

BLUE RIBBON EQUESTRIAN PANEL PRELIMINARY REPORT

JUNE 15, 2018

Submitted by Nan Meek, Chair

TAHOE DONNER EQUESTRIAN CENTER

“The Best Place for Family Fun with Horses”

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WITH APPRECIATION

Active Panel Members:

Karen Aaron, Sue Anderson, Jim Beckmeyer, Nan Carnal, Tim & Sue Crum, Lorna Dobrovolny, Kamy Goldfarb, Nan Meek, Susan Terrell

Finance Committee Liaison: Jim Stang

GPC Liaison: Michael Sullivan

Board Liaison: Jeffrey Connors

Tahoe Donner Management and Staff:

Robb Etnyre, Krystal Rae Mecham, Megan Rodman, Michael Salmon, Miguel Sloan, Jesse Strzok

I. EXECUTIVE SUMMARY

This report provides a preliminary view of the Blue Ribbon Equestrian Panel's analysis and draft recommendations, to be followed next month by thoroughly vetted (equestrian pun intended) financial scenarios and final recommendations for 2018 operations and 2019 revenue improvement plan.

Operations: Branding as "The Best Place for Family Fun with Horses" is recommended to clarify the equestrian center's identity and provide direction for the future. Summer 2018 operations have begun with the goal to maximize current capacity for the greatest possible member participation and revenue growth. Alternative business models such as trail ride concession and co-op herd sharing were examined and rejected because our analysis definitively showed that the liabilities outweighed the advantages. Numerous recommendations for incremental improvements are included for ongoing operations, along with the recommendation to move horse trailer storage from the front of the Adventure Center to near the boarding pens for safety reasons, which would provide the added benefit of opening up more parking for Adventure Center visitors.

Revenue growth: The greatest immediate potential for revenue growth lies in filling capacity for current products, in order of revenue contribution: trail rides, horsemanship camps, and horse boarding. Promotion of these products depends on marketing, advertising and PR opportunities that have been identified for short- and long-term action to increase visitors. A cowboy dressage clinic is recommended for 2018 to anchor publicity that will create positive awareness of TDEC while providing a unique activity for members and guests. For long-term financial performance, a revenue plan will be developed to include specific product offerings and pricing changes for 2019 and multi-year price increase recommendations.

Member participation and experience: Improved tracking and measurement of member participation, in collaboration with other TDA task forces, can provide better insights for revenue growth. From current boarder input, recommendations include signage to improve visitor awareness and enhance the visitor experience, as well as simple yet effective additions to the campus that enhance member experience. A list of potential activities brainstormed by the panel highlights TDEC's potential for the future. Trial of some of these activities is encouraged.

Operating expense reduction: Staff and management have done so much effective work to reduce expenses through the years that there is limited opportunity for improvement in the current business model. The operations expense analysis found that 9 line items made up 73% of the total, and of those, four line items offer opportunity for improvement. Alternative business models were examined and rejected, as reported in the Operations section. Recommendations are to continue looking for alternatives to the operations expenses noted, especially to look for alternatives for manure removal supplier or alternative disposal such as composting opportunity.

Path to Zero NOR: The 2019 season will provide the first opportunity to significantly influence NOR improvement, as the 2018 product offerings and pricing structure was already in place when this panel was convened. For the 2018 season, recommendations are for marketing and promotions to be used to increase visitors as much as possible through the end of this season. For the 2019 season, changes in product offerings, pricing, marketing and promotions will be recommended as this summer and then the 2019 budget cycle proceeds. Because we are just starting the revenue plan, we recommend that this panel continues to operate for, at minimum, the next year.

II: BACKGROUND

The Blue Ribbon Equestrian Panel Charter (attached in full in the addendum) was provided on October 30, 2017, by the Tahoe Donner Board of Directors. Its Mission and Overall Guidance are summarized below.

Operating as a Temporary, Special Purpose, Standing Committee of the Board:

MISSION

1. Independently review all of the operating processes and procedures of the originally chartered Equestrian Amenity and to make recommendations to the Association Board of Directors after careful and thorough analysis including market review of competitive institutions.
2. To seek avenues that will increase the level of revenue generated while keeping members as a first priority.
3. To encourage greater participation in, and appreciation for, the Equestrian Amenity.
4. To, if possible and feasible from a service quality perspective, explore avenues to reduce expenses by exploring alternative business models.
5. To be well on the path to achieving a Net Operating Result (NOR) by the end of 2018 of at least \$0 and hopefully stronger.

