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P.O. Box 33150, Denver, CO 80233 | Phone: (800) 369-7433 | Fax: (303) 252-4610 | PathIntl@PathIntl.org | www.PathIntl.org



#### PATH INTL. MISSION

The Professional Association of Therapeutic Horsemanship International (PATH Intl.) promotes safety and optimal outcomes in equine-assisted activities and therapies for individuals with special needs.

# PATH INTL. VISION

The Professional Association of Therapeutic Horsemanship International (PATH Intl.) is a global auhority, resource and advocate for equine-assisted activities and therapies and the equines in this work that inspire and enrich the human spirit.

#### **CORE VALUES**

#### **Access and Inclusion**

promoting diversity and opportunity in equine-assisted activities and therapies

#### **Compassion and Caring**

providing a culture of safety, understanding and ethical treatment of humans and horses engaged in equine-assisted activities and therapies

#### **Cooperation and Collaboration**

connecting and partnering with those who share the PATH Intl. vision in a mutually beneficial manner

#### Education sharing valued ki

sharing valued knowledge with our constituents to facilitate their success

#### Excellence

promoting quality in all undertakings

#### Innovation

encouraging and supporting creativity, inquiry and cutting-edge research

#### **Integrity and Accountability**

ensuring that all business is based on ethical principles and conducted with transparency

#### Professionalism

enhancing the value and credibility of the industry

#### Service

providing effective and responsive information and programs to our constituents

#### Holism

promoting an awareness of body, mind and spirit in equine-assisted activities and therapies

# mission + CORE VALUES

# PATH INTL. BOARD OF TRUSTEES OFFICERS

**President** Ross Braun, New Haven, MO

Vice President Michael Kaufmann, New Milford, CT

**Secretary** Patti Coyle, Fairfield, CT

**Treasurer** Susan Becklenberg, Centralia, MO

**Past President** Julie Broadway, Reston, VA

# **BOARD OF TRUSTEES**

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# PATH INTL. ADVISORY COUNCIL

Andrea Beetz, Psychologist (MA), PhD

Jerry Black, DVM, Director, Equine Sciences, Colorado State University

Shannon S. Carter, EdD, CAE

Lynn Coakley, President, EQUUS Foundation, Inc.

David L. Foley, Executive Director, American Association of Equine Practitioners

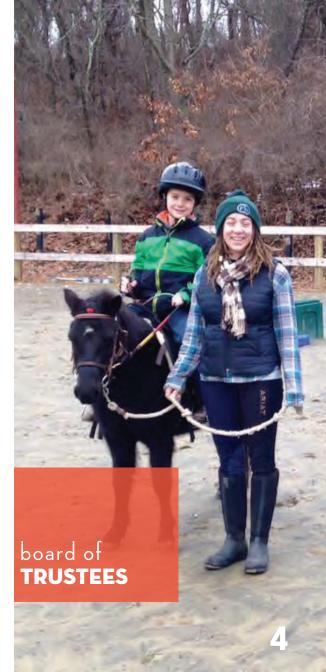
Holly Schmitt Fox, DVM

Hope Carolyn Hand, Para-equestrian

Craig Huffhines, Executive Vice President, American Quarter Horse Association

Allyn Mann, Director, Strategic Partnerships, Luitpold Animal Health

Larry Pence, CSM (Ret.), U.S. Army



**Chief Executive Officer** Kathy Alm

**Director of Membership and Technology** Carrie Garnett

**Director of Credentialing and Education** Jeff Kelling

**Director of Marketing and Communications** Kaye Marks

Accounting Manager Cheryl Graves

**Communications Specialist/Webmaster** Cher Smith

**Certification Supervisor** Bret Maceyak

**Education and Accreditation Supervisor** Sara DePape

Member Programs Coordinator Missy Dedrick

**Education Coordinator** Rachel Moore

**Regional Support Coordinator** Marsha Anderson Kimberly Price **Education Representative** Elias Holdman

**Program Representative** Carly Boyd

Executive Assistant & Human Resource Specialist Kandis Branum

Accounting Assistant Shari Devries

Lead Member Services Representative -Individuals/Database Karen Province

**Certification Representative** Amanda Walters

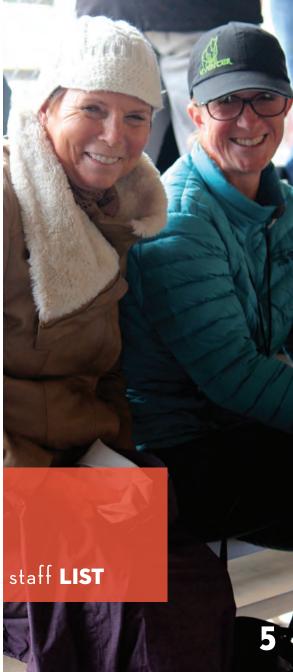
**Certification Representative** Sarah Merrill

Certification Assistant Amy Cissell

Member Services Representative - Centers Kim Sperry

Member Services Representative Ashley Inghram

**Receptionist** Brittney Holdman



#### DEAR PATH INTL. MEMBERS, SUPPORTERS AND FRIENDS

**Growth.** It's a word we all use frequently and one with many meanings. It's used to describe the process of increasing in physical size. It can mean the process of developing or maturing physically, mentally or spiritually. It can also be defined as the process of increasing in amount, value or importance. Fiscal year 2017-2018 saw The Professional Association of Therapeutic Horsemanship International (PATH Intl.) in a growth phase in all senses of the word. The number of individual members, center members and certified professionals continues to grow. Progress made toward the independent accreditation of the PATH Intl. Therapeutic Riding Instructor Certification is the next step for the maturation of the association and the EAAT industry. And as the public, media and organizations looking to partner with PATH Intl. demonstrate a deepening awareness of the importance of PATH Intl. credentials for professionals and centers, the association's value to its members and importance to consumers continues to advance.

The PATH Intl. Board of Trustees, staff and committee volunteers are dedicated to the advancement of professionalization in EAAT. They endeavor to deliver top-quality education opportunities and meaningful benefits to members while always mindfully aligning opportunities and resources with the objectives set forth from the members through the strategic plan. A summary of the year's activities and achievements are highlighted in the following

pages. As we reflect on the progress, we also look forward to what a new year, new decade or new half-century might hold for the future of PATH Intl. and EAAT as PAH Intl. will celebrate its 50th anniversary in 2019.

For additional information you may view the approved 990 (view 990 here) and audit (view audit here) may be accessed online. Other great sources of ongoing developments include PATH Intl. eNews, the Trek to Accrediting the PATH Intl. Registered Therapeutic Riding Instructor *Certification* and the quarterly publication *In the* Field. If you are interested in industry-specific statistics not included in this annual report, such as number of participants at PATH Intl. Member Centers, disabilities served, center budget sizes, etc., please refer to the 2017 fact sheet (view here).

