

AERC BOD Mid-Year Meeting Minutes Sat. August 16, 2014

The meeting was called to order by President Michael Campbell at 8:06am Mountain Time.

Those at the meeting were Michael Campbell, Lisa Schneider, Mollie Krumlaw-Smith, Monica Chapman, Connie Caudill, Sue Keith, Skip Kemerer, Paul Latiolais, Steph Teeter, John Parke, Duane Barnett, Susan Kasemeyer, Julia Lynn-Elias, Andrew Gerhard, Forrest Tancer, Tom Bache, Olin Balch, Susan Garlinghouse, Terry Woolley Howe, Mike Maul, Randy Eiland, and Kathleen Henkel.

Connie Caudill made a motion to accept the agenda, July conference call minutes, and committee reports. Susan Garlinghouse seconded the motion. Motion passed.

Connie Caudill made a motion to excuse Peter Hommertzheim – out of state; Nick Kohut – vetting a new ride; Roger Taylor – family issue out of state; Bruce Weary – family emergency; and Rusty Toth – family emergency. Lisa Schneider seconded the motion. Motion passed.

The Strategic Planning Committee gave a report. The committee consists of Michael Campbell, Mike Maul, Mollie Krumlaw-Smith, John Parke, and Lisa Schneider. Advisors for the committee are Jennifer Waitte and Jenni Smith.

The Goals for the Strategic Plan are Membership, Financial Stability, Trails Preservation, Equine Welfare, and Governance.

Strategy 1 – Membership

Who are we? Who do we want to be? Target Membership 7,500.

How do we get there? Strategic Marketing Plan requires spending \$15K to \$20K per year.

Motion to hire marketing contractor and next steps if passed. 2015 Membership Drive. Our most visible presence is our website update.

Strategy 2 – Financial Stability

Five Year Financial Plan

Day to Day Operations – AERC will be moving all financial issues to an accounting firm in Auburn. They will be doing day to day operations.

Investment Strategy – A Professional Financial Company (money manager) will overview all assets to make sure they are insured.

Disaster Plan – Mike Maul has made sure all computer data is backed up.

Establish Supporting Organization for Endowments/Bequeathals – Need to act now because of the type and age of members with funds. Supporting Organizations offer a bigger tax deduction along with some control by the donor. \$10,000 to \$20,000 to set up Supporting Organization. \$3,000 to \$5,000 to run each year. The Supporting Organization could fund items that would help AERC.

Strategy 3 – Trails Preservation

Active Trails Committee to focus on Memorandums of Understanding (MOU's), political actions, AHC, etc. Donations come in specifically for trails. Market success stories from trail projects and grants.

Strategy 4 – Equine Welfare

Horse Management – state of the art management techniques to protect/project our image.

Research – identify needed areas for research plan, find funding in budget. More complete, professional investigation of fatalities. Improve vet checks to more effectively identify horses that may crash.

Strategy 5 - Governance

Effective use of committees – allows BOD to focus on more strategic items. Allocation of responsibilities of staff, ED, President, and BOD. More effective BOD meetings.

The BOD went into Executive Session at 10:14am.

The BOD came out of Executive Session at 10:39am.

AERC Treasurer Mollie Krumlaw-Smith went over the finances. The 2014 AERC National Convention in Atlanta profited \$2000. The 2013 AERC National Convention in Reno profited \$4000. Endurance News is on Budget. AERC has a projected loss of \$35,000 for 2014.

AERC Vice-President Lisa Schneider went over the website update. The team members for the website update are Mike Maul, Russ Humphrey, Stace Moss, Troy Smith, Steph Teeter, and Lisa Schneider.

The goals for the update are a more modern look and feel, more intuitive navigation, larger font size and easier to read font type, smart device friendly, and easily maintained by office staff.

The meeting adjourned for lunch at 11:59am. The meeting was called back to order at 1:02pm.

AERC Veterinarian Committee Chair, Jay Mero, presented the Horse Welfare Motion.

Motion #1 - Initial triage and treatment availability at all rides, including intravenous fluid therapy.

Andrew Gerhard made a motion to refer motion #1 to the rules committee for correct wording. Lisa Schneider seconded the motion. Motion Passed

Motion #2 – Thirty minutes to meet recovery pulse at the finish line, with flexibility to be referred to rules committee. Lisa Schneider made a motion to refer to rules committee. Sue Keith seconded the motion.

Duane Barnett made a motion for a roll call vote. Randy Eiland seconded the roll call vote motion. The roll call vote motion was passed. The roll call vote on motion #2 passed unanimously.