OVERALL GUIDANCE

Potential recommendations will be member driven and should not be restrained by historical obstacles and include the full gamut of thoughtfulness inclusive of revenue generation possibilities/marketing opportunities, expense changes and reallocations and the best of class ways of doing business.

[Note: The 10-30-2017 Blue Ribbon Equestrian Panel Charter, with further details, is attached for reference.]

METHODOLOGY

The Blue Ribbon Equestrian Panel held several group meetings to define the overall scope of work for the panel, assigned projects to individual members and reported progress for discussion by the group at subsequent meetings. For each identified project or group of similar projects, members estimated scope, schedule and spend to the best of their ability, and with input from staff and/or outside experts. After working individually and with the panel chair, the group met by conference call to finalize recommendations. In general, work fell into four categories:

Defining the Market:

- Statistics and economic indicators
- Advertising, media relations marketing and publicity opportunities
- Target audience metrics
- Ride reservations

Activities & Experience:

- Potential new activities
- Expansion of existing activities
- Member and visitor experience improvements

Financial and Operational Analysis:

- Identification of benchmarking criteria
- Operations expense review
- Financial/operational improvement opportunities
- Evaluation of alternative business models

Evaluation:

- Estimate of scope, schedule, and spend
- Pros/cons related to capacity, practicality, feasibility and value to members
- Estimate revenue increase and/or expense reduction
- Recommend ideas for further analysis or for abandonment

III. ANALYSIS AND RECOMMENDATIONS – 1. OPERATIONS

Summer operations have begun. This year’s goal is to maximize trail rides, horsemanship camps and boarding for the greatest possible member participation and revenue growth. Operations metrics demonstrate the need for a revenue plan that moves the equestrian center along the path to zero NOR.

1. Tahoe Donner Equestrian Center brand: “The Best Place for Family Fun with Horses”
 - a. Market analysis identified that the Tahoe Donner Equestrian Center is not a standard equestrian center where horses are boarded, trained and competed. Rather, it is a center for family fun with horses which serves the TDA HOA members who are primarily second-home owners and their families of two and sometimes three generations, as well as visiting public who rent homes in Tahoe Donner for vacations or who are passing through the area and stumble upon the TDEC.
 - b. Its business constraints include the seasonal nature of its business, not only because of climate but also because part-time residents are its main customers. Other constraints include the scarcity of available capital for expansion, space restrictions due to environmental concerns, and others.
 - c. Product offerings suited to this market and the facilities available at TDEC include, in order of revenue contribution: trail rides, youth horsemanship camps, and horse boarding.
 - d. Market position as “The Best Place for Family Fun with Horses” means:
 - Best = highest quality of its kind
 - Place = location, stability, expertise
 - Family = something for everyone, multi-generational, inclusive
 - Fun = enjoyment, good times, pleasure, recreation
 - Horses = safe, well-trained, good with beginners
2. Operating Fund overview, from the 2017 TDA Annual Report:
 - a. NOR loss of (\$103,000), unfavorable by -\$21,000 or 26% to budget.
 - i. Gross revenue \$195,762
 - ii. Cost of goods sold -\$6,111
 - iii. Operating expenses -\$292,800
 - iv. Net operating results -\$103,149

- v. Net operating results per property -\$15.93 (6,473 properties)
 - b. Average business levels were reported for boarding, camps and trail rides.
 - c. New campus improvements (final phase of facility relocation due to Alder Creek Adventure Center construction) were received very well by members, boarders and public visitors.
3. Operational metrics, from the 2017 TDA Annual Report:
- a. Visits up 1%.
 - b. Revenue down 5% or \$10,000.
 - c. Costs up 4% or \$11,000.
4. Net results per property, after member's replacement reserve* capital contribution is included, from the 2017 TDA Annual Report:
- a. Equestrian results are -\$26 per property (-\$13 before capital contribution)
 - b. Comparison with public amenities having the two largest negative net results:
 - i. -\$176 for Golf and -\$52 for The Lodge/Dining & Banquet
 - c. Comparison with the only two public amenities with positive net results:
 - i. +\$18 from Snowplay and +7 from Downhill Ski
 - d. *Replacement reserve accrues capital funds from annual assessments for future replacement of amenities.
 - e. Not included in net results are overhead allocations for admin, accounting, HR and IT.
5. 2017 customer metrics, provided by Operations:
- a. 2,828 visits
 - b. 28% public; 72% members/guests
 - c. High percentage of members/guests means that small changes in member pricing can have a larger impact on revenue and thus the greatest impact on financial performance.
 - d. Trends are difficult to measure due to rebuilding the business after TD Equestrian Center's uncertain future prior to its relocation as a result of building the Alder Creek Adventure Center, then its temporary closure and reduced operations due to demolition and subsequent relocation.
 - e. The equestrian public is generally unaware that TDEC exists or that the public can buy its products and services.
6. Products
- a. Revenue generation by product (2017 actuals):

