Lord Stirling Stable Advisory Group

THE STABLE AT LORD STIRLING PARK

Recommendations for Reopening, Rebranding and Delivering Services to Somerset County
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Lord Stirling Stable Advisory Group Report and Findings on the Re-branding and Re-Opening of The Stable at Lord Stirling Park

1 Executive Summary

Commissioned in March, 2021, an advisory group designated as the Lord Stirling Stable Advisory Group (LSSAG) has evaluated programming, management and operations of Lord Stirling Stable. The charge to the eight-member group was to study and make recommendations that would increase park usage, community engagement and cost-effectiveness - driving sustainability of this popular park service. The Lord Stirling Stable Advisory Group concluded that Lord Stirling Stable can open safely with an increase in activities and visitors while preserving the unique nature of Lord Stirling Park. The proposed sustainable business plan will allow the reintroduction and improvement of equestrian programs as well as non-equestrian activities and events in a multi-use park with a spectrum of community-based opportunities for visitors old and new at a cost comparable to other SCPC parks.

Since forming in March 2021, the group has:

- Studied the historical aspects of Lord Stirling Stable (physical, organizational and operational)
- Listened to people, with 1635 respondents to a public survey and confidential interviews with existing staff
- Looked at alternatives from options presented by staff past and present, patrons of the park and the general public (some who never knew it to be a public park)
- Benchmarked with visits to other equestrian facilities
- Created a business plan balancing increased park usage and programming with dedicated shared services and financial support from the Somerset County Park Commission and the County of Somerset. The plan includes much-needed capital improvements as well as sustainable expense requirements

Key elements essential to the success of the Stable program at Lord Stirling Park include:

- Development and implementation of a comprehensive community outreach strategy
- Management by an experienced, professional manager
- Recruitment and hiring of qualified instructors, barn staff and office staff who understand the importance of professionalism and excellent customer service delivery
- Maintenance of the facility in alignment with best practices, including continued manure composting operation
- Investment sufficient to support the necessary and sufficient capital improvements, program development and acquisition of a right-sized herd of horses
- Commitment to continue support for the Stable at Lord Stirling Park such that it will have the time to be implemented and grow to self-sustainability
Key recommendations to re-open Lord Stirling Park:

- Completion of capital improvements including a barn suitable for horses to safely resume equestrian programs, coupled with a balanced, sustainable expense budget
- Introduction of an economical approach to initiate beginner and intermediate equestrian programming for lessons, trail rides and a pony program, and allowing for expansion as popularity grows
- Implementation of an outreach program to effectively publicize community rides, summer camps, therapeutic riding, private horse boarding and trail riding, school programs and youth competitions
- Origination of an open trails program for use by the general public as well as programming by the Environmental Education Center at Lord Stirling Park with a specifically designated entrance and parking area along Lord Stirling Road so as to effectively encourage hiking, nature walks, running, horse trail rides and other non-vehicular activities
- Rebrand LSS as “The Stable at Lord Stirling Park”- part of the 1015-acre Lord Stirling Park
- Designated event field along Lord Stirling Road, allowing events for scouts, schools, local organizations, art/music festivals, movie nights and any activity approved for county property

These recommendations are based on a programming plan, coupled with capital improvements and an expense budget that will facilitate a safe opening and create a sustainable path for the future.

1.1 It’s All About People

1.1.1 Introduction

In March 2020, a decline in program interest and the onset of the Covid-19 pandemic drove decisions by the Somerset County Park Commission to severely limit its programmatic components and enter a “hibernation mode” of sorts in the interests of public health safety. One result was stopping most operations at Lord Stirling Stable, which had its programs and events used by 75% of Somerset County residents and 25% out-of-County\(^1\).

In March, 2021, an advisory group was appointed by the Commission and designated as the Lord Stirling Stable Advisory Group (LSSAG)\(^2\). The charge to the eight-member group was to evaluate all aspects of the management of the stable and its programs, drill down to examine the stable’s business model, and come up with recommendations to increase community engagement and cost effectiveness to ensure sustainability of stable operations, increasing park usage by more county residents.

\(^1\) LSSAG Survey results, 2021
\(^2\) Group biographies are included in report appendices
The public appreciated the equestrian aura of the horses and the stable for which Somerset County has been known. Our Advisory Group early on recognized the fact that 1015-acre Lord Stirling Park is an essential part of the Somerset County Park Commission’s (SCPC) network of parks and that the southwestern portion of this park has an equestrian focus. The LSSAG feels strongly that the park needs to broaden its reach to equestrian and non-equestrian users of the park to increase visibility and engagement with county residents and beyond.

