

BCS Ad-Hoc Committee Operations and Programming Working Group

Progress Report, 7/30/2024

The following is a brief progress report and update from the Operations and Programming Working Group of the Midpen Bear Creek Stables Ad-Hoc Committee.

The Working Group has met in person with an online option each Saturday since June 29th. In addition, several sub-groups have been formed to research and discuss details of various aspects. On July 25th we met with Midpen staff. The following slides were used in that presentation. We have added some brief notes in this document.



- ▶ **Goals**
 - ▶ Re-establish partnership between the community and Midpen
 - ▶ Preview working group ideas/progress and hear Midpen's ideas and feedback
- ▶ **Agenda**
 - ▶ Introductions: Working group and Midpen staff
 - ▶ Overview of working group ideas and progress
 - ▶ Discussion
 - ▶ Additional working group questions (can be answered offline)

Working Group Goals for Bear Creek Stables

- ▶ What the working group would like Bear Creek Stables to be:
 - ▶ A vibrant community space that fosters a connection to nature and history
 - ▶ A unique opportunity for educational programs and public access to equine activities
 - ▶ A financially viable solution
- ▶ Key values for Midpen relationship
 - ▶ Build partnership into management model- trusted, reliable, experienced
 - ▶ Prioritize broad community value

Programming



Notes on Programming slide: The width of the sections in the inverted triangle represent the wider community outreach of the free/subsidized programs near the top. As indicated on the goals slide, the overall priority for the stables would be to this broad community value. Paid programming would support a financially feasible and sustainable model to deliver this value.

Operations

- ▶ Reliable management, clear requirements (e.g. insurance, policies), excellent animal care
- ▶ Minimize workload for Midpen staff
- ▶ Build opportunity for financial feasibility/stability into management
- ▶ Provide flexibility to work with expert trainers, therapists, etc.
- ▶ Integrate boarders into community outreach programs

The Working Group has visited and studied a variety of successful stable operations around the Bay Area, and discussed their management and operations models with owners and operators. While each case is unique and no complete model is exactly transferable to BCS, we feel that elements of these models provide insight Midpen and the Ad-Hoc can use to create a successful management model.

We believe that one critical element of the management model is to create a Governing Board with Oversight that prioritizes public outreach programs over profit.

We have been drafting a five year plan which will require collaboration between the three Working Groups and with Midpen. This can be discussed at the August 6 ad-hoc meeting. The plan includes the following elements:

- 1) A five year sequence that describes how each year the facilities and programs at the stables will evolve.
- 2) Our estimates of income, expenses and fund raising associated with each activity
- 3) Detailed costs and expenses associated with the Boarding of Horses
- 4) Description of the facilities as they are built out over a five year period along with costs and source of funding
- 5) Description of all programs as they are added over a five year period along with with costs, revenue and additional funding sources as needed to cover cost

6) How to best synchronize facilities development so the deployment of programs match the completion of facilities needed by each program.

We expect the efforts of the other two working groups will help us match funding sources and expected time frames for facility development to the programs we can implement over the next five years.