- i. Trail rides:
 - 1. Members \$31,564
 - 2. Guests \$40,828
 - 3. Public visitors \$13,632
 - ii. Horsemanship camps:
 - 1. Members \$38,856
 - 2. Guests – not applicable
 - 3. Public visitors \$10,693
 - iii. Horse boarding:
 - 1. Members \$17,436
 - 2. Public visitors \$6,882
 - b. Capacity vs reservations
 - i. Current capacity for:
 - 1. Trail rides 2,717
 - 2. Horsemanship camps 90
 - 3. Horse boarding 3,468
 - ii. Current reservations for:
 - 1. Trail rides 1,652
 - 2. Horsemanship camps 81
 - 3. Horse boarding 1,326
 - c. Capacity for increased revenue currently exists. Many of the bookings for trail rides and horse boarding come in closer to the actual dates of service, which is why the excess capacity appears so high at this time – the start of the season.
 - d. **Recommendation: Continue to make incremental improvements to current products for member and public satisfaction and to attract additional visitors, while evaluating feasibility of new product offerings.**

7. Management

- a. Manager and workers are seasonal employees with a proven track record of experience and expertise to provide an excellent customer experience. Their skills are directly related to the high level of safety throughout the TDEC operation.

- b. The on-site caretaker is in place again for 2018, for the purpose is to help ensure the safety of horses and people at night, and in an emergency when no other staff is present.
- c. An alternative business model analysis included the options of an independent trail ride concessionaire and the concept of co-op herd sharing. Those options were rejected because our analysis definitively showed that the liabilities outweighed the advantages of member safety, product reliability and consistently satisfactory customer experience which TDEC has provided over the years. Details will be in the final report.
- d. **Recommendation: Continue with current business model unless or until it becomes unfeasible.**

8. Assets

- a. Horses: The TD herd includes horses for a wide range of riders, such as larger horses for taller and/or heavier riders; safe and well-trained horses for older riders; and smaller horses and ponies for smaller adults and children. Ponies are particularly popular, both for children and as ambassadors for TD Equestrian. They have quite a following!
- b. Tack for horses has been acquired over time and is in general are currently sufficient to needs. Replacement is anticipated to be in 2020, with funds from Replacement Reserves, to replace saddles last acquired in 2010.
- c. Facilities:
 - i. TD Equestrian Phase III (final) relocation has been completed.
 - ii. A significant amount of the A-frame fencing constructed for demarcation of equestrian center perimeter requires rebuilding after collapses during the last two previous winters. Fencing used elsewhere on the Adventure Center campus should be returned to the Equestrian Center.
 - iii. Some fencing can be better utilized if its height is shortened; the scope of work is being determined.
 - iv. A couple of tack sheds still may need repair from the winter and from moving damage.
- d. **Recommendation: Continue current herd management and facility maintenance practices. Make fence repair a priority as soon as possible for use this season.**

9. Liabilities

- a. Safety planning for humans, horses, environmental, wildfire evacuation:

- i. Safety and evacuation procedures are in place.
 - ii. Staff has been trained.
 - iii. Boarder training and/or notification of safety procedures occurs ongoing as boarders arrive. Evacuation procedures are posted in the boarding area on two of the tack sheds.
 - iv. Horse trailer storage in proximity to horses is essential to safety. Currently trailers are stored at the farthest point on the campus from the actual horse location, which poses a safety risk in the event of wildfire evacuation and/or emergency transportation to vet clinic, especially at night.
- b. Recommendation: To mitigate safety concerns above, as soon as possible move horse trailer storage in closer proximity to the boarding pens. The upland area where the boarding pens were formerly located is an ideal location. This area would not interfere with operations and provides the added benefit of opening up more parking spots for Adventure Center day users.**

10. General Concerns and Considerations

- a. Horse access to trails: Review with staff and management indicates that trail access does not appear to be a limiting factor for the size of current operations.
- b. Trail user interface: Bikers need to be better informed of the right of way they must give to hikers and horse riders. Bikeworks and TD biking web pages need to more prominently post yield instructions, and yield signage is needed on all trails to remind users.
- c. Off-leash dogs: Signage is needed on trails to remind users of TD leash requirements. Lack of such signage leads to homeowners, renters and the public to think it's okay to have their dogs off-leash, which is an avoidable liability on multi-user trails. TD News and website reminders are also needed.
- d. Arena: There have not been any complaints from non-equestrian members about arena use and dust adversely affecting members using the Adventure Center, although concerns continue to be expressed by equestrian members about the horse path being in too-close proximity to activity on the deck
- e. Arena closures: Late afternoon/evening closure of the arena to boarders during summer Adventure Center activities prevents owners who try to avoid the health impacts of riding in daytime heat from exercising their horses until evening hours.