With financial support from the Somerset County Park Foundation, the LSSAG was able to procure the services of two experts from Rutgers University: Dr. Karyn Malinowski, Extension Equine Specialist and Founding Director of the Rutgers Equine Science Center and Dr. Robin Brumfield, Extension Farm Management Specialist in the Department of Agriculture, Food and Resource Economics. The remaining five LSSAG members are industry professionals, horse owners and riders, as well as current and former patrons of Lord Stirling Stable, who are volunteers and are extremely passionate about the stable’s future. Drs. Brumfield and Malinowski have been extremely impressed with the professionalism displayed by all members. SCPC Secretary-Director Geoffrey Soriano has served as the Advisory Group’s “facilitator” throughout the process.

The recommendations generated by the LSSAG and included in these findings were arrived at through thorough sub-committee meetings including:

- In-person interviews of staff
- Visits to similar facilities
- Public opinion survey
- Programming and staffing
- Capital improvements
- Operating budget
- Events and park usage
- Manure composting operation
- Core values (Mission, vision, values)
- Herd acquisition

The committee examined options presented in a 2020 report written prior to the COVID closure - Closure and repurposing (Option 1), leasing to a third-party operator (Option 2), and a significant modification to the current way of "business" (Option 3) -- confirming the Somerset County Commissioners’ desire to maintain the equestrian facility as a county-operated park as the preferred choice.

In this Advisory Group Report, we present a vision for what Lord Stirling Park can look like -- a sprawling and biodiverse park with an equestrian feature. We also have a business model for sustainability for the facility and the park and new ideas for programming, with the intent of increasing park use by Somerset County residents and beyond by offering more non-equestrian activities which would be attractive to the general public. It is the recommendation of the
LSSAG that the existing successful manure management operation continue, providing zero-cost material for Lord Stirling Park and other County facilities in need of premium fertilizer for operations.

1.2 Principles – Action and Attitude at The Stable at Lord Stirling Park

1.2.1 Mission and Vision – Why Are We Here

Mission: The Stable at Lord Stirling Park is dedicated to providing safe recreational equestrian experiences including horseback riding that teaches life skills, sportsmanship, animal welfare, and environmental stewardship of the park to our community of riders and non-riders alike.

Vision: The Stable at Lord Stirling Park is a leader in providing people interested in horses, equestrian activity, and other outdoor recreation with a lifetime opportunity to learn about horses, equestrian sports, and environmental stewardship. This is done in a safe, fun, and progressive-skill manner that provides a strong foundation in equestrian and outdoor recreation.

1.2.2 Core Values – What We Stand For

• Quality programming that encompasses all ages and abilities.
• Dedication to healthy lifestyles through horseback riding and other activities.
• Ecologically sound use of the facility through proper management practices.
• Trained professional staff who provide excellent customer service.
• Partnering with local non-profits to provide equestrian-based activities.
• Teaching job skills, self-confidence, respect, and responsibility.

1.2.3 Goal Statements – Our Commitments

Equestrian and Outdoor Programming: To provide a broad-based range of equine lessons that teach riding skills and sportsmanship, and to offer other outdoor events to satisfy the diverse needs of the recreational riding community and the non-riding public.

Physical Resources: To manage the acres of scenic natural lands, trails and buildings through continuous maintenance and capital improvements, ecologically sound management practices, rotational pasture grazing, and nutrient waste management.

Equine Resources: To maintain a herd of healthy, well-trained horses and ponies capable of safely accommodating people with a broad range of riding abilities, including physical and cognitive disabilities and youth for lead line and birthday parties.

Human Resources: To attract and develop dedicated, trained, and professional staff working cohesively as a team to deliver a safe and happy customer experience.

Customer Service: To provide excellent customer service which is responsive to public needs and developing trends in the equestrian and outdoor recreation fields.

Finance and Revenue: To obtain funds sufficient for the optimal operation of the Lord Stirling Stable and to prudently manage those funds and expenditures.
Marketing and Public Relations: To engage the Somerset County Park Commission and the Somerset County Public Information Division staff in promoting and marketing The Stable at Lord Stirling Park

1.2.4 Personnel Recommendations – The People We Need to Be Successful

Staffing will be aligned with positions that are either dedicated or designated. A dedicated resource is one that is closely coupled to the Stable at Lord Stirling Park. Designated positions are those that may be shared with other organizations or County / Park Commission operations.

