations how to educate themselves and advocate for their equine land, facilities and trails needs.

2018 was no exception to the significant number of inquiries that we receive each year, with a total of 31 inquiries from 16 states. Without these inquiries, ELCR would miss out on the true picture of equine access issues being faced across the country. This helps us to continually develop informational resources and educational materials that address current and common issues faced by the equine community.

Our technical assistance program responds to a variety of issues, including:

- How equine land advocates can and must participate in community comprehensive planning and zoning ordinance establishment and changes, and steps to take in fending off development plans;
- Steps that can be taken by landowners to protect their property from development in perpetuity through conservation programs;
- Steps that equestrians can take to keep or establish access to private land for equine activities and educate the landowner about available protection from liability;
- Learning about the elements of relationship building that allow equine access to public lands;
- Resolving trail user group conflicts on shared use trails due to poor trail design or maintenance and lack of communication and collaboration between groups and with government agencies;
- The need for implementation of best management practices on existing horse lands;
- Addressing issues between newer residents, unfamiliar or uncomfortable with horses, and farms/ranches;
- Assistance finding financial support for horse land conservation projects.



Borina Farms easements established Land Trust of Santa Cruz County. Photo courtesy of California Farmland Conservancy Program and NRCS.



Photo courtesy Michael Kelley IMBA



Avoiding Conflicts and Creating Land Protection Programs Help to Keep Equine Access



Conservation easements help save horse lands

ELCR CONSERVATION AWARDS PROGRAM

On an annual basis ELCR recognizes commitment to land conservation that exemplifies the mission of Equine Land Conservation Resource with an active awards program, with many of the awards presented in partnership with our Conservation Partner organizations. The awards program serves to not only raise the awareness of the importance of land conservation, but also serves to highlight the conservation achievements of an individual, group or organization that serves as inspiration to the equine community.



Anson W.H. Taylor Jr. Memorial Scholarship Award

The Anson W.H. Taylor Jr. Memorial Scholarship was established in 2006 to honor Mr. Taylor for his work with The United States Pony Clubs and Equestrian Land Conservation Resource. An avid equestrian and foxhunter, Anson W.H. Taylor Jr. was dedicated to educating equestrians about land conservation. He was a founding member of Equestrian Land Conservation Resource and served as USPC's president in the mid-1980s. The scholarship, sponsored by USPC and ELCR, is annually awarded to a Pony Club member in his or her senior year of high school with a GPA of 3.0 or higher, who has been accepted to an institution of higher learning and has achieved a USPC rating of C-2 or higher with demonstrated achievements in Pony Club and to horse land conservation.

The Anson W.H. Taylor Jr. Conservation Leadership Award

The Anson W.H. Taylor Jr. Award for Leadership in Equine Land Conservation was established by the ELCR Board of Directors to recognize individuals and organizations that have made an outstanding contribution to preserving land for equine use through their extraordinary generosity of time, effort and expertise. This award is named for the late preservationist, land conservator, family man, foxhunter, equestrian and ELCR co-founder Anson W.H. Taylor Jr. For more on the Anson W.H. Taylor Jr. Award for Leadership in Equine Land Conservation and a list of past award recipients, visit www.elcr.org/about-elcr/anson-taylor-award



ELCR founders Anson W.H. Taylor Jr., Georgiana Hubbard McCabe, Richard Jorgensen and Melanie Heacock.