Thank you for being part of this growing and thriving community as together we strive to promote safety and optimal outcomes in equineassisted activities and therapies for individuals with special needs.

Kind regards,

Kathy Alm

Kathy Alm Chief Executive Officer **Professional Association of Therapeutic** Horsemanship International

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# PATH INTL. CENTER ACCREDITATION

Achieving the PATH Intl. Premier Accredited Center credential opens a new avenue by ensuring excellence for prospective donors, volunteers, participants and their families. PATH Intl. Centers have been upholding the premier accreditation process since 1975! Premier accredited centers demonstrate excellence in providing EAAT, and the program encourages PATH Intl. Center Members to strive for the highest level of safety and organizational proficiency. In 2017-2018, PATH Intl. **accredited 57 centers**, of which 48 centers were reaccredited and 9 centers became newly accredited. These numbers are steadily increasing each year.

# PROGRAMS

PATH Intl. continues to provide funding opportunities for PATH Intl. Premier Accredited Centers serving veterans. Through the United States Department of Veterans Affairs (VA), PATH Intl. has received grants from the Adaptive Sports Programs for Disabled Veterans and Disabled Members of the Armed Forces for the fourth consecutive year. In addition, PATH Intl. renewed its scholarship program with the Wounded Warrior Project, Inc. (WWP, Inc.) for direct services to post-9/11 veterans referred through the WWP, Inc. resource center.

The VA awarded the association \$375,000 and WWP, Inc. another \$350,000. This is an increase from previous years and allowed PATH Intl. to continue to administer an EAAT scholarship

program to more than 600 veterans participating at more than 70 PATH Intl. Premier Accredited Centers. Centers were also able to apply for funds to purchase equipment for veteran programs, such as obstacle course materials, helmets, saddles and other tack or equipment. The funds also provided 25 therapeutic riding instructors the opportunity to receive training specific to working with the veteran population in EAAT and was applied to updating and increasing the availability of veteran-specific training nationwide. Additionally, a program was implemented to begin funding veterans who are interested in going through PATH Intl. Certification, PATH Intl. Premier Accredited Centers serving veterans should not miss out on these wonderful funding opportunities.

#### CERTIFICATION

- 59 PATH Intl. Registered Therapeutic Riding Instructor workshops attended by 539 candidates
- 9 PATH Intl. Advanced Therapeutic Riding Instructor certifications attended by 17 candidates
- 15 PATH Intl. Equine Specialist in Mental Health and Learning workshops attended by 277 candidates
- 1 PATH Intl. Driving Instructor workshop attended by 8 candidates
- 2 PATH Intl. Vaulting Instructor workshops attended by 10 candidates

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- 1 PATH Intl. Mentor Training in-person workshop yielded three new mentors
- 9 online PATH Intl. Mentor Training courses yielded 95 new mentors

Total of **846 workshop attendees** (includes auditors)

Total of 602 new instructors and 178 ESMHLs

#### **Credentialing Department Achievements**

- 1 Based on member feedback from the previous year, the PATH Intl. certification subcommittees focused on improving consistency in delivery of workshops and certifications and increased clarity of certification evaluations. The result of this work has been a significant decline in appeals of certification results.
- 2 The 1st annual PATH Intl. Credentialing Council election was held in September 2017, and five PATH Intl. members were elected to council representative positions as follows:
  - Bill Lavin: PATH Intl. Lead Site Visitor Representative
  - Regan Mays: PATH Intl. Therapeutic Riding Instructor, Registered Level Representative
  - Patricia McCowan: Representative at Large
  - John Murdoch: PATH Intl. Certified Driving Instructor, Level I Representative
  - Stephanie Roeter: PATH Intl. Equine Specialist in Mental Health and Learning Representative

The council representatives then conducted recruitment and vetting of a public member representative. The council selected Dr. Steven Arnold, an attending physician at Middlefield Family Practice, a staff physician with Trumbull Memorial Hospital and co-medical director of Burton Health Care Center with 4-H horsemanship and pleasure driving experience. He is also a United States Army and Navy veteran.

- 3 The PATH Intl. Credentialing Council conducted an intensive review of the requirements for the PATH Intl. Registered Therapeutic Riding Instructor Certification. During an in-person meeting in San Antonio, Professional Testing, Inc., guided the council through redeveloping a framework for the certification and a code of ethics in alignment with the results of the job task analysis and the parameters set by National Commission for Certifying Agencies (NCCA) standards. The council designed a certification program comprised of a new blend of prerequisites emphasizing hands-on experience and culminating in a computer-based certification exam delivered at authorized testing centers. This certification has been named the PATH Intl. Certified Therapeutic Riding Instructor (CTRI) certification and will replace the PATH Intl. **Registered Therapeutic Riding Instructor** certification.
- 4 A group of five subject matter experts (SMEs) completed intensive question writing training under Professional Testing, Inc., to create fair

# programs & education **DIVISION**

and unbiased questions for the PATH Intl. CTRI certification exam based on the results of the 2016 job task analysis results. Guided by experts at Professional Testing, Inc., the SMEs produced 199 multiple choice questions in accordance with fair testing practices to be further reviewed by additional SMEs prior to piloting.

5 PATH Intl. and the credentialing council continue work in accordance with the previously conducted needs assessment with the aim of applying for accreditation by the National Commission for Certifying Agencies (NCCA) at the beginning of 2021. With future accreditation goals in mind, PATH Intl. continues to take steps to align testing practices across all certification programs with NCCA guidelines and procedures.

#### **EDUCATION**

The PATH Intl. educational department had a packed schedule with an increased number of learners compared to previous years, across the board. In the 2017-2018 year, both the PATH Intl. Standards Online Course and Exam and the PATH Intl. Trauma Informed Practices for Youth Participants in EAA course were updated to reflect the newest available information. Both of these courses were completely rebuilt from the ground up, for two new courses for the year. From their live launches at the beginning of February 2018, the trauma course saw 41 new participants and the standards course saw over 300. To date it was the biggest year for live webinars produced and recorded for redistribution, 12 entirely separate live events were created and carried out throughout the year by the department.

Between the live webinars and their respective recordings nearly 985 webinars were viewed this vear. The 2017 PATH Intl. Annual Conference produced 29 additional recordings to add to our conference recording library; 394 presentations were viewed in this time from the 2017 conference alone. Looking at the entire stock, now going back three years, there were more than 1,500 conference recordings watched this year with recordings ranging from 2014-2017. This fiscal year also saw an increase from the course participant side with over 300 participants in online courses this year alone. Last but not least, this year marked the second offering of the PATH Intl. Virtual Conference. It was even more successful than the first one and was attended by 226 participants in the live event including 29 centers. Ten of our presentations were recorded and that provided the opportunity for online delivery where 113 recordings were purchased between the live conference date on April 28 and 29th and the end of the fiscal year. In addition 180 recordings from previous year's conferences were viewed in this time.