It is important to ensure that the barn staff members are truly knowledgeable about horses and have adequate education and/or experience which may include a diverse skill set including equine assisted services, horse care knowledge and diverse training and riding experience, and the ability to recognize potential health issues early.

The most important position to fill is that of a manager who will work with the staff to implement and successfully achieve the mission, vision, goals, and quality customer service. The existing personnel structure is very similar to another county’s equine facility, thus once all positions are filled, the number of staff should be adequate, except for maintenance staff which seems currently insufficient. Similar to the structure at the Park Commission’s general use parks, we recommend a maintenance foreman, an assistant foreman and two maintenance workers.

The positions recommended would be filled by dedicated personnel. Other functions may be a shared service with existing positions at the County level, such as Marketing, Human Resources, Information Technology, Merchandising/Sales Manager (Reference: Equine Business Planning Workbook, R. Brumfield, Rutgers Equine Science Center).

The following are recommendations on personnel:

1. Hire a strong Manager with effective leadership skills who will work to implement and successfully achieve the mission, vision, and goals, and quality customer service.
2. Hire an experienced Program Coordinator with effective leadership skills who will work toward mission, vision, and goals, and customer service.
3. Display the vision, mission, and goals prominently and make sure that the staff works to reach the vision, mission, and goals.
4. Ensure that new hires understand the mission and vision goals, prior to day one on the job. As some staff are reassigned to other Park Commission positions that are a better fit for their skill sets.
5. Develop a culture of teamwork, kindness/caring, and professional attitude among staff.
6. Train employees in customer service with continuing education.
7. Develop a program to mentor new staff and make them feel accepted.
8. Hire more maintenance staff or solicit help from other SCPC and Somerset County maintenance staff.
9. Right-size the size of office staff relative to use by the public.
10. Continue to have staff wear uniforms (suggested Khakis and polo shirts- the same as the other county uniforms).
11. Bring in qualified instructors who can increase programs and participation sustainably and encourage instructors to obtain formal training, certification, or diversity of experience outside LSS.
12. Leverage the expertise of personnel at Lord Stirling Stable, as well as the Park Commission’s various departments and sister parks.
13. Establish a meaningful instructor and class evaluation program that is followed by effective performance evaluations.
14. Bring in outside experts. i.e., visiting instructors, clinicians, trainers, evaluators for new horse purchases and ask existing staff about their ideas.
15. Offer continuing education opportunities for the stable staff.
16. Investigate alternatives for specific staff tasks where needed.

1.2.5 STAFF – Leadership is Critical to Success

1.2.5.1 Stable Management
Manager: Manages the operations of the business, develops and implements a business plan, supervises all other supervisors and on-site functional areas. Oversees the administration of The Stable at Lord Stirling Park including its staff, programs, facility usage, facility upkeep, promotion, support groups activities, park/trail issues, capital projects, and daily operation and payroll budget.

Stable Supervisor – Responsible for assisting with the operation of the Stable, including the operation of a public horseback riding program, administrative duties and managing personnel.

Maintenance Foreman – Maintains the buildings, equipment, and the grounds of the Stable, assists with the preparation of special events, and oversees full-time and part-time maintenance staff.

1.2.5.2 Office Staff
Program Coordinator – Under the direction of the Manager is responsible for community outreach, implementing, and evaluating programming at the Stable. Coordinates volunteers on-boarding processes as required. Oversees and manages volunteers and associated tasks, programs, and events in Lord Stirling Park. Maintains a record of all volunteer hours.

Administrative Staff – Under the direction of the Stable Manager perform a variety of office related duties including responding to public inquiries about the Stable’s programming, collect and process daily revenue transactions and requisitions, budget reconciling, coordinate records filing, and administer registrations for lessons, trail rides, and all other programming.
1.2.5.3 Barn Staff
Senior Stable workers – Assist the Stable Supervisor with the operation of the Stable and aid in the training and supervision of full-time and part-time staff and first aid and basic medical care as prescribed by the attending veterinarian.

Stable workers – Assist in the daily operation of the Stable, including feeding, grooming, and care of tack, cleaning stalls, and preparation of horses for lessons, pony rides, pony parties, and hacking. All duties involve a positive interaction with customers.

Part-time Stable workers – Help to take care of the horses, including feeding, grooming, care of tack, stall cleaning, and preparation of horses for lessons, pony rides, pony parties and hacking. All duties involve a positive interaction with customers.