- f. Recommendation: When feasible, move the arena to the back of the equestrian campus, away from the Alder Creek Equestrian Center building. Address the above concerns as noted.**

III. ANALYSIS AND RECOMMENDATIONS – 2. REVENUE GROWTH

The greatest revenue potential for current products are (in order) trail rides, horsemanship camps, and horse boarding. Further development of these products is continuing, and marketing and PR opportunities have been identified for long- and short-term action to increase visitors. Revenue from new programs and activities would likely require facility expansion, which is not currently planned.

1. Equestrian Market Definition and Trends

a. Metrics and trends

i. Size of market

1. 7.2 million horses in the US
2. \$122 billion total economic value in the US
3. 534,500 horses in California (second only to Texas)

ii. The rising costs of keeping horses, combined with a shrinking amount of land available for keeping horses, is resulting in a slowly declining market, although for those who are involved in equestrian it is far more than a sport, it is a lifestyle and a passion.

iii. Youths are a perpetually renewing market segment; parents and grandparents with discretionary income willingly fund horsemanship camps, leasing and ownership.

iv. Adult beginners and returning adult riders (who previously rode as youths/teens) are the most rapidly growing segment of the US equestrian market, with the greatest discretionary income.

v. Greatest opportunities in equestrian market overall are top-level amateur equestrian competitors (not the TD market) and entry-level, family-friendly equestrian opportunities (exactly the TD market).

2. Facility Capacity and Opportunities

a. Capacity:

i. Available capacity in current trail rides, horsemanship programs and boarding will be included in the final report.

b. Revenue opportunities

- i. Available capacity vs. overuse metrics will be included in the final report.
 - c. Product offerings in all areas of EC operations for possible expansion:
 - i. Cowgirls & Cocktails trail ride package – more dates were added in 2018
 - ii. Educational trail rides – “docent” led nature education
 - iii. More and wider range of equestrian items in ACAC store – for 2019
 - iv. More horses? More ponies? The final report will address this question.
 - v. Ride & Stay horse camping packages – to be evaluated
 - vi. Note that many possible activities originally evaluated by the blue ribbon panel were moved to Member Participation and Experience due to lack of sufficient revenue generation potential.
 - d. Recommendation: Fill available capacity and utilize existing resources this season. Consider new product offerings for 2019 season.**
3. Financial performance
 - a. Benchmarking
 - i. Compare rates to other short-term or vacation boarding in a unique location such as TDEC. This will be in final report. Comparison to local or other locations for year-round boarding would be inaccurate for pricing purposes, although interesting to see differences.
 - b. Revenue improvement opportunities – further details will be in final report
 - i. 2018 member boarding rates are only 14% higher than 17 years ago in 2001.
 - ii. 2018 guest/public boarding rates are 44% higher than 2001.
 - iii. Rate comparison chart will be in the final report.
 - iv. Recommended future pricing scenarios will be included in the final report.
 - v. Consider surge pricing for busiest times and/or most popular products.
 - vi. Consider selling passes for seasonal, weekly and monthly, and/or ride bundles; examine the financial impact of member discount coupons.
 - c. Recommendation: Develop revenue plan for 2019 season, including multi-year price increases.**
4. Marketing Opportunities
 - a. Target markets include (in order of distance from Tahoe Donner) Truckee/Tahoe area, Reno, Northern California I-80 corridor, greater Bay Area, California.
 - b. Equestrian media (print and online):