The Robert N. Clay Conservation Award

The Robert N. Clay Conservation Leadership Award, established in partnership with Thoroughbred Owners and Breeders Association (TOBA) in 2014, is presented annually at the TOBA awards dinner to a member of the Thoroughbred community for their achievements in equine land conservation. For more on the Robert N. Clay Conservation Leadership Award and a list of past award recipients, visit www.elcr.org/about-elcr/robert-n-clay-conservation-award

The Equine Land Conservation Achievement Award

The Equine Land Conservation Achievement Award, established in 2017 in partnership with United States Dressage Federation (USDF), recognizes individuals or organizations for outstanding achievement in protecting land or access to land for equine use. The award was established to help increase awareness of the importance of land conservation in the dressage community and to serve as inspiration to others within the discipline. For more information on the Equine Land Conservation Achievement Award, visit www.elcr.org/about-elcr/the-equine-land-conservation-achievement-award

HONORING LEADERSHIP IN EQUINE LAND CONSERVATION IN 2018

2018 Anson W.H. Taylor Jr. Memorial Scholarship Award Recipient

Kayla Bean of Iowa was selected as the recipient of the 2018 Anson W. H. Taylor Memorial Scholarship. Kayla is a D-3 Traditional/H-B Horse Management member of the Timber Ridge Pony Club. Kayla will be attending the University of Iowa as a biomedical engineer major.

For her H-B conservation project, she performed maintenance tasks for nearby equestrian-friendly Matsell Bridge Park. Kayla discovered that riders were using picnic tables to mount their horses and realized that the park would soon be receiving complaints from other users. She researched and built equestrian mounting blocks, ending this particular misuse of the picnic tables. Understanding that an ounce of prevention is worth a pound of cure, Kayla provided a needed amenity, eliminating potential complaints by other park visitors.

2018 Robert N. Clay Conservation Award

George Strawbridge, Jr. was honored with the 2018 Robert N. Clay Conservation Award at the Thoroughbred Owners and Breeders Association (TOBA) National Awards dinner on September 8, 2018 in Lexington, Kentucky. Strawbridge, through his Augustin Stable, has been an important player in both flat and steeplechase racing and an industry leader. He has also been at the forefront in land conservation. Over the years, Strawbridge has purchased several farms in Pennsylvania with the purpose of establishing a conservation easement on the land to preserve the beauty and function of the property. While some of the properties were subsequently sold once an easement was in place, he retains ownership of over 900 acres of farmland in Pennsylvania, all of which are under conservation easement.

Strawbridge has been recognized as an ardent supporter of open space preservation for decades. His donation of multiple conservation easements to the Brandywine Conservancy, since 1993, has protected over 2,500 acres of land in Lancaster and Chester counties. Strawbridge was one of the original investors in the Buck and Doe Associates Limited Partnership that bought and conserved the King Ranch Property totaling over 5,000 acres.

Strawbridge is an active trustee of the Brandywine Conservancy and encourages landowners to conserve their properties so that future generations have a chance to appreciate the land before it is lost to development.



Dan Rosenberg (left) Vice President, Equine Land Conservation Resource, with Bruce Hill, Manager, Live Oak Stud, accepting the award on behalf of George Strawbridge, Jr.

2018 Anson W.H. Taylor Jr. Conservation Leadership Award



Left to right: Ken Haddad, ELCR President; Tony Leahy, MFHA President; Leslie Crosby, MFHA 1st Vice President; Penny Denegre, MFHA 2nd Vice President; David Twiggs, MFHA Executive Director.

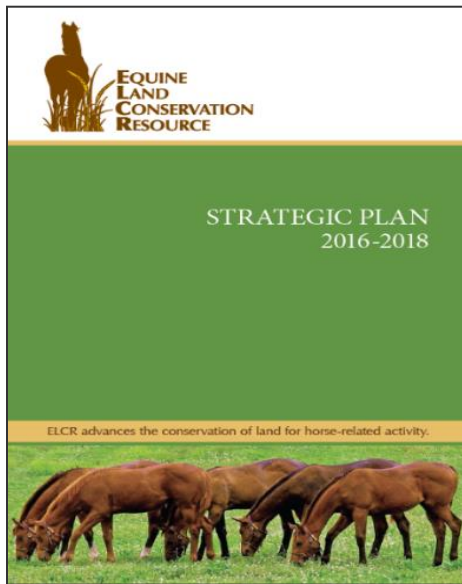
The Masters of Foxhounds Association was honored with the Anson W. Taylor, Jr. Award at the MFHA annual meeting on January 26, 2018, in New York City. The MFHA, established in 1907, comprises 151 hunts and over 6,000 members in 43 states and 3 Canadian provinces. Conservation, and the preservation of farm and open land and access to public lands, has always been a priority for the organization as fox hunting is an equestrian field sport that requires large amounts of contiguous open space. Member hunts and individual members have spearheaded efforts to permanently conserve lands, open equestrian access, and create conservation education programs across the US and Canada.