1.2.5.4 Maintenance Staff

1.2.5.5 Instructors
Employed as hourly staff, riding instructors are responsible for executing programs and lessons for horseback riding instruction at appropriate levels safely consistent with industry standards. Instructors may provide these services for classes as well as for summer camps.

1.3 Proposed Programming – A Week in the Life of the Stable at Lord Stirling Park
Summary of the Proposed Programming

1. The success of the Lord Stirling Park will be its ability to dramatically expand the volume of park usage as well as expanding the number of events and programs offered to the community. To that end, community outreach needs to be the immediate focus of the park. Letting the community know what the park has to offer today, as well as future events and programs to be implemented is paramount. Lord Stirling Park must have the same image as all the other parks in the county. Specifically, that it’s open for all to enjoy and a beautiful parcel of land full of exciting activities and programs.

Outreach efforts should include:

2. using the Somerset County Park Commission and Somerset County data bases to electronically send information about the park. The SCPC data base has been used to successfully solicit opinions about the park and potential programs. Adding the county’s outreach can only assist with the undertaking to expand outreach with the SCPC media.

3. outreach to school groups, scouts, seniors, disabled, and veterans, to name a few, would be helpful spreading the word about Lord Stirling Park. The property is magnificent. It will sell itself as people enjoy the trails, the vast diversity of plant life and the outdoor activities.
One of the foremost features of the park is the riding stable. The stable should also focus on expanding its volume of usage from the community by offering programs that are open to the general public and the "horse owner" community of Somerset County. Outreach efforts should include as many horse venues as possible such as, retail stores, private barns and stables, pony clubs, 4-H, riding associations and trail clubs to name a few.

The outreach would let the community know that we offer horse boarding and beautifully well-groomed riding trails, open to horse owners. The programming will also be expanded to include private horse owner use of the indoor and outdoor rings; community trail rides and pony rides; youth competitions; summer camp and therapeutic riding programs. Offered group and private lessons should focus on a developmental program for beginner and intermediate riders. Everyone in the family will be able to use the stable program. The horses in the lesson, trail riding and pony program will be gentle, assorted weight-bearing sizes and beautiful.

Key elements essential to ensuring the program success of the Stable at Lord Stirling Park are -

- Development and implementation of a comprehensive community outreach strategy
- Management by an experienced professional manager. This individual must be recruited and provided with specific goals for the program. The Manager must have demonstrated excellent marketing, communication, supervisory, management and horsemanship skills
- Recruitment and hiring of qualified teachers, barn staff and office staff who understand the importance of professionalism and excellent customer service delivery
- Maintenance of the facility in alignment with best practices

The most economical approach to a successful program is to start small by introducing park events and activities that can be easily implemented and managed. Also, start with only 20 horses in the lesson, trail ride and pony program and expand as the popularity grows.

1.3.1 Program Description Detail
Program details with cost and revenue estimates are in Supporting Program Detail

1.4 Park Usage and Events – Bringing the County to the Park

With adjacent properties, The Stable at Lord Stirling Park (LSS) and the Environmental Education Center can increase the number of visitors and expand the diversity of offerings by opening the property and trails of The Stable at Lord Stirling Park beyond equine activities.

With directional street signage already labeled Lord Stirling Park, the two operations (LSS and EEC) could begin to be partners in the use of the trails and the large field along Lord Stirling Road (i.e., the "Upper Field"), allowing a more inclusive set of activities for all county residents. Usage and events designed to increase the number of visitors can also preserve the unique nature of the park. It is recommended that
both LSS and EEC continue to maintain separate operations that cater to the unique activities enjoyed by dedicated patrons.

Public input was gathered through a survey completed by 1,635 respondents. Survey responses showed interest in continuation and improved quality of equestrian programs as well as non-equestrian park usage focused on expanded trail usage and special community events. (See Programming section of this report for equestrian activity recommendations.)

Usage envisioned includes hiking, family nature walks/runs, 5Ks, arts/music festivals, movie nights, therapeutic recreation multi-use field events including horse hunter paces, dog walks, scout campouts and community opportunities for scouts, schools, inner city youth, veterans and interested residents. Signage will need to clarify prohibited activities, including use of vehicles on the trails such as bicycles and motorized ATVs, which would damage the grass-covered trails.

1.4.1 Trails
The 14-mile trail system is an absolute gem, unknown to many county residents. As with many other parks, the existing horse trails can be converted to multi-use, but must include safety protocols for the horses and riders as well as the general public.