- i. TD Equestrian Center appears in Truckee/Tahoe media lists of riding facilities.
 - ii. Equestrian media are ideal targets for reaching member equestrians and the equestrian public with ads, articles, photos and videos that can increase awareness.
 - iii. **Recommendations:**
 - 1. **Small ad, article and photos to California Riding Magazine August issue (July 10 deadline; August 1 publication date) to reach last-minute summer (August/Sept.) vacation planners.**
 - 2. **Operations budget allocation for winter 2018-2019 ads in equestrian media which traditionally feature riding vacation issues; the final report will contain recommended media, rates and contacts.**
 - 3. **Press releases to equestrian media editors, writers and bloggers that promote Tahoe Donner for vacation articles to appear in early 2019.**
- c. Tahoe Donner media:
 - i. Existing print and online media can promote use of TD Equestrian Center to members, guests, renters and visitors.
 - ii. **Recommendations: Feature articles that show families having fun with horses and regular coverage of amenity news such as highlighting facility improvements and programs.**
- d. Tahoe Donner Equestrian Club:
 - i. Increase communications with club members and recruit new members for involvement in Tahoe Donner.
 - ii. **Recommendations: Send regular emails and update the website to promote participation.**
- e. Public relations:
 - i. Potential PR actions:
 - 1. Tahoe Donner's ponies are great equestrian ambassadors – use their appearances at TD events to create interest in TD Equestrian programs and sign up riders.
 - 2. Free online publicity via social media, Google groups, online events listing on Bay Area Equestrian Network and other online calendars, email lists targeting equestrians, etc.

3. Invite editors and bloggers from surrounding areas to a “lunch & learn” about TD Equestrian.
4. Recreational and competitive trail riders are a target market for trail rides with friends, boarding in order to use TD trails, and family fun with horses.
5. Regional riding groups are another target to reach visitors, including: Gold Country Trails Alliance; Placer County Search & Rescue; Reno/Auburn/Grass Valley groups; Truckee Rodeo; Truckee Horsemen; and others (list will be in final report).
6. Create events that increase awareness through publicity and pay for themselves or generate a small income. Examples include natural horsemanship groups, cowboy dressage, liberty training, arena trail obstacle training; introduction to trail riding, and other subjects.
7. Non-equestrian organizations can raise awareness locally; examples include: youth groups for riding programs; Truckee Parks & Rec; event or speaker venue; clubs, groups, schools, service organizations.

ii. Recommendations:

- 1. Summer 2018 event:**
 - a. Cowboy dressage clinic to anchor publicity that will create positive awareness of TDEC while providing a unique activity for members and guests**
- 2. Networking to equestrian organizations:**
 - a. Member outreach to personal connections within equestrian organizations – outreach collateral to be developed.**
- 3. Use ponies as equestrian goodwill ambassadors at appropriate events, such as the annual members’ picnic.**
- 4. List events in free online equestrian event listings for free publicity.**

III. ANALYSIS AND RECOMMENDATIONS – 3. MEMBER PARTICIPATION AND EXPERIENCE

Proposed events include a cowboy dressage clinic, a day of the horse, and family activities to increase participation and appreciation both within TD and the wider equestrian community. Signage for and within the equestrian center is recommended to improve awareness. With greater awareness comes increased use and revenue growth. Member experience recommendations focus on improved communication, boarder gatherings and family activities.

1. Member and public usage metrics – available metrics will be in final report
 - a. Members/guests/public usage numbers
 - b. Compare to total Member numbers
 - c. Apply learnings to opportunity evaluations
 - d. Identify opportunities for additional metrics
 - e. **Recommendation: Work with staff and demographics task force to better measure member and public use.**
2. Entrance and amenity signage
 - a. Consistent with Tahoe Donner branding/identity, signage will improve the appearance of the amenity and create a welcoming, visible presence to attract visitors.
 - b. Selfie-worthy signage creates goodwill and promotes TD, while more extensive directional signage will better orient and direct visitors unfamiliar with the campus and trails.
 - c. Improved trail marker signage provides better directions to riders, hikers and bikers sharing the trails.
 - d. **Recommendation: Equestrian members and staff collaborate on scope of work for signage location, style and production.**
3. Horse info cards at stabling areas
 - a. Short info/write-ups by staff (herd) and boarders (their own horses) are helpful identification in general and interesting for visitors to the equestrian center.
 - b. **Recommendation: Begin with simple signs/stall plaques and source inexpensive permanent signs appropriate for use with dry erase markers.**
4. Improving the boarder experience
 - a. Weekend boarder events help to build community