# INTERNATIONAL CONFERENCE

The 2017 PATH Intl. Conference and Annual Meeting in San Antonio, TX, welcomed 628 attendees, including 628 full registrants, 14 workshop-only registrants, 75 guests and award



recipients, and 122 staff/board members/on-site volunteers. Nearly 200 people were attending for the first time. From the United States, it is exciting to report that all 50 states were represented as well as Washington D.C., and people from Canada, Cayman, South Africa and Bermuda traveled to San Antonio for this premier event. PATH Intl. was pleased to offer 50 highquality educational sessions, selected by the PATH Intl. Health and Education Advisory, and a preconference line-up featuring three full-day workshops. A well-received change this year was to move the general session to the preconference evening. This freed time on the always-packed Friday and lent the general session the air of truly kicking off the conference. A moderated panel explored, "Hurdles or Opportunities? Trends, Innovations and Disruptions in the EAAT Industry."

#### Highlights of the conference:

- A new feature this year was the PATH Intl. conference app, where attendees could chat with each other, find rooms and submit evaluations, and the staff could easily push out notifications to the attendees.
- Dinner at Biga on the Banks for the PATH Intl. Society of Visionaries, discussing a "Visionary Ideas Roundup"
- The leadership luncheon for volunteer leaders of PATH Intl., focusing this year on sustainability
- More than 500 people attended the PATH Intl. Horse Expo, which took place at the Kendall County Youth Agriculture &

Equestrian Center in Comfort, TX. There were no exhibitors at the 2017 PATH Intl. Conference and Annual Meeting. Instead, PATH Intl. offered up to three sponsors the opportunity to participate in a Sponsor Spotlight with tables located outside the ballroom. Markel and Cavallo took advantage, and attendees enjoyed in-depth interaction with these sponsors.

# 2018 PATH INTL. COMMITTEES

#### **Health and Education Advisory**

Bill Knack, Chair Terry Chase Linda Moran

#### **Standards Task Force**

Calle Hayes Molly Murphy Shannon Mitchell Ace Raymond

Sarah Bronson

Hallie Sheade

Kathi Claybrook

#### **Accreditation Subcommittee**

Marci Bender, Chair Jennifer Donahue Sue Miller Breeana Boberski Maggee Harrison Ace Raymond

#### PATH International Equine Services For Heroes<sup>®</sup> Committee

Michele Weed, Chair Jeff Hensley Michele Kane Jessica Christen Michael Higgins Kristen Marcus

#### **Programs and Standards Oversight Committee**

Kristen Sanders, Chair Marci Bender Susan Lutz Michele Weed **Versight Commit** Liz Adams Sharon Butler Ashley Phelps





#### NEW MEMBER CENTER BENEFIT

A new benefit for PATH Intl. Member Centers was launched in early 2018, a robust benefit that provides numerous sustainability resources to centers. Member centers now have full member access to all of the resources provided by EquestrianProfessional.com. These resources include webinars, calculators, worksheets, templates, articles and online discussion boards. Resources are produced by numerous horse professionals in horse business finances, horse business marketing, equine health and management, equine law and equestrian sports performance.

#### **NEW ENTERPRISE DATABASE**

Implementation and setup of the new enterprise database continued in the 2017-18 fiscal year. The system, Fonteva/MemberNation is a Salesforce based program and offers a member interface that will offer a friendlier user experiencee, ability to submit instructor compliance online and the ability to submit all center renewal requirements online in one setting. The new system is slated to launch early 2019.

#### **SURVEYS**

PATH Intl. is committed to excellent customer service and making sure the needs of our members are met. In order to ensure excellence PATH Intl. periodically assesses the overall satisfaction of its members through the **Customer Satisfaction Survey. Customer** satisfaction surveys are a way for the association to reach over 8,000 individual members and over 800 center members and to allow for each of them to provide feedback, so that PATH Intl. can better understand where it excels and where it needs to improve. In the time frame of June 2017 to July 2018 overall center customer service satisfaction was at 82.61%. We learned the top two reasons that centers contact the PATH Intl. office was for certification/instructor renewal for an employee and center membership questions.

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# QUALITY ASSURANCE AND GRIEVANCE REVIEW PROCESS

The Quality Assurance Task Force worked on completing a new PATH Intl. Member Code of Ethics. This new code of ethics should provide members with clearer guidelines in adhering to the member code of ethics. The task force began this process in response to the requirement of having a separate code of ethics for certified instructors, which is a standard for accrediting the new PATH Intl. Certified Therapeutic Riding Instructor Certification. The certified instructor code of ethics was created by the PATH Intl. Credentialing Council.

In 2017/2018 fiscal year, the Grievance Review Panel reviewed 11 grievances, five more than in the 2016/2017 fiscal year. The panel held the first grievance hearing; five grievances were accepted for review and six grievances were not accepted. The majority of grievances continue to concern equine welfare with other areas covering standards violations and business/employee practices.

# QUALITY ASSURANCE TASK FORCE

Shelly Ellingson Brad Glazer Deborah Manasco Teresa Morris – Chair Nancy Paschall Lesley Shear Mark Wattier Katherine Wheeley

# membership **DIVISION**



12

# MEMBERSHIP

PATH Intl. membership remained steady with no significant growth or loss in 2017/2018.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Individuals	6,395	6,162	6,353	7,095	7,479	7,609	7,704	7,919	8,217	8,186	8,094
Instructors	3,486	3,488	3,637	3,923	4,158	4,247	4,550	4,753	4,808	4,943	5,000

Center Membership	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Premier Accredited Centers	230	232	230	226	227	234	246	257	262	272	277
Centers	543	550	535	566	570	586	589	593	583	575	572
Non- compliant Centers	8	0	3		12	0	0	0	0	0	0
Total	781	787	768	792	809	820	835	850	845	847	849

#### VOLUNTEERS

PATH Intl. volunteers continue to be a valuable resource and asset contributing to the success of the organization's goals. The association appreciates and thanks them all for their time and dedication. membership **DIVISION** 

# MEMBERSHIP OVERSIGHT COMMITTEE

A very important directional change occurred this year for what was formerly known as the Membership Oversight Committee. This committee's name underwent a change from 'oversight' to 'outreach' and is now formally known as the Membership Outreach Committee (MOC). This name change is to reflect what the committee's primary mission is: reaching out to current and potential members of PATH Intl. This year's outreach statistics show what an important job these volunteers do for the membership of PATH Intl.