While conservation has been a core value since its inception in 1907, recordkeeping on conservation achievements did not begin at MFHA until 1997. Since that year, MFHA members have been catalysts in conservation

and land access with projects totaling over 1.7 million acres. 1.5 million acres of that land has been permanently conserved with another .2 million of public lands opened to equestrian access and hunting.

“This is a much overdue recognition,” said ELCR Board of Directors President Ken Haddad, “as MFHA has long been a leader in conserving land for equine use. Collectively the MFHA Masters and members truly epitomize the Anson Taylor Jr. Award for outstanding contributions to conserving land for equine use through their extraordinary generosity of time, effort and resources.”

THE WAY FORWARD: A STRATEGIC PLAN FOR THE FUTURE OF ELCR



The **ELCR 2016-2018 Strategic Plan** lays out how ELCR will enhance its existing capacity to be more engaged at the local level. ELCR will expand its existing network of equine and land conservation organizations to include more organizations engaged at the local level. This focus on the local level will provide these organizations the opportunity to learn from one another, be united by a shared commitment, and share successes and failures that will ultimately strengthen local equine land conservation efforts.

The expanded network will act as a unified voice on behalf of the horse both in response to crisis and in shaping public support and local policies. Network members will help inform ELCR and shape its educational programs and services, and will disseminate educational materials, expertise and other resources to support horse land conservation activities at the grass root level. The complete Strategic Plan is available at www.elcr.org/strategic-plan

Update on Plan Implementation

The first stage of our strategic plan focused on identifying local organizations across the country actively engaged in equine advocacy and/or horse land conservation. Between 2016 and early 2017, ELCR staff and interns identified over 700 organizations from 50 states that met this profile to serve as the base for the expansion of our national network.

The identification of local organizations was done with the assistance of our existing conservation network, existing directories and an exhausting online search by state. Several resources were utilized to identify these local organizations across the country, including existing in-house records, outreach to national, state and local equine conservation partners, input from the ELCR board of directors and advisory council, internet search by state using keywords, social media and press releases announcing the project.

In late 2017, in partnership with the University of Kentucky Community and Economic Initiative of Kentucky (CEDIK), a national comprehensive survey of these local organizations was conducted to identify the mission, existing partnerships, historical activities, common issues and challenges, and model organizations.

The results of our **National Survey** have indicated some new directions for the organization in 2018, helping to determine the most critical support that ELCR can provide to individuals and groups engaged in equine land advocacy at the local level, and the potential for ELCR to identify and share best practices in the protection of local horse lands from around the country. The survey results will inform ELCR programs and services in 2018 and beyond. The implementation of the national survey represents the first step in developing a national network of these local action organizations. Links to the full National Survey Report and an Executive Summary are available at www.elcr.org/4446-2/

A National Advisory Committee (NAC) of local action organizations from across the country was established to provide ongoing input and feedback from the local level to inform ELCR programing and services beyond the **National Survey**.

Partnering Locally

As part of the Strategic Plan, ELCR has begun a pilot program with locally based communities to help them take the steps needed to address equine land-related issues. ELCR has recently begun work with the Alachua Conservation Trust, Marion County Horse Country Protection program, and American Farmland Trust to protect horse lands in Marion County, Florida, and Equine Trail Advocates to support equine access to trails in Louisville, Kentucky.