- b. Recommendations:**
 - i. Provide a bulletin board for communications from staff and between boarders**
 - ii. Create a gathering area for boarders with a picnic table near the horses**
 - iii. Utilize the TD Equestrian Club to develop boarder events**
 - iv. Add boarder themed apparel/gift items to on-site store**
- 5. Improving the visitor experience
 - a. Better trail information and orientation for riders and visitors would be helpful to all
 - b. Recommendation: Provide an enlarged topographical trail map (satellite image) within the boarder area as a freestanding sign, perhaps with this on one side and the boarder bulletin board on the other**
- 6. Activities for future consideration from the panel's brainstorming session
 - a. TD Horse Fair
 - i. Activity to interest non-equestrian members
 - ii. Many different breeds with invited breed representatives
 - iii. Pipe pens in arena so members can pet horses, talk to owners
 - iv. Refreshments and demonstrations
 - b. Ponies & Pajamas
 - i. Carrot walk to feed ponies
 - ii. Followed by horse movie at ACAC
 - iii. Sell horsey pajamas at ACAC store
 - c. Mommy & Me/Daddy & Me
 - i. Parent/child riding experiences
 - ii. Ride in arena, simple obstacles, etc.
 - d. Adult Horse Camp – grownups vacationing with horses
 - i. Not actual camping at the EC – but maybe at the TD campground
 - ii. Beginners use TD herd horses
 - iii. Intermediate/advanced riders bring & board their own horses
 - e. Faux Rodeo
 - i. Fun arena games related to rodeo events
 - ii. But not actual rodeo
 - f. Birthday Parties – every little girl's dream
 - i. Ponies to pet/ride/take pictures on

- ii. Pony-themed cake, refreshments
 - iii. Pony souvenirs
 - iv. Sell gift certificates for future pony rides to guests
- g. Equestrian BBQ in Euer Valley
 - i. Use catering truck
 - ii. Participate with or without horse
 - iii. Naturalist speaker, country/western guitarist, entertainment
- h. Country/Western concert
 - i. In conjunction with Concert on the Green
 - ii. At EC arena
- i. Line Dancing or hoedown
 - i. Afternoon or evening
 - ii. With or without dinner as part of event
- j. Chuckwagon Chili Cookoff
 - i. At ACAC
- k. Equestrian reunion in Euer Valley
 - i. Ask Euer family for list of past horse camping guests to invite former Euer Valley visitors to event
 - ii. Informs past horse campers that they can still enjoy riding the valley through Tahoe Donner boarding
 - iii. Picnic/food truck in valley for meal
- l. Recommendation: Test one or more of the activities listed above, either as a staff-managed event or through the TD Equestrian Club.**

III. ANALYSIS AND RECOMMENDATIONS – 4. OPERATING EXPENSE REDUCTION

Staff and management have done so much effective work to reduce expenses through the years that there is limited opportunity for improvement in the current business model. Rates should continue to be negotiated as intensely as possible and better rates or another option for manure removal or composting is recommended.

1. Operating procedures review with staff
 - a. Current operations P&Ls will be included with the final report.
2. Spend analysis indicated the need to focus on the top spend items
 - a. Nine line items make up 78% of operating expenses. Of note are:
 - i. Nearly \$8,000 in manure disposal; alternative disposal or composting could reduce this although to date no viable alternative has been identified.
 - ii. \$5,400 in allocated insurance expense should be examined more closely for alternatives.
 - iii. Approximately \$4,000 in credit card fees; to eliminate them would likely reduce purchases.
 - iv. Approximately \$4,000 in losses from special programs (not horsemanship camps); raise prices and/or reduce or eliminate programs.
 - b. Rank order of spends will be included in the final report.
 - c. **Recommendation: Pursue alternatives for the spends noted above.**
3. Composting opportunities
 - a. An alternative to manure removal, to be done independently or in cooperation with other TD amenities or departments
 - b. O2 Compost/Peter Moon has been successful with numerous equestrian centers, although it is currently unknown if any are short-term, summer-only operations.
 - c. Partnership with local organizations such as a local college, 4H, FFA, or Pony Club may be possible.
 - d. **Recommendation: Investigate O2 Compost information to determine feasibility.**
4. Explore alternative business models – this analysis, described earlier in this report, will be attached to the final report.

III. ANALYSIS AND RECOMMENDATIONS – 5. TARGET ZERO NOR

Path to Zero NOR: The 2019 season will provide the first opportunity to significantly influence NOR improvement, as the 2018 product offerings and pricing structure was already in place when this panel was convened.

1. For the 2018 season, recommendations are for marketing and promotions to be used to increase visitors as much as possible through the end of this season.
2. For the 2019 season, changes in product offerings, pricing, marketing and promotions will be recommended as this summer and then the 2019 budget cycle proceeds.
3. Because we are just starting the revenue plan, we recommend that this panel continues to operate for, at minimum, the next year.