In their answer to the call of outreach, the MOC had a dramatic increase in their overall outreach efforts during the 2017/2018 fiscal year.

The region leadership teams which consist of the **region representatives, state chairs, treasurer's and communication chairs, reached out to 1,848 centers.** These centers were contacted personally through in-person, phone, or email communication. This is a 288% increase from the previous year. On top of that, these teams had a **249% increase in personally reaching out to 332 non-member centers** in an effort to educate non-members about the benefits PATH Intl. provides.

The MOC held **30 state meetings** with **838 PATH Intl. members** and **233 non PATH Intl. members** in attendance. This is nearly double the attendance state meetings held in the previous year. The region leadership teams represented or facilitated representation of PATH Intl., its centers and professionals with a booth at multiple equine or disability events, trade/ resource fairs or conferences with 34,792 people total in attendance. This is a 16 percent decrease from the previous year in total people reached through these efforts. However, **766,344 people were reached through outreach efforts** in speaking or encouraging other members to speak at local events or to local newspapers about PATH Intl. and its centers and professionals, which is a 344% increase from the previous year.

All 11 regions have Facebook pages and as of June 2018 had a total of **4,698 followers**.

Other important highlights for the MOC include:

- The creation of detailed role descriptions for treasurers and communication chairs
- Created updated parameters for the role of state/area chairs
- Created multiple resources for all positions to support them in their RLT positions
- Provided online training for treasurers and communication chairs
- Updated the Region Representative Handbook and created the Region Leadership Handbook

# membership **DIVISION**

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# MEMBERSHIP OUTREACH COMMITTEE

#### Chair

Susan Lutz

#### **Region 1**

Region Representative: Kristen McGraw Treasurer: Karen Kersting Communications and Vermont: Sue Miller

#### **State Chairs:**

Connecticut: Jeanne Pellino Maine: Sarah Bronson Massachusetts: Sarah Norris New Hampshire: Lorna Young

#### **Region 2**

Region Representative: Elizabeth Doskotz Treasurer: Octavia Brown Communications: Karen Garland

#### **State Chairs:**

Delaware: Georgia Truitt New York: Alicia Kershaw New Jersey: Chris Baxter Pennsylvania: Stephanie Fleck Maryland: Marya Pecukonis

#### **Region 3**

Region Representative: Mary Jo Beckman Treasurer: Joanne Hart Communications: Susan Hubbard Facebook Queen: Pebbles Turbeville

#### **State Chairs:**

North Carolina: Sherri Moore South Carolina: Erica Ringle Virginia: Donna Wilson West Virginia: Anja Cain

#### **Region 4**

Region Representative: Amanda Bubb Treasurer: Tam Homnick Communications: Tasha Federinko Conference: Christine Pirot

#### **State Chairs:**

Indiana: Amanda Bocik Kentucky: Beth Long Michigan: Jessica Moore Ohio: Sarah Potts

#### **Region 5**

Region Representative: Audrey Adamson Treasurer: Abby Schullery Communications: Robin Bramson

#### State Chairs:

Alabama: Christie Stanley Florida (Northern): Mike Blattner Florida (Southern): Missy Saracino Georgia: Peggi Lyn Noon Mississippi: Valerie Steele Puerto Rico: Carlos Mendez Tennessee: Kelly Sheehan Africa: Cara Elmira

#### **Region 6**

Region Representative: Dena Duncan Treasurer: Erika Berg Communications: Marsha Anderson Conference: Susie Bjorklund

#### **State Chairs:**

Minnesota: Kristen Schwarz North Dakota: Katie Oakland South Dakota: Lanay Jung Wisconsin: Katie Harmelink-Roth

# membership **DIVISION**

#### **Region 7**

Region Representative: Jean Maraist Treasurer: Joanne Mulvey Communications and Kansas: Joy Miller

#### **State Chairs:**

Illinois: Mary Illing Missouri: Bethany Mitchell Nebraska: Shelby Winnail

#### **Region 8**

Region Representative: Shannon Middleton Treasurer and Arkansas: Kimberly Haley Communications and Oklahoma: Cathryn Christensen Conference and Texas: Jen Donahue

#### State Chairs:

Texas: Emilie Thomason Oklahoma: Andi Holland Arkansas: Becke Williams Louisiana: Larry McCaleb

#### **Region 9**

Region Representative: Maggee Harrison Treasurer: Katie Jacobson Communications: Trish Broersma Conference: Polly Cohen, Lindsey Jameson, Jessica McKenzie

#### **State Chairs:**

Alaska: Carrie Drury Idaho: Annie Mabry Montana: Steph Froisland Richardson Oregon: Amanda Garrison Washington Eastern: Teresa Bron Washington Western: Devon Stone B.C./Alberta/Provincial: Karen Tanchak

#### **Region 10**

Region Representative: Ronda Ward Treasurer: Rebecca Norton Communications: Saebra Pipoly

#### **State Chairs:**

Arizona: Gregg Goodman Colorado (Western): Beth Godbey Colorado (Eastern): Hannah LaPointe New Mexico: Ashley Armijo Utah: Marci Bender Wyoming: Karol Santistevan

#### **Region 11**

Region Representative: Alicia Roe Treasurer: Kimberly McVey Communications: Courtney Mellor

#### **State Chairs:**

California (Northern): Mari Parino California (Central): Brie Wilson California (Southern): Kaitlyn Siewert



#### **REGIONAL CONFERENCES**

In the 2017-2018 fiscal year, there were eight PATH Intl. Regional Conferences. Average attendance was 97, for a total reach of just over 780 people The average amount of continuing education obtained by attendees was 17 hours. Two regions opted for state meetings, and one region held their conference in the following fiscal year.

Each conference was attended by a PATH Intl. staff member. CEO Kathy Alm attended five conferences and presented on center administration topics. Region conference attendees were also updated on the status of the accreditation of the PATH Intl. Registered **Therapeutic Riding Instructor Certification** as well as other PATH Intl. current projects. Attendees were given opportunities to network with their peers and to provide feedback on PATH Intl. field test standards to their region leadership teams.

In the calendar year 2018, PATH Intl. decided to honor regional award winners at their region conferences. This was delightfully received as it allowed more award winners to attend the event and be celebrated!

regional CONFERENCES

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The marketing and communications department focuses on strategy and activities to increase awareness and communicate the value of PATH Intl. credentialed professionals, member centers and equine-assisted activities and therapies. The department produces *PATH Intl. Strides* magazine, presentations, collateral, advertising and other publications including this annual report.