Motion #5 –

Horses shall have Body Condition Scores of no less than 3.0 and no greater than 8.0 to start an endurance ride to be referred to the rules committee. Forrest Tancer made the motion. Paul Latiolais seconded the motion. Motion passed.

Motion #7 – Standardized control judge ride cards should be used nationally, with sections added for BCS scores and graphs for each quadrant of the gastrointestinal examinations to be referred to rules committee. Steph Teeter made the motion. Susan Garlinghouse seconded the motion.

Motion Passed with 4 oppositions.

Motion #9 – Rides should have at least two control judges, one of whom is able to provide treatment as required by #1 in this proposed motion, with exceptions where needed for wilderness rides, or where needed for smaller rides. Terry Woolley Howe made a motion to move Motion #9 into the Ride Manager's Handbook as a recommendation and not a rule. Connie Caudill seconded the motion. Motion passed with 3 oppositions.

John Parke reviewed Drug Rule #13.

Jay Mero reviewed the Motion to Update to AERC Drug Rule - Firocoxib (see attached). The motion passed.

Jay Mero gave a history behind the recommendation to pass the Motion to Update to AERC Drug Rule – Omeprazole (see attached). Duane Barnett asked for a roll call vote. Olin Balch seconded the roll call vote motion. The motion to have a roll call vote passed. The motion to pass the Update to AERC Drug Rule – Omeprazole passed 13 for to 7 against. Those for the motion were Paul Latiolais, Julia Lynn-Elias, Susan Garlinghouse, Terry Woolley Howe, Mollie Krumlaw-Smith, Lisa Schneider, Monica Chapman, Forrest Tancer, Andrew Gerhard, Connie Caudill, Sue Keith, Steph Teeter, and Susan Kasemeyer. Those against were Mike Maul, John Parke, Skip Kemerer, Randy Eiland, Tom Bache, Olin Balch, and Duane Barnett.

The Strategic Planning Committee made a motion to hire a marketing contractor to create and execute AERC's Strategic Marketing Plan (see attached). Tom Bache moves to amend the proposed motion wording as follows: It is hereby resolved that the BOD authorizes expenditure of \$20,000 to retain a marketing contractor for 12 months renewable as deemed appropriate, and resolved that the BOD appoints the Strategic Planning Committee to select the contractor and negotiate a contract specifying the scope of work and deliverables with final execution of said contract subject to authorization by the BOD.

Terry Woolley Howe seconded the amended wording to the motion. The motion passes with 5 in opposition.

The Protest and Grievance Committee appeals are tabled until the next conference call meeting so the BOD can receive and review all relevant information.

The BOD went into Executive Session at 4:10pm.

The BOD comes out of Executive Session at 4:43pm.

Steph Teeter brings up the content discussed on conference calls. The BOD members give their comments on what information they feel should be discussed on conference calls versus face to face meetings.

More discussion is had about the Strategic Plan and Endowment Plan. The BOD should expect to see a motion in the next month or so in reference to funding and starting an Endowment Plan.

Connie Caudill made a motion to adjourn the meeting. Lisa Schneider seconded the motion. Motion passed. The meeting adjourned at 5:03pm Mountain Time.

Submitted by Monica Chapman.

AERC Board of Directors MOTION PROPOSAL

This Motion Proposal form is to be used in the development, presentation and approval process of submitting motions to the Board.

Motion Name Update to AERC drug rule

Proposing Committee Veterinary Committee

Date of Motion August, 2014 Midyear Board Meeting

Classification of Motion Request Rule update

Proposed Motion To update the appendices of Rule 13 with the following changes:

- 1) Add to Appendix D (threshold level) : Firocoxib 20 ng/ml plasma
 - 2) Add to Appendix E (withdrawl time): Firocoxib (Equioxx, Previcox) 7 days.
-

Background, analysis and benefit

As part of the revision of rule 13 in 2007, the Veterinary Committee was tasked with reviewing and recommending necessary updates to the appendices as needed on an annual basis. As substances and associated knowledge of threshold levels and associated withdrawl times become available, these will be added to the appendices of rule 13.

Firocoxib is a nonsteroidal anti-inflammatory drug used to treat musculoskeletal pain and inflammation. Since the initial development of the AERC drug rule, information has become available regarding a threshold level for firocoxib at 20 ng/ml in plasma at which the drug no longer has therapeutic effect. Studies have also indicated an associated withdrawl time of 7 days.

Budget effect/impact

Little effect on the budget is expected

Benefit and/or Impact to Membership and/or the AERC Organization

Reviewing and updating the appendices will result in a current drug rule.