Protecting Marion County's Horse Country

Since 2017, Equine Land Conservation Resource has been partnering with the Alachua Conservation Trust (ACT) to support the Horse Country Protection (HCP) program in Marion County, Florida. The goal of the partnership is to build consensus within the community through a series of educational forums leading to the development of a long-range plan that balances economic growth and development while protecting horse farms and agricultural lands in Marion County.

The first educational forum took place as a visioning session titled "Visioning the Future of Marion County's Farmland" with community leaders from agriculture, business, education and government. From this first session the Leadership Roundtable, a broad-based group of about 40 community leaders, emerged. The group met for two additional sessions with ELCR and American Farmland Trust (AFT), which provided program support from a national perspective.

In addition to the Leadership Roundtable sessions, the partners organized a local town hall meeting, at the Ocala Jockey Club, for the equine community on protecting Marion County's horse country with over 150 participants.

After several meetings, the consensus of the Leadership Roundtable was to move forward with developing a Rural Land Management Plan for Marion County. On October 25, 2018, at a public Marion County Commission workshop, Equine Land Conservation Resource and American Farmland Trust outlined some of the benefits of a Rural Land Management Plan and provided examples of successful plans from other communities.

The next phase of the project includes a trip to Lexington, Kentucky, in the spring in 2019 to include Marion County commissioners, County Growth Services staff, HCP staff and other representatives from the community to learn more about how Lexington has protected its rural agriculture land and heritage with a Rural Land Management Plan. Stay up to date on the project at www.facebook.com/HorseCountryProgram



Horse Country Protection program partners and community leaders at the May 9, 2018, Visioning the Future of Marion County's Farmland Leadership Roundtable. Left to right: Billy Van Pelt II, American Farmland Trust; Ocala Mayor Kent Guinn; Holley Groshek, ELCR Executive Director; Marion County Commissioner Michelle Stone; Busy Shires Byerly, HCP Program Manager; Tom Kay, Alachua Conservation Trust Executive Director; Barbara Fitos, former Executive Director, Community Foundation for Ocala/Marion County.

Developing a New Organization to Advocate for Equestrian Trails in Louisville, Kentucky.

In 2017, ELCR began working with a group of equestrians in Louisville, reacting to an anticipated loss of access to the developing 100-mile Louisville Loop to mountain biking, to form a 501(c)(3) organization, Equine Trail Advocates (ETA). The mission of ETA is to protect and expand equine trails that enrich the health of people, horses, land and the economy of Louisville and surrounding counties, envisioning a connected, well-maintained equine trail system that supports recreational and competitive riding in Louisville and surrounding areas.

In 2018, ELCR wrote a successful grant application to the Kentucky Horse Council for an educational/marketing grant, in order to support ETA's marketing and fundraising efforts. ELCR has assisted ETA in hosting public input meetings for their planning efforts. These meetings and strategic planning efforts will continue into 2019.

OUR CONSERVATION AND CORPORATE PARTNERS

Corporate Conservation Leaders

Kentucky Performance Products
DC Saxon LLC

Corporate Conservation Partners

Blackburn Architects

Business Members

Cornett and Associates
Equestrian Properties & Fine Country
Homes LLC
Farms and Barns Real Estate
BLOQ Resources, PLLC

Conservation Leaders

American Quarter Horse Assoc.
Barrington Hills Farm
Masters of Foxhounds Assoc.
North Salem Bridle Trails Assoc.
United States Equestrian Federation
United States Eventing Assoc.
United States Hunter Jumper Assoc.
United States Pony Clubs