A large percentage of the annual goals and objectives focus on internal communications by which association services and offerings are marketed and association activities are communicated to its members—examples include the *Trek to Accrediting the PATH Intl. Registered Therapeutic Riding Instructor Certification* publication, *PATH Intl. eNews* and communications from the PATH Intl. Credentialing Council. The department is also the guardian and messenger of the PATH Intl. brand, manages its registered trademarks and spends a great deal of time proofreading and editing for the association as a whole.

# THE PATH INTL. BRAND



PATH Intl. wants to maximize the benefits derived for its members by proper use of the PATH Intl. name and logo. To

that end a brand communication and graphics guidelines document was created and can be found here. To accompany the release of the guide, slight variations to familiar logos were developed to alleviate the confusion about which one to use. There are updated logos for center members, premier accredited centers and a new one for certified professionals to use. Specific usage guidelines for each logo are in the brand guide.

It is the goal of the association for its centers to be the beneficiaries of the trust, honor and history the brand and logo represent, and PATH Intl. looks forward to partnering with members to promote the brand together so everyone benefits from its integrity. It starts at the grassroots level and works its way all the way to Congress and everywhere in between.

#### **ADVERTISING**



To finish up the 2016-2017 outreach campaign to special educators, PATH Intl. was featured in the September/October 2018 issue of *Teaching Exceptional Children*, an official journal of the Council for Exceptional Children

(CEC) specifically for teachers of children with disabilities and children who are gifted. The electronic version can be seen <u>here</u> and features a PATH Intl. cover-tip ad, the outside back cover ad and a leaderboard at the top of the page. The print version features the PATH Intl. ad on the outside back cover. The publication has a circulation of **27,000 CEC members** and subscribers via email and 7,000 in print. CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIES THERAPIES. ENSURING EXCELL AND CHANGING LIVES THROU EQUINE-ASSISTED ACTIVITIES

marketing & communications **DIVISION** 

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Through partnerships the association ran print and digital ads in publications for American Hippotherapy Association, Certified Horsemanship Association, American Quarter Horse Association and Equine Network's publications. PATH Intl. has ad placement in the printed program for all Equine Affaires—some of the largest horse expositions and tradeshows in North America with the potential to have 60,000 attendees over the course of a long weekend. Thanks to funds and the generosity of the PATH Intl. Membership Outreach Committee, ad space was purchased in the conference program of the Arc's National Convention held in August in Nashville, Tennessee. The Arc's National Convention is an annual gathering of families, advocates, and professionals in the disability community. RIDE TV continues to circulate PATH Intl. content adjacent to programing that features EAAT.

Google AdWords remains a positive resource for reaching new advertising audiences. From August 2017 through August 2018, PATH Intl. has had **230,267 ads** displayed on web search result pages. There have been **12,909 clicks** by the public on those ads to the PATH Intl. website. Currently there are ads running for things such as learn about PATH Intl. and EAAT, PATH Intl. Certifications, PATH International Equine Services for Heroes<sup>®</sup>, tools for special educators, job centers, and more.

#### **PUBLIC RELATIONS AND MEDIA**

American Horse Publications, an organization for equine media professionals and businesses,

distributes two PATH Intl. produced press releases monthly to over 700 media outlets. These releases are seen throughout the equine industry and are often picked up for publication creating an awareness of PATH Intl. in the equine industry. Pertinent releases are also distributed to disabilities organizations, veterans groups and health industry lists. The releases most often picked up, and for which photos are most often requested, are regarding PATH Intl. award winners. Additionally, 34 releases in 2017-2018 were distributed to approximately 150 media outlets for the purpose of publicizing the accreditation or reaccreditation of premier accredited centers and celebrating the accomplishments of the 2017 award winners.

#### **WEBSITE**

The goals of the PATH Intl. website are 1) to provide information to the general public and to association members, and 2) to provide products and services to help members achieve and maintain accreditation or certification. Analytics show that most of the visitors to the website fall into this second category. The pages for certification, Job Center, My PATH Intl. Membership, the PATH Intl. Standards for Certification and Accreditation and continuing education are among the top visited. The Find a Center page remains the top visited page and spans both user categories. An interesting page that appeared for the first time in the top 10 is the Learn about Therapeutic Riding page, which suggests a higher general public and/or media interest.

# marketing & communications **DIVISION**

Discussions have begun regarding a website redesign. A redesign plan is being developed to include surveying the membership and establishing a website workgroup composed of members and staff.

#### **ELECTRONIC BROADCASTS**

Electronic broadcasts sent through Constant Contact enable the association to communicate pertinent information directly to members through an opt-in program. Lists are constantly updated to ensure the association has the most current email addresses on file, and recipients are always given the ability to opt out.

In the 2017-18 fiscal year, PATH Intl. sent out **312 electronic broadcasts**, including national and regional conference invitations, surveys, 12 Education eNews, 24 PATH Intl. eNews, the Accrediting the PATH Intl. Therapeutic Riding Instructor Certification newsletter, quarterly CEO updates, quarterly region newsletters and general updates.

The industry standards conducted by companies such as Constant Contact show most nonprofit organizations have an open rate of 21%. **PATH Intl. communications regularly have much higher rates, generally between 30-40%**. Due to the high open rate, high click-through rate and low bounce rate, Constant Contact has again named PATH Intl. as an All Star. According to Constant Contact, "For another year, you demonstrated exemplary engagement with your audience. Once again, you set the standard of excellence."

#### SOCIAL MEDIA

PATH Intl. has a presence on Facebook, Twitter, LinkedIn, YouTube and Pinterest. Continuing from previous years, Facebook has the highest engagement of the social media channels. The fiscal year ended with **14,018 Facebook likes**, an increase of approximately 10%. Of the top posts for this fiscal period, almost all were articles by outside sources on the benefits of EAAT either on autism symptoms or PTSD. This is a shift from previous years in which heart-felt posts received the most likes. It is possible this shows a shift to the desire for more resources, especially those backed by research. The PATH International Equine Services for Heroes<sup>®</sup> Facebook page ended the fiscal year with **2,347 page likes**.

The PATH Intl. YouTube channel now has 374 subscribers. Along with fun conference videos and videos from sponsors (such as Purina and in-kind donor SmartPak), YouTube has also been used to communicate with members. Promo videos for the virtual conference gave members a look at what would be in store for them upon registering. The YouTube channel also privately hosts all the webinars and conference session recordings. Three webinars for special educators were made available at no cost to build upon the special educator's outreach campaign. "EAAT and IEPs," "Connecting With Teachers and School Lessons" and "Riding Through Transition" racked up an impressive 1,300 views for such a targeted audience. The "PATH Intl. Overview" has logged more than 11,000 views; "Become a PATH Intl. Certified Professional" has had more than 6,000 views; this shows that even our earliest videos

# marketing & communications **DIVISION**

have staying power with new subscribers coming to our YouTube channel daily.