Impact on AERC Office

Rule will need to be updated in print and on the website

Committees consulted and/or affected

Rules Committee, Legal committee, Welfare of the Horse Committee

Implementation plan

Implement immediately upon approval by the board of directors.

Supporting materials

“Detection and pharmacokinetics of three formulations of firocoxib following multiple administrations to horses” K.L. Maddy Equine Analytical Chemistry Laboratory, School of Veterinary Medicine, Univerwity of California, Davis, USA

Supporting approvals

Veterinary Committee

**AERC Board of Directors
MOTION PROPOSAL**

<p>This Motion Proposal form is to be used in the development, presentation and approval process of submitting motions to the Board.</p>
--

Motion Name Update to AERC drug rule

Proposing Committee Veterinary Committee

Date of Motion August 16, 2014

Classification of Motion Request Rule update

Proposed Motion To update the appendices of Rule 13 with the following changes:

- 1) Add to Appendix C: Allowed Substances – Omeprazole at the preventive dose only of 1.1 mg/kg – specifically Ulcerguard
 - 2) 4 mg/kg doses of Omeprazole, including Gastroguard, would continue to be disallowed.
-

Background, analysis and benefit

The AERC Veterinary Committee does not support or encourage the competitive use of horses afflicted with clinically significant gastric ulceration. Rather the intent of this narrow use of omeprazole, at the FDA approved preventive dose, is aimed at improving ulcer prevention for those horses that are still in competition for 24 hours or longer. It is the opinion of the Veterinary Committee, and the bulk of the national and international equine veterinary community at large, that the sport horse is subjected to environmental conditions that promote GI ulceration. While low dose omeprazole can be used up until 24 hours prior to the start of AERC competition, it is multiday horses, and 100 mile horses needing the full 24 hours of ride time, that are at increased risk for ulcer development under the current AERC drug policy. These horses can not be administered omeprazole until after they have completed competition, including standing for BC. This prevents these horses from receiving the beneficial effects of omeprazole for a full 24 -36 hours in the case of a 100 mile horse, or several days in the case of a multiday horse. It is further the opinion of many ride veterinarians that some horses can and do suffer from clinically significant stomach ulceration within 24-48 hours, particularly given the stresses of traveling to a ride, camping at a ride and then participating in the ride itself. While the Veterinary Committee fully supports the AERC philosophy that horses should compete on their own natural abilities, the Veterinary Committee also feels a need to protect and promote the health and welfare of horses competing in the sport of endurance. In this instance providing riders with an FDA approved tool to reduce ulcer development in their horses during stressful and strenuous competition is considered to be in our best interest as a national organization devoted to horse welfare.

Budget effect/impact

Little effect on the budget is expected

Benefit and/or Impact to Membership and/or the AERC Organization

Reviewing and updating the appendices will result in a current drug rule.

Impact on AERC Office

Rule will need to be updated in print and on the website

Committees consulted and/or affected

Rules Committee, Legal committee, Welfare of the Horse Committee

Implementation plan

Implement in ride year 2015 upon approval by the board of directors.

Supporting materials

Gastroguard, Ulcers and Endurance Horses – The Big Picture, Chrysann Collatos, VMD, PhD, DACVIM

Supporting approvals

Veterinary Committee

AERC Marketing and Media Strategic Plan

July 16, 2014

Prepared by Jennifer Waitte

Jenni Smith, Consultant

Executive Summary

The AERC Marketing and Media Strategic Plan (MMSP) proposes a plan to build brand equity and awareness of AERC.

The MMSP addresses three key related areas:

- I. Objectives – What we want to accomplish
- II. Strategies – The actions we will take to accomplish objectives
- III. Measurement of Results – To determine if our strategies achieved our objectives

Introduction – What is Marketing, Really?

In order to appreciate the MMSP, it is important to understand the meaning of “building brand equity.” Marketing is not advertising. Advertising will not increase membership. An advertisement – even with a call to action – will have minimal impact on membership.

Furthermore, the cost of an advertisement cannot be justified by the number of new memberships it attracts, nor is this an accurate way to measure results.

Brand equity describes the value of having a well-known brand name, in this case AERC. Some marketing researchers have concluded that “brand” is one of the most valuable assets a company

has, as brand equity is one of the factors that can increase the financial value of a brand to the brand owner. Elements that can be included in the valuation of brand equity include (but not limited to): changing market share (increased membership), profit margins (a healthy association that can reinvest in its programs and members), consumer recognition of logos and other visual elements, brand language associations made by consumers and consumers' perceptions of quality. Brand equity is created through strategic investments in communication channels and market education. It appreciates through economic growth, prestige value (respect), and critical associations. Brand Equity can be measured both quantitatively (increased membership) and qualitatively (recognition, prestige respect) and associations of interest.