Conservation Partners

American Assoc. of Equine
Practitioners
American Endurance Ride
Conference
Appaloosa Horse Club
Ashland Farm
Back Country Horsemen of America
Lower Rio Grande Chapter
Bay Area Barns and Trails
Bay State Trail Riders Assoc.
Bull Valley Riding Club
Caledonia Conservancy
Cedar Ridge Farm Equestrian
Certified Horsemanship Assoc.
Charlotte Steeplechase Assoc.
Equestrian Partners in
Conservation
Foothills Equestrian Trails Assoc.
Foothills Riding Club
Friesian Horse Association
of North America
Great Lakes Distance Riding Assoc.
Green Mountain Horse Assoc.
Horse Heritage Conservancy
Horsemen's Council of Illinois
Idaho Horse Council
Kansas Horse Council
Kentucky Horse Council
Kentucky Thoroughbred Owners &
Breeders Assoc.
Land Conservancy for Southern
Chester County
Life Between the Ears
Maryland Horse Breeders Assoc.
Maryland Horse Council
Masterson Equestrian Trust Fdn.
Michigan Horse Council
Muttontown Horsemen's Assoc.
National Reining Horse Assoc.
Nevada All-State Trail Riders

North American Trail Ride Conf.
North Carolina Horse Council
Oregon Equestrian Trails
Palos Hills Horsemen's Association
Pathfinder Farm
Pennsylvania Equine Council
Pinto Horse Assoc. of America
Piscataquog Area Trailways
Roaring Fork Valley Horse Council
Shawnee Trail Conservancy
South Carolina Horsemen's Council
Southeastern Distance Riders Assoc.
Southern Eighths Farm
Stables at Leboceage
Twin Oaks Valley Equestrian Assoc.
United States Dressage Federation
United States Polo Assoc.
Virginia Horse Council
Wayne Area Conservancy Fdn.
Wildlands Conservancy

FINANCIAL STATEMENTS

ELCR Statement of Financial Position

Assets

| Current Assets | 2018 | 2017 |
|-----------------------------|------------------|------------------|
| Cash | \$286,327 | \$272,317 |
| Other Receivables | 2,251 | 2,851 |
| Promises to Give | 9,090 | 12,169 |
| Prepaid Insurance | 718 | 752 |
| Total Current Assets | \$298,386 | \$288,089 |

| Property & Equipment | 2018 | 2017 |
|---------------------------------------|----------------|----------------|
| Total Property & Equipment | \$1,686 | \$2,650 |

| Total Assets | 2018 | 2017 |
|---------------------|------------------|------------------|
| Total Assets | \$300,072 | \$290,739 |

Liabilities & Fund Balance

| Current Liabilities | 2018 | 2017 |
|----------------------------------|-----------------|-----------------|
| Accounts Payable | \$4,355 | \$24,100 |
| Accrued Liabilities | 14,724 | 14,167 |
| Deferred Revenue | 324 | 184 |
| Total Current Liabilities | \$19,403 | \$38,451 |

| Fund Balance | 2018 | 2017 |
|---------------------------|------------------|------------------|
| Unrestricted | \$209,182 | \$164,245 |
| Temporarily Restricted | 71,487 | 88,043 |
| Total Fund Balance | \$280,669 | \$252,288 |

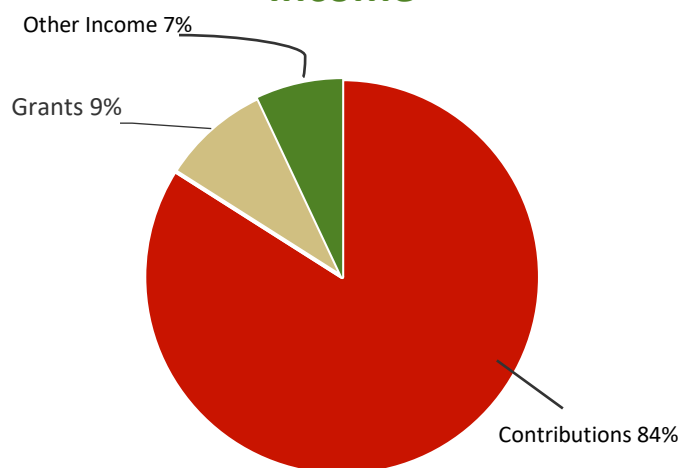
| Total Liabilities & Fund Balance | 2018 | 2017 |
|---|------------------|------------------|
| Total Liabilities & Fund Balance | \$300,072 | \$290,739 |