Twitter ended the fiscal year with **1,657 followers**. Most tweets are push-throughs from the Facebook account and from Constant Contact. Tweets that gained the highest impressions were on PTSD awareness, a sponsor post by Cavallo, and a guest post for the PATH Intl. Equine Welfare Committee.

LinkedIn ended the fiscal year with **1,336 followers**. While LinkedIn is also used for pushthroughs from Constant Contact (*PATH Intl. eNews, Education eNews* and *In the Field*), the association has recently started to use LinkedIn as a networking tool to recruit board members, speakers and presenters for conferences through the use of tagging. It is yet to be determined how this will affect the followers, visitors and presenters/attendees at PATH Intl. events.

Analytics for Pinterest differs from other social media channels in that impressions and saves are ranked, but followers of a certain board are not. The average monthly views for **Pinterest is 4,528**. The board with the most activity/saves is the "Great Ideas" board, which also includes recipes for horse treats.

PATH Intl. has a presence on Instagram, with a current following of more than **900 Instagrammers**. Promotions for education products and virtual conference registrations have been posted, and response has been positive. Work continues to build this channel into a thriving presence.

#### **PATH INTL. SPONSORS**

Title Sponsor and Official Feed of PATH Intl. **Purina** 

#### Gold

Markel Insurance

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Media Partners Equine Network RIDE TV

#### **In-Kind Donors**

Equicizer Kentucky Performance Products SmartPak

# marketing & communications **DIVISION**

		Audited 6-30-2018
s	Cash & Cash Equivalents	\$1,313,621
CURRENT ASSETS	Receivables	\$3,380
TAS	Promise to Give	\$133,097
REN	Inventories	\$7,968
n n	Other Current Assets	\$107,339
<u> </u>	<b>Total Current Assets</b>	\$1,565,405
	FIXED ASSETS, NET	\$128,579
a 2	Intangible Assets	\$93,025
SSE	Deposits	\$7,707
04	Total Other Assets	\$100,732

**TOTAL ASSETS** \$1,794,716

CURRENT

**LONG-TERM** 

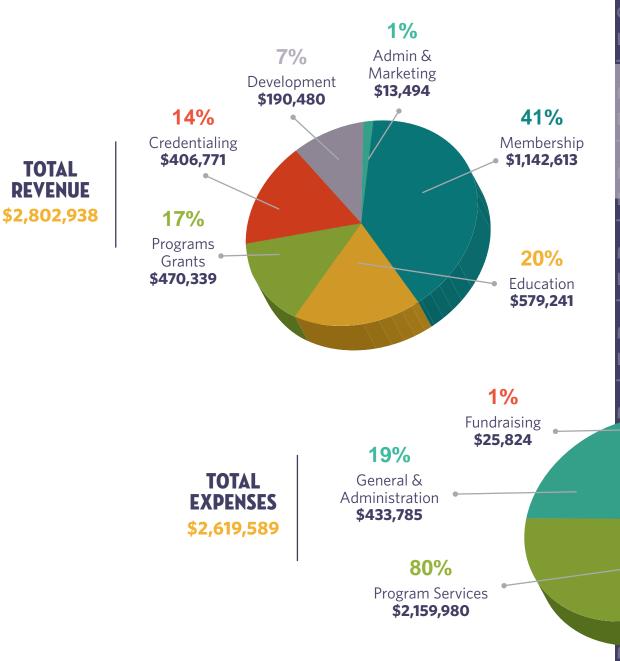
	6-30-2018
Accounts Payable	\$109,200
Accrued Compensation and Benefits	\$56,749
Refundable Advances	\$41,043
Deferred Revenue	\$593,268
Total Liabilities	\$800,260
Deferred Revenue	\$73,840
Total Liabilities	\$874,100
Undesignated/Unrestricted	\$677,712
Board Designated	<b>\$</b> 0
Total Unrestricted Net Assets	\$677,712
Temporarily Restricted	\$242,904
Total Net Assets	\$920,616
	Accrued Compensation and Benefits Refundable Advances Deferred Revenue <b>Total Liabilities</b> Deferred Revenue <b>Total Liabilities</b> Undesignated/Unrestricted Board Designated Total Unrestricted Net Assets Temporarily Restricted

Audited

TOTAL LIABILITIES & Net Assets \$1,794,716

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**Chisholm Challenge** Whitney Deverle **Kerstin Fosdick** Susanne Haseman **Tracie Jacquemin** Annie Mabry

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# \$250-499

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# your **GIFTS**



PATH Intl. is proud to recognize its longest standing individual and center members. These are members that have continuously and consistently put time and resources into the success of the association. This list was compiled from data collected as of June 30, 2018. If you see a discrepancy or feel there is an omission, please contact staff members Kim Sperry (ex. 121) or Karen Province (ex. 103) at (800)-369-7433.

\* Life Members and Premier Accredited Centers are **bolded.** 

#### INDIVIDUAL MEMBERS

40+ Year Members Octavia Brown John Davies **Robert Doetsch** Michael Donovan **Helen Harlow Alexander Hemmeyer Jorie Butler Kent Dean McNaughton Carol Parker** Sandra Rafferty **Caroll Thoke** Susan Trevelyan-Syke Mrs. Mary Ann Vargo **Judith Warriener** William Wood-Prince PHA of America, Inc.

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**Randy Pittis Elizabeth Platais Kathleen Pugliese** Lorelei Pulliam Priscilla Ouinlivan Debbie Raessler Cvndi Raiford Linda Raulino **Rebekah Recker** Barbara K. Rector Cindy Redolfi **Ginny Reed** Sallv Reif DelGiudice Luanne Reiter-Leslie Holly Ridgway Jov Rittenhouse Kate Robbins Julie Robins Holly Robinson Mrs. Pamela Rogan Miika Rolett Sanna Roling **Shelley Rose Cynthia Ruiz Meredith Ruppe** Missy Rush Debby Sabin Karen Sanchez Kristen Sanders Jenna Saul **Connie Cordes Saul** Ms. Patricia J. Sayler JoAnn Schnellbaecher **Robin Scholl** 

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Anita Sepko

**Leslev Shear** 



**Molly Sweeney** Vallerie Sweeton **Harry Swimmer Barbara Taylor Dr. Carlene Taylor Linda Tellington-Jones Cathleen Thatcher** Laurel Theis Pamela Thode **Cynthia (Cindy) Thomas Mary Ellen Thomas Beverly Thompson** Jacqueline Tiley Michael Minoru Tokuzawa Joan Marie Twining Jill Valenti Sis Van Cleve-Miller Heather Van Dyke Patrick Vannetta Jan Vescelius Maureen Vidrine Ann Viviano Peggy Wagner Marita Wassman L. Kay Watson Lisa Way Mary Beth Weaver Pat Webb **Tina Webb** Heidi Weber