Building brand equity takes time. It builds by delivering a dynamic and consistent message through multiple channels. Advertising has its place in the MMSP toolbox, but its objective is very specific. The MMSP is not an advertising plan; it is a broad-spectrum marketing strategy to increase membership in AERC by increasing public awareness of the sport and developing key relationships.

Everything presented in this MMSP has already been done at one point, is currently being implemented by AERC to some degree, or has at least been discussed. There are no new ideas here. What AERC lacks are the personnel and financial resources to commit to executing a marketing plan in a consistent manner over a long period of time, which is imperative to its success.

I. Objectives

Increase AERC membership by attracting new members and retaining existing members. Raise awareness of AERC. Elevate brand equity by positioning AERC as an authority on equine wellness and welfare. Build appeal for the sport of endurance riding.

II. Strategies

Some of the strategies listed below are presented in a three-tier plan, which provides three options for each strategy, based on budget allocation/restrictions. Tier one – basic execution of a strategy. Tier two – elevated execution of a strategy. Tier three – optimal execution of a strategy. This plan recommends that AERC develop a Marketing Team. This is defined in Strategy 7 below.

1. Co-Host Events. The number of AERC events being offered annually is decreasing. Fewer 100-mile rides are being offered. Ride entries are decreasing while ride entry fees are increasing. Ride managers can offset the fixed costs of an endurance event by sharing the venue and

associated expenses with another organization. This serves to both decrease the financial burden placed on the ride manager and expose potential new members to the sport. Co-hosted events can include trail trials, NATRC events, ultra runs, Ride & Tie/biathlons. AERC ride managers partner with another organization to create multiple events at one location.

Tier One – A ride manager assumes all responsibility for co-hosting an event. RM is responsible for contacting the organization, establishing the partnership and working with event manager to produce the event. (Note: John Parke has expressed interest in co-hosting an ultra-run at his fall endurance ride.

Tier Two – AERC office or board member contacts organizations, presents the idea and connects AERC ride managers with interested organizations. At that point, the ride managers assumes all responsibility for co-hosting the event.

Tier Three – Task AERC marketing team (contracted individual and interns) to fully develop the program and serve as coordinator between AERC ride managers and other organizations' event managers. AERC marketing team promotes the events through press releases, online and social media.

2. Enhance Partnerships with Breed Associations. Invest in associations and sport organizations whose members represent AERC's target audience. Sponsor the associations' distance awards. Offer discounts for joining AERC. Develop cosponsored events. The AHA/AERC co-sponsored events are a good example. Develop this program with other breed associations. Advertise these programs to the membership of both associations. Actively market the program to the breed associations' membership. In order for this to have positive results, AERC needs to be more assertive with associations about getting access to its membership database. Sponsoring a distance award and placing an ad in that association's newsletter will have minimal effect. AERC needs to actively market the program directly to the members of the sponsored association.

Review and revise existing program

Enhance awards

Enhance recognition

Offer incentives for joining AERC

Tiers based on budget and number of partnering associations selected.

3. Participate in Trade Shows / Equine Expos.

Western States Horse Expo – Sacramento / annually in June

Now in its 16th year, Western States Horse Expo will bring together over 40,000 horsemen from Northern California and around the country. Attendees will find over 400 exhibits for the horse and ranch featuring the most innovative companies in the equestrian industry displaying products and services. Plus, action packed contests, demonstrations, clinics and more. Miki Nelsen, President of Horse Expo Events, stated, "It's exciting that over the years, this show has grown to be the largest and most comprehensive equestrian exposition in North America. We always strive to give attendees something new, something unique that they can bring home with

them.”



The Tevis Store at Western States Horse Expo 2014 AERC member Alyssa Weytjens manning the BLM booth. WSHO

Equine Affair – Mass and Ohio / annually August and Nov.

The 20th annual Equine Affaire Ohio is expected to draw an attendance of more than 100,000 for the four-day event. Horse owners and enthusiasts can meet and learn directly from some of the world's most accomplished horse people, as well as see some of the country's finest horses. More than 200 clinics, seminars and demonstrations will take place, along with the largest equine-related trade show in North America.