ELCR's Ratio of Spending

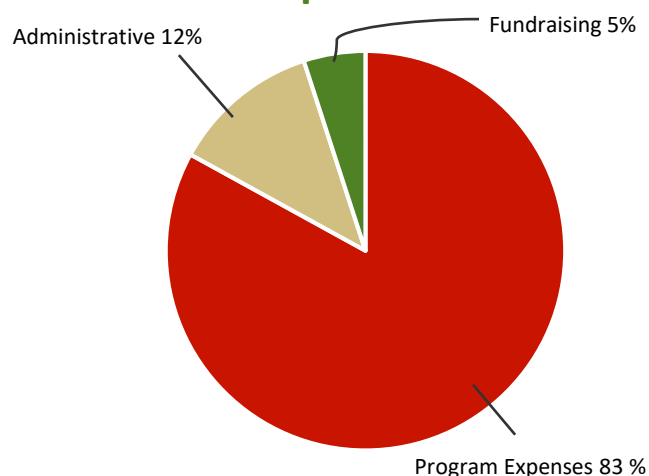
| Income | 2018 | 2017 |
|---------------------|------------------|------------------|
| Contributions | \$135,240 | \$193,265 |
| Grants | 14,350 | - |
| Other Income | 11,039 | 14,067 |
| Total Income | \$160,629 | \$207,332 |

| Expenses | 2018 | 2017 |
|-----------------------|------------------|------------------|
| Program Expenses | \$269,052 | \$263,453 |
| Administrative | 39,582 | 40,233 |
| Fundraising | 14,877 | 13,864 |
| Total Expenses | \$323,511 | \$317,550 |

Income



Expenses



OUR LEADERSHIP

Board of Directors

Officers:

Ken Haddad
President
Florida

Dawn Davis
Vice President
Illinois

John Blackburn
Secretary
Washington, D.C.

Dale Brown
Treasurer
California

Directors:

Colby Connell
Massachusetts

Susan Harding
Maryland

Dot Moyer
North Carolina

Robin Lightner
Wyoming & Kentucky

Dan Rosenberg
Kentucky

Gary Carpenter
Oklahoma

Peter Fenwick
Maryland

Craig Barnett
Kansas

Michael Sloan
South Carolina

Rob Banner
Virginia

Nancy Winter
Director Emeritus
Vermont

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Executive Director:
Holley Groshek

Education Director:
Denise O'Meara

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Classic Communications
Massachusetts

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Equestrian & Author
Arizona

Scott King
Boehringer Ingelheim
Kansas

Mrs. Jane Beshear
Former First Lady of Kentucky
Kentucky

Mary Hanson
Conservationist
Nebraska

Cathy Laws
The Equine Network
Maryland

Jamie Cohen-Wallace
Consultant
Virginia

Jeff Hooper
Capital H Strategies
Texas

Georgiana McCabe
ELCR Founder
Virginia

Thomas Daniels
University of Pennsylvania
Pennsylvania

Christine Hughes
NC Planning, Develop. & Trans.
North Carolina

Elisabeth McMillan
Rock Solid Great, LLC
Tennessee

Julie I. Fershtman, Esq.
Foster Swift Collins & Smith
Michigan

Kat Imhoff
James Madison's Montpelier
Virginia

James B. Miller
USDA Forest Service, Retired
Virginia

Laurel Florio, J.D.
Attorney
Georgia

Karen Isberg
KY Performance Products
Kentucky

Rick Potts
U.S. Fish & Wildlife
Montana

Ann George
Equestrian & Conservationist
Utah

Libbie Johnson
Tryon Horse Country
North Carolina

William J. Price, V
Queen's Cup
North Carolina

Karen Gustin
KY Equine Humane Center
Kentucky

Kerri Kent
Kerrits Performance Equestrian Apparel
Washington

John Strassburger
Equestrian & Author
California

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