Sandy Webster Connie Weinsoff Janet Weisberg Beth Werkheiser

Charles Werkheiser

Jennifer West Mr. Wade Wheeler

Jane Ann Whisenant Karen Williams Donna Wilson Nancy A. Winkelman Deborah Winters Edith Wislocki **Mary Woolverton Sally Worland Clare Wren Emily Wygod** Ann Yacovino Marjorie Youngs Autumn Zick Barbara Zimmerman **Parelli Natural HorseManShip** 



# **CENTER MEMBERS**

#### **40+ Year Members**

Cheff Therapeutic Riding Center	Augusta, MI
Friends For Therapeutic Equine Activities	Wayne, IL
High Hopes Therapeutic Riding, Inc.	Old Lyme, CT
Lift Me Up!	Great Falls , VA
Loudoun Therapeutic Riding, Inc.	Leesburg, VA
LoveWay, Inc.	Middlebury, IN
Mane Stream	Oldwick, NJ
Oakland County 4-H Youth Development	Pontiac, MI
Ray Graham Association	Burr Ridge, IL
Reins of Life, Inc.	South Bend, IN
STEED.	Allendale, NJ
The Riding Centre	Yellow Springs, OH
Therapeutic Riding of Tucson	Tucson, AZ
TREE House of Greater St. Louis	Wentzville, MO

#### **30-40 Year Members**

Agape Therapeutic Riding Resources, Inc Cicero, IN
Albany Therapeutic Riding Center, Inc Voorheesville, NY
B.O.K. Ranch, Inc Woodside, CA
Blue Ribbon Riders Grovetown, GA
Bridge Riding for the Disabled
CARE-ousel Therapeutic Riding
Cedar Creek Therapeutic Riding Center Columbia, MO
Central Kentucky Riding for Hope Lexington, KY
Chariot Riders, Inc
Cincinnati Therapeutic Riding & Horsemanship Milford, OH
Cloud Dancers Therapeutic Horsemanship Program, Inc Albuquerque, NM
Coffee Creek Riding Center for the Handicapped Edmond, OK
Colorado Therapeutic Riding Center, Inc.
Eagle Mount—BozemanBozeman, MT
EQUEST
Equest Special Riders Program Spanaway, WA
Equi-librium, Inc



Equine-Assisted Therapies of South Florida, Inc.	Boca Raton, Fl
Exceptional Equestrians Unlimited, Inc.	
Exceptional Horseback Riders of Saginaw County	-
Fieldstone Farm Therapeutic Riding Center	
Flying High Equestrian Therapy, Inc.	
Free SPIRIT Riders, Inc.	
Front Range Exceptional Equestrians	
Good Shepherd Therapeutic Center.	
Green Chimneys Farm	
Handi-Riders of Northern California	
Happy Trails Riding Academy	
Hearts Therapeutic Equestrian Center	
Hope on Horseback Therapeutic Riding Center	
Horsepower, Inc.	
Horses Help	· · · · · · · · · · · · · · · · · · ·
J.F. Shea Therapeutic Riding Center.	
Kent Association of Riding Therapy, Inc.	-
Kiwanis Horses & Handicapped, Inc.	
Lenawee Therapeutic Riding	
Little Bit Therapeutic Riding Center.	
Little Britches Therapeutic Riding	
Lovelane Special Needs Horseback Riding Program	Lincoln, MA
Main Stay Therapeutic Farm	
Marion Therapeutic Riding Association, Inc.	Ocala, FL
Miracles in Motion Therapeutic Equestrian Center	
NC Therapeutic Riding Center, Inc.	
New Kingdom Trailriders	Sherrard, IL
Newaygo County MSU Extension	Fremont, MI
North Country RIDE	Esko, MN
Palouse Area Therapeutic Horsemanship	Pullman, WA
Pegasus Farm	Hartville, OH
Pegasus Therapeutic Riding, Inc.	Brewster, NY
Pikes Peak Therapeutic Riding Center	Elbert, CO
Prancing Horse, Inc.	Southern Pines, NC
Praying Hands Ranches, Inc.	
Progressive Equestrian Therapeutic Services, Inc.	Upper Marlboro, MD



Project ASTRIDE	Saint Joseph, MN
Project R.I.D.E., Inc.	Elk Grove, CA
Rainbow Therapeutic Riding Center	Haymarket, VA
REINS - CA	Bonsall, CA
Ride With Pride, Inc	Staunton, VA
Riding for the Handicapped of Western PA	Allison Park, PA
Sarasota Manatee Association for Riding Therapy	Bradenton, FL
Shangri-La Therapeutic Academy of Riding	Lenoir City, TN
SIRE Therapeutic Horsemanship	Houston, TX
Sonrisas Trails Therapeutic Riding	San Angelo, TX
Special Equestrians, Inc.	Indian Springs, AL
Special Methods in Learning Equine Skills	Darien, WI
Sunrise, Inc.	Richmond, IN
T.H.E. Center, Inc.	Hemet, CA
Talbot Special Riders, Inc	Easton, MD
The Bridge Center	Bridgewater, MA
The Equestrian Therapy Program	Cridersville, OH
The Learning Clinic, Inc.	Brooklyn, CT
The Therapeutic Riding Institute	Centerville, OH
Therapeutic & Recreational Riding Center, Inc.	Glenwood, MD
Therapeutic Equestrian Center, Inc	Holyoke, MA
Therapeutic Riding, Inc	Ann Arbor, MI
THORNCROFT Therapeutic Horseback Riding, Inc.	Malvern, PA
Three Gaits, Inc.	Oregon, WI
Valley Riding, Inc., a Cleveland Metropks Affiliate	Cleveland, OH
Vinceremos Therapeutic Riding Center	Loxahatchee, FL
We Can Ride 4-H Club	Benton Harbor, MI
We Can Ride, Inc.	Maple Plain, MN
Windrush Farm Therapeutic Equitation, Inc.	North Andover, MA
Winslow Therapeutic Riding Center	Warwick, NY

#### 20-30 Year Members

4-H Horsemanship For Handicappers	. Bay City, MI
Alabama Institute for Deaf and Blind Foundation	. Talladega, AL
All-Star Therapy Group	. Ramona, OK
Banbury Cross Therapeutic Equestrian Center	. Oxford, MI