- Trails can be open to the public, with non-equestrian visitors entering through a new entrance alongside the upper field located along Lord Stirling Road.
- SCPC must post required signage at the entrance and on the trails, naming trails as well as destinations such as the fire pit camping area. (GPS-enabled trail map needs to be completed with QR code for download.)
- Signs at trail entrances need to clearly name prohibited activities and show park hours (30 minutes before sunrise and 30 minutes after dusk).
- Trail routes marked for specific purposes will include color-coding and mileage markers. (Routes may include mileage (1, 2, 3 miles), 5K, nature walks, horse-only trails, dog walks.)
- SCPC staff will determine days trails are closed for events and signs will be posted.

1.4.2 Upper Field
The expansive and easily accessible Upper Field along Lord Stirling Road is a prime location for multi-use events as well as a non-disruptive entry for visitors using the trails. From large music shows to drive-in movie nights to overnight camping by Scouts to art and community events, this property provides plenty of parking for large-scale events.

With little effort, this field can be made available to organizations and the general public for rent, using existing processes in place for park permits. No major construction needs to be undertaken to make this field available.

The information presented in this model is a guide to park usage and events, requiring cooperation and oversight by the SCPC central staff, Park Rangers and the managers of the Stable and the EEC.

Opening / closing of trails: Park Rangers, Park Maintenance, Recreation, and the Permit Coordinator need to be consulted for recommendations on hours, monitoring of open trails, staffing for events and how to maintain a safe park.
Joint calendar: To ensure that no conflicting activities occur (and to avoid activities that would create a high risk of spooking horses during riding activities), a joint calendar shared between the managers of The Stable and the EEC, Park Rangers, Park Maintenance, Recreation, and the Permit Coordinator is required. All proposed activities from the Park Permit manager or from either park that move beyond EEC dedicated trails and the stable area and rings must be agreed upon before any booking is finalized.

Publicity: Availability of the park for outside activities can be hosted on the SCPC website along with contacts for booking. A calendar of events shall also be posted on the website. Periodic press releases publicizing park availability and media releases will be supported by the SCPC information office and existing Somerset County media resources.

Signage
- Lord Stirling Park signs
  - By renaming the EEC and LSS, new signs will be required for both properties, stating "The Stable at Lord Stirling Park" and "EEC at Lord Stirling Park". Additionally, the sign at the upper field should be labeled "Lord Stirling Park".
  - Signage for trails and parking, including park rules and hours.
- Weatherproof board should be installed at the entrance for informational notices (prohibited activities, contact information, closed trail days, event information, etc.).
- GPS-enabled mapping of trails to create a QR code for interactive maps for visitors. (QR Code can be at trail entrances and along trail routes.)

Event field: The following updates should be made to the upper field along Lord Stirling Road.
- Upgrades to entrance to upper field along Lord Stirling Road and small graveled parking area adjacent to upper field (as determined by SCPC engineering).
- Fencing update: New fence along roadway improves aesthetics of property. Additionally, any broken fencing should be repaired.
- Parking area designation and signs showing entrance to trails.
- Remove jumps in field and groom field, which has some uneven footing.

SCPC can choose to implement changes to the trails and event field prior to the opening of equestrian activities at The Stable. With the elimination of horse grazing in the large field along Lord Stirling Road, The Stable may choose to engage an agricultural engineering firm to evaluate land use and make recommendations for grazing areas.

1.5 Capital Requirements – Making the Needed Investment in the County Park

1.5.1 Background and History
In his 1958 Park & Recreation Plan for Somerset County, planner Russell Van Nest Black selected a portion of the Dead River lowland west of the Passaic River as one of the five best areas for a county park in Somerset County. In 1967, the federal Great Swamp National Wildlife Refuge was established in Morris County, and Somerset County purchased a major segment of contiguous land in the precise area identified by Van Nest Black. Three hundred acres, consisting of a dairy farm, were purchased from John
Jacob Astor IV. One hundred and fifty additional acres were added shortly thereafter. The County used grants from NJ Green Acres and the Federal Land and Water Conservation Fund to purchase some of the property, including the former estate site of William Alexander, Lord Stirling, a general in George Washington's Revolutionary War Army. This land has become known as Lord Stirling Park and serves as home to the Environmental Education Center, which began educational programming in 1971 and Lord Stirling Stable, which opened in 1969.