Tier One – Share trade show booth space with another organization (WSTF, BLM, endurance saddle manufacturers)manned by local volunteers

Tier Two – AERC booth at trade show manned by local volunteers and staff

Tier Three – AERC trade show booth manned by volunteers and staff. Endurance clinician presentation. Sport presentation.

4. Converting Fun Riders into Endurance Riders. (What John Parke refers to as “bridging the gap”). The number of AERC ride managers offering fun rides is increasing. This is a great way to introduce potential new members to the sport. However, simply offering a fun ride isn’t enough. There needs to be a program in place to actively convert these riders to members.

- Reduce the entry fee to attract more fun riders

- Give a “what is endurance riding” talk prior to the ride

- Have an experienced endurance rider ride with the fun riders. (Debby Lyon did this at Sesento Anos).

- Offer an incentive to join AERC. (discount certificate as completion award).

5. Enhance the Mentor Program. The current mentor program is hidden and static. This program should be both enhanced and actively promoted to potential members and new members via all areas of promotion (press releases, online, social media, chat groups, etc.)

Connecting people who have horses. An active network to get horse owners started in endurance with the help of an experienced rider.

Connecting people who do not have horses – the “try it before you buy it” program.

Enlist riders with multiple horses to offer their horses to potential new members for training rides and competition. (Bruce Weary posted this suggestion on the AERC FB page recently.)

6. Promote AERC! Points below list “what” **Promote AERC!** entails. See 7. Develop an AERC Marketing Team for “how” **Promote AERC!** is executed.

A. Generate editorial content for print and electronic media

Generate Press Releases

AHP and AHP Newswire –renew membership and use it

PR Web

Online content and social media (see B.)

Development and Placement of Editorial Content

“Meaningful” editorial

Profiles

Veterinary / nutrition

How-to

Event coverage

B. Develop Social Media Strategies

Increase audience for existing Endurance Blogs

Develop AERC YouTube Channel and promote it

Develop/source video content

Clinician/trainer/rider interviews

Event videos

How-to

Historic content (Tevis videos)

C. Develop an active online forum (see Chronicle of the Horse Forums)

D. Develop a Marketing Plan Specifically Targeting Youth. The AERC intern(s) will be given this task as part of their course work associated with the intern program (see 7.A.).

7. Develop an AERC Marketing Team. This strategy is the most important element of the MMSP because it is what will provide the (wo)manpower to execute the plan. AERC is handicapped in that it has an active board of directors and committee structure with volunteers to develop policy, but does not have the personnel to execute the MMSP. AERC’s staff does not have the time or expertise to execute the plan, either. The solution is twofold:

A. Develop Internship Program

- a. One or two interns working approximately 180 hours each
 - Area Colleges/Universities
 - Marketing/PR/Communications/ Journalism/Event Mgmt.
 - /Association Mgmt.
 - Ongoing annual program
 - Requires someone to oversee program and mentor students
- b. Duties
 - Develop story ideas
 - Write and distribute press releases
 - Develop content for social media
 - Develop AERC YouTube Channel
 - Work at Expos/Trade Show
 - Assist WSTF during Tevis with media relations
 - Develop Youth Marketing Plan

Tier One: Fund one intern

Tier Two: Fund two interns; WSTF BOG underwriting one intern. WSTF BOG member Jenni Smith proposed that AERC ask the BOG to fund one intern that would be shared between AERC and WSTF for Tevis.

Tier Three: Funding for two interns without WSTF underwriting

B. Hire Freelance/Contract Marketing Expert

- Execute MMSP
- Develop and supervise the internship program
- Develop Youth Marketing Plan
- Develop Relationships with breed/sport associations
- Develop Product Donation Relationships
- Manage Story Development
- PR Outreach
- Editing, assigning, strategy, placement, follow-up
- Manage Social Media Development
- Event Marketing

Sample Annual Schedule:

- January 10-15 hours
- February 20-30 hours
- March 20-30 hours (AERC Convention)
- April 30-40 hours
- May 30-40 hours
- June 30-40 hours

July 40-50 hours (Tevis)
August 20 hours
September 20 hours (Nat'l Championship)
October 10 hours
November 10 hours
December 10 hours

Budget 300-350 hours annually \$15,000. This is an estimate. Because this is a contract person, prospective individuals will be required to submit bids and proposals.

III. Results

Results of any marketing plan are not instantaneous. Building brand awareness is a process. The effort must be consistent. By the end of the first year, AERC should begin to see results. Measurable results will increase during the second year, with the third year realizing the most significant results. Results are measured in the following ways:

Increase in new members

Decrease in current members not renewing

Increase in editorial exposure (print media)

Increase in impressions (online)