Bradley's Equine Assisted TRC Butte Special Riders Carlisle Academy Integrative Equine Therapy & Sports Challenged Champions Equestrian Center Champlain Adaptive Mounted Program Charleston Area Therapeutic Riding, Inc. Circle of Hope Therapeutic Riding	Butte, MT Lyman, ME Ottawa, OH South Hero, VT Johns Island, SC Barnesville, MD
Cochise Area Network of Ther. Equest. Resources	
Coweta Organization for Riding, Rehabilitation and Learning	
Dakota Boys & Girls Ranch.	
Dr. Franklin Perkins School	
Dream Catchers at the Cori Sikich Riding Center	
EQUI-ED	,
EQUI-KIDS Therapeutic Riding Program	
Exceptional Equestrians of the Missouri Valley, Inc.	
Freedom in Motion	
Freedom Ride, Inc.	1.7
Freedom Woods, Inc.	
Friends for Tomorrow, Inc.	-
GAIT Therapeutic Riding Center	
Gallastar Equine Center, Inc.	
Giddy Up 'N Go	
Golden Eagles	
Great Oak Aiken Therapeutic Riding Center	
Great Strides of Northeast Iowa	
Great Strides Therapeutic Riding Program	
Greater New Orleans Therapeutic Riding Center, Inc	
Greenlock Therapeutic Riding Center	
Happy Trails Therapeutic Horsemanship Center, Inc	
Harmony Farms, Inc.	
Health Directed Riding, Inc.	
Heartland Equine Therapeutic Riding Academy HETRA	Gretna, NE
Heartland Therapeutic Riding, Inc	Stilwell, KS
Hearts & Horses Inc.	Loveland, CO
Helen Woodward Animal Center	Rancho Santa Fe, CA



High Horses Therapeutic Riding Program	
Hoofbeats Therapeutic Riding Center	
Horse Play, Inc.	
Horse Power at Touchstone Farm	-
HorseAbility	
Horseplay Therapeutic Riding Center	
HorsePower Therapeutic Learning Center	Colfax, NC
Horses for Healing	-
Horses for Healing Therapeutic Riding Center	Auburn, CA
Horses Unlimited, Inc	Cromberg, CA
HorseSense for Special Riders	La Crosse, WI
InStride Therapy, Inc	Nokomis, FL
Jackson Hole Therapeutic Riding Association	Teton Village, WY
Kopper Top Life Learning Center	Liberty, NC
M.A.R.E. Therapeutic Riding Center	Bakersfield, CA
Maryland Therapeutic Riding, Inc.	Crownsville , MD
Maury Magic Riders	Columbia, TN
Methow Valley Riding Unltd	Winthrop, WA
Midwest Therapeutic Riding Program, Inc.	Union Grove, WI
Miles of Smiles Therapeutic Riding Program	Garden City, KS
Misty Meadows Mitey Riders, Inc.	Waxhaw, NC
Montgomery Area Nontraditional Equestrians	Pike Road, AL
Mounted Eagles, Inc	Nisswa, MN
Move A Child Higher/MACH 1	Pasadena, CA
Naples Therapeutic Riding Center	Naples, FL
New Beginnings Therapeutic Riding, Inc.	Bowling Green, KY
New York Therapeutic Riding Center	New York, NY
Northern Virginia Therapeutic Riding Program	Clifton, VA
Northwest Therapeutic Riding Center	Bellingham, WA
OUS Center for Therapeutic Horsemanship	Franklin Furnace, OH
Partners in Equestrian Therapy	Atascadero, CA
Pegasus Special Riders, Inc	Oregon, IL
Project Stable Foundation	Southwest Ranches, FL
R.O.C.K., Ride on Center for Kids	Georgetown, TX
Reins of Hope	Hutchinson, KS
Reins of Hope, Inc.	



# member LONGEVITY centers

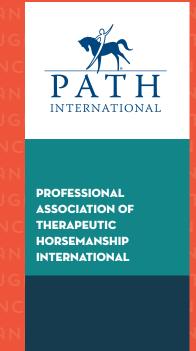
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RIDE ON LA	Chatsworth, CA
Ride to Fly	Torrance, CA
Riders Unlimited, Inc	
Riding Institute for Disabled Equestrians	
Riding To The Top Therapeutic Riding Center	
Riding Unlimited.	Ponder, TX
Riverview Farm	Uncasville, CT
Riverwood Therapeutic Riding Center, Inc.	Tobaccoville, NC
Rocky Mountain Riding Therapy	Boulder, CO
Saddle Up	Palmdale, CA
Saddle Up!	Franklin, TN
Small Miracles Therapeutic Equestrian Center, Inc	Kingsport, TN
Southern Delaware T.R.H.R.	
Special Equestrians of the Treasure Coast, Inc.	Vero Beach, FL
Special Equestrians, Inc.	Fort Myers, FL
Special People United to Ride, Inc.	
St. Andrews University "Ride Like a Knight"	Laurinburg, NC
Stable Hands	Yreka, CA
Stable Hands Equine Therapy Center	-
The Buffalo Therapeutic Riding Center, Inc.	
The Camelot Center	
The Riding Therapy Center	<b>3</b> ·
Therapeutic Riding Center of Huntington Beach, Inc	-
Triple H Equitherapy Center	· · · · · · · · · · · · · · · · · · ·
University of New Hampshire Therapeutic Riding Program	
UpReach Therapeutic Equestrian Center, Inc.	
Victory Gallop	Akron, OH
Victory Riders, Inc.	0
Victory Therapeutic Center Inc.	
We Will Ride Therapeutic Riding, Inc.	•
White Oaks Therapeutic Equestrian Center	
Windridge Therapeutic Equestrian Center of East TX	•
Wings of Hope Equitherapy	
Xenophon Therapeutic Riding Center	Orinda, CA

member LONGEVITY centers

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ASSISTED ACTIVITIES AND THERAPIES. ENSURING EXCELLENCE AND CHANGING LIVES THRO CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIES AND THERAPIES. ENSURING EXCE APIES. ENSURING EXCELLENCE AND CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIE ASSISTED ACTIVITIES AND THERAPIES. ENSURING EXCELLENCE AND CHANGING LIVES THRO CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIES AND THERAPIES. ENSURING EXCE APIES. ENSURING EXCELLENCE AND CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIE ASSISTED ACTIVITIES AND THERAPIES. ENSURING EXCELLENCE AND CHANGING LIVES THRO CHANGING EXCELLENCE AND CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIE CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIES AND THERAPIES. ENSURING EXCE CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIES AND THERAPIES. ENSURING EXCE CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIES AND THERAPIES. ENSURING EXCE APIES. ENSURING EXCELLENCE AND CHANGING LIVES THROUGH EQUINE-ASSISTED ACTIVITIES



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