Until operations were suspended due to Covid-19, Lord Stirling Stable offered a full complement of activities for riders of all ages and abilities, including:

- Introductory rides for those who want to try riding as recreation
- Equine Assisted Services for children and adults with cognitive or physical challenges through the Therapeutic Recreation Department
- Three outside arenas, a cross-country course, and spacious indoor arena used to host group and private riding lessons
- Children's Lead line (a pony or small horse is led by parents) and birthday "pony parties"
- Workshops to teach students about general horse care and barn management
- A range of special events throughout the year for riders and for the non-riding community
  - Family Fun Day – a full day of activities on horseback, entertainment, and other family-friendly attractions
  - Nature Rides – for riders and non-riders alike, providing a tour of the Lord Stirling Park trails and natural attractions on horseback
  - Winter Festival – hayrides and gift offerings keyed to the season
  - Hunter Pace – a timed event for riders that challenges them to complete a course in an optimal time

1.5.2 The Capital Review Process – Investment that Drives Park Usage

Investment in capital improvements, delayed in the past due to then-prevailing prioritization, is seen as a key to the re-opening of The Stable at Lord Stirling Park. As part of the LSSAG analysis, the LSSAG undertook an in-depth review of the grounds, buildings and uses. We compiled and reviewed a list of candidate investments using several lenses:

1. Is the investment needed (must have) or wanted (nice to have)?
2. Will the investment contribute to a successful re-opening?
3. Can the investment be deferred to outyears or is it required for re-opening?

In parallel, the LSSAG undertook research to survey local and recommended stables that were in operation, including the Union County Watchung Stable, Red Tail Farm in Bedminster (privately managed) and the West Point Association of Graduates Stable at West Point, NY.

Capital Improvements were grouped and reviewed. In the course of the analysis the list was reduced to include only the necessary and sufficient improvements for re-opening. We selected equestrian requirements after consultation with industry experts where possible, with the barn and facilities of the Rutgers University Equine Science Center / Program serving as a model.
A first-pass evaluation assigned a number from 1 to 9 to each candidate improvement based on a 3 x 3 matrix of cost vs. need, below.

Illustration 1 - Cost Evaluation Matrix

We then reviewed and revised candidate improvements to reduce the first cost for re-opening. Critical elements were:

1. Safety and Health
2. Expanded Park Use / Sustainability
3. Appearance / Attract New Users to the Park

Next, we grouped by priority:

4. Needed for opening
5. Year 1-2 Candidate
6. Outyear Improvements

Finally, we scrubbed the list for alignment with:

7. Focus on safety
8. Mixed-use potential
9. Sustainability

While cost was consistently figured into the list elements, we did estimate cost with any detail. Our working assumption continues to be that once the requirements are defined, County Engineering will take the next step to create a footprint and initiate the cost discussions in accordance with County and other applicable directions and best practices.

The final list, shown as Table I - Lord Stirling Park Preliminary Capital Requirements - School and Boarder Barn, contains the elements we deemed as needed to successfully re-open a sustainable equestrian feature at Lord Stirling Park. Table II - Lord Stirling Park Preliminary Capital Requirements - Outdoor Features, contains the few additional improvements for the grounds that would improve the likelihood of a sustainable park program and are necessary for safety requirements.
## Table I - Lord Stirling Park Preliminary Capital Requirements - School and Boarder Barn

<table>
<thead>
<tr>
<th>No.</th>
<th>Requirement</th>
<th>Quantity</th>
<th>Notes</th>
<th>Need/Want</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Stall Size 12'x12</td>
<td>30</td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>2</td>
<td>Automatic watering bowl in stall</td>
<td></td>
<td>option - water faucets every two stalls with holes</td>
<td>Need</td>
</tr>
<tr>
<td>3</td>
<td>Stall fittings include bucket hooks, soft feeders</td>
<td></td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>4</td>
<td>Plumbing / Insulation</td>
<td></td>
<td>sufficient to ensure water-year-round</td>
<td>Need</td>
</tr>
<tr>
<td>5</td>
<td>Ability to install a fan in the stall</td>
<td></td>
<td>Courtesy 10 in. Wall Mount Fan, SFE-500/48-6</td>
<td>Need</td>
</tr>
<tr>
<td>6</td>
<td>Wash stall 12' x 12' for horses with hot and cold water</td>
<td>1</td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>7</td>
<td>Feed room with adequate storage for medical supplies/horse and human</td>
<td></td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>8</td>
<td>Blank Room</td>
<td></td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>9</td>
<td>Storage Room</td>
<td></td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>10</td>
<td>Utility / Laundry Room</td>
<td></td>
<td>Laundry room with commercial washer and dryer, water tank, and wash tub, shelving</td>
<td>Need</td>
</tr>
<tr>
<td>11</td>
<td>Aisle width to support tractor or truck</td>
<td></td>
<td>aligned with manure management requirements / process</td>
<td>Need</td>
</tr>
<tr>
<td>12</td>
<td>Heating / cooling in non-horse spaces</td>
<td></td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>13</td>
<td>Treatment area</td>
<td></td>
<td>for vet/farrier/dental use (out of the way) with cross ties</td>
<td>Need</td>
</tr>
<tr>
<td>14</td>
<td>Soft flooring in stalls</td>
<td></td>
<td>Refer to Rutgers ESC for additional references</td>
<td>Need</td>
</tr>
<tr>
<td>15</td>
<td>Under stall drainage</td>
<td></td>
<td>Refer to Rutgers ESC</td>
<td>Need</td>
</tr>
<tr>
<td>16</td>
<td>Access to indoor</td>
<td></td>
<td>Users must be able to get to the indoor ring without going outside</td>
<td>Need</td>
</tr>
<tr>
<td>17</td>
<td>Indoor</td>
<td></td>
<td>Allow for incremental growth in the program, as planned and phased additions to the main barn</td>
<td>Need</td>
</tr>
<tr>
<td>18</td>
<td>Design separation between Boarder area and School Area</td>
<td></td>
<td>Some separation between the use areas is needed (e.g. storage or utility room)</td>
<td>Need</td>
</tr>
<tr>
<td>19</td>
<td>Tack Room</td>
<td>2</td>
<td>One for school horses, one for Boarder tack</td>
<td>Need</td>
</tr>
<tr>
<td>20</td>
<td>Tack room environmental control</td>
<td></td>
<td>Tack rooms will require temperature and humidity control</td>
<td>Need</td>
</tr>
<tr>
<td>21</td>
<td>Horse / Truck doors</td>
<td></td>
<td>slide, open from center (not garage style)</td>
<td>Need</td>
</tr>
<tr>
<td>22</td>
<td>User and safety lighting</td>
<td></td>
<td>Emergency lighting required in the event of power outage. (Familiarity issues)</td>
<td>Need</td>
</tr>
<tr>
<td>23</td>
<td>Solar array</td>
<td></td>
<td>Roof mount</td>
<td>Want</td>
</tr>
<tr>
<td>24</td>
<td>Soft flooring in stalls</td>
<td>see notes</td>
<td>see <a href="https://www.classic-equine.com/yutuberside-paives">https://www.classic-equine.com/yutuberside-paives</a>. Also refer to Rutgers ESC for additional references</td>
<td>Want</td>
</tr>
<tr>
<td>25</td>
<td>Environmentally friendly toilet</td>
<td></td>
<td>depends on proximity to existing facilities</td>
<td>Want</td>
</tr>
</tbody>
</table>

## Table II - Lord Stirling Park Preliminary Capital Requirements - Outdoor Features

<table>
<thead>
<tr>
<th>No.</th>
<th>Requirement</th>
<th>Quantity</th>
<th>Notes</th>
<th>Need/Want</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Supply and Install Fencing, Level Outdoor Rings</td>
<td>see notes</td>
<td>There are a total of 4 rings, 1 indoor and 3 outdoor (dressage ring, large ring, jump ring). At a minimum, corrective work should be done on the indoor and the large outdoor ring.</td>
<td>Need</td>
</tr>
<tr>
<td>3</td>
<td>Engineer / Ensure Adequate drainage</td>
<td>see notes</td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>4</td>
<td>Outdoor ring lighting</td>
<td>1</td>
<td>Outdoor</td>
<td>Need</td>
</tr>
<tr>
<td>5</td>
<td>Monitoring features</td>
<td>1</td>
<td>Outdoor</td>
<td>Need</td>
</tr>
<tr>
<td>6</td>
<td>Supply and Install Ring gates, entry area and viewing area</td>
<td>1</td>
<td>Outdoor</td>
<td>Need</td>
</tr>
<tr>
<td>7</td>
<td>Ring operating capability must be available</td>
<td>1</td>
<td>Outdoor</td>
<td>Need</td>
</tr>
</tbody>
</table>
1.5.3 Leveraging Ecuine Facilities for Other County Parks

In April, 2020, Parks Commissioner Paul M. Drake, PP AICP-CEP prepared a review of the Manure Compost Sales Feasibility associated with the Stable at Lord Stirling Park. This draft study concludes that the in-place manure composting operation had a wholesale value between $65,000 to $120,000. This estimate, based on the 43 horses that were at the stable at that time, concluded that there is a positive value to other County parks through cost avoidance of fertilizer purchases. Seen as an offset to operating costs, this operation has enormous potential in several areas:

1. Cost avoidance to County Parks requiring composted manure for groundskeeping
2. Cost avoidance to the Stable at Lord Stirling Park by elimination of the need for commercial manure hauling and treatment
3. Sale to the public and local nurseries are possible with a modest packaging operation
4. End-to-end traceability of the source of product
5. Favorable publicity in light of the environmental benefits provided and the creative initiative of the Somerset County Park Commission

This draft recommendation can be implemented quickly and with low first-cost impact.

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DRAFT Manure Compost Sales Feasibility Analysis April 20, 2020, Prepared by Paul M. Drake, PP AICP-CEP
Somerset County Park Commissioner
2 Conceptual Design

Below is a conceptual view of one implementation alternative. Post-recommendation, a discovery process can be used to refine and select alternatives.

2.1 Location Map (aerial view)
2.2 Barn - Concept Drawing

CONCEPT DRAWING FOR NEW MAIN BARN AT
LORD STIRLING STABLE
AB 2/16/2022

EXISTING ARENA

FUTURE EXPANSION

TOTAL AREA OF PROPOSED BARN
APPROX. 13,000 SF

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3 Supporting Detail to the LSSAG Analysis

3.1 Supporting Program Details

The following sections outline the proposed programming that is necessary to re-open the Stable at Lord Stirling Park. Financial and other considerations are included in each section.

Suggested Horses Needed/Class Program (Lease and/or Purchase)

Requirement 1 - 20 Horses (all very calm) “wonderful ground manners” (For lessons and trail):

- 5 (200 pound and above weight-bearing)
- 10 Mid/large size horse (14-16 hands)
- 5 larger ponies
- Ideally all should go English and Western

Programs Supported by the acquisition of 20 horses

Summary of Programs
- Lessons Group
- Hacking
- Summer Camp
- Trail Rides
- Therapeutic Recreation Program
- Pony Rides
- Private Lessons

Note: 8 participants at a time to ensure proper sizing and allowing for any stall rest horses.
(8 does not apply to private lessons and pony rides/parties)

Community Horse Programs (Using Privately Owned Horses)

- Boarding
- Monitored open trails
- Indoor and Outdoor ring scheduled usage (to be defined)
- Competition Events including Dressage Shows, Horse Trials and other

Summary Income vs. Expense (20 Horses)
<table>
<thead>
<tr>
<th>Program Income</th>
<th>$466,166</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Staff Expense</td>
<td>(184,512)</td>
</tr>
<tr>
<td>Horse Annual Expense</td>
<td>(122,880)</td>
</tr>
</tbody>
</table>

**Difference:** $158,774

**Note:** Does not include purchase, lease or rescue horse cost

### 3.1.1.1 Lord Stirling Park Projected Horse Program Income

#### Income
- 225 students/session x $370 x 4 session = $333,000
- 200 private lessons x $70 = 14,000
- 15 campers/week x 8 weeks (1 session) x $300 = 36,000
- 10 horsepersonship students/session x $60 x 5 sessions = 3,000
- 6 hackers/week x 36 weeks x $21 = 4,536
- 60 trail rides/week x 23 weeks x $40/ride = 55,200
- 60 pony rides/week x 23 weeks x $11/ride = 15,180
- 30 Pony Parties/year x $175 = 5,250
**Total** $466,166

#### Expenses
- 20 Horses x $512/month x 12 months = **$122,880**

**Description of 20 Horses**
- 5 (200 pound and above weight-bearing)
- 10 Mid/large size horse (14-16 hands)
- 5 larger ponies
- Ideally all should go English and Western

**Assumptions (20 horses)**
- 15 school horses x 3 hours/day x 5 days = 225 students/week and session
- 10 trail horses x 3 hours/day x 2 days = 60 trail riders
- 5 ponies x 6 half-hrs/day x 2 days = 60 pony rides
- Very few hackers or trail/pony riders during winter months
- Max 6 in beginner classes
- Max 8 in all other classes
- Raising class fees to $37/hour (10-week session)
- Groups are recruited from non-profits, schools, church, government programs, etc. (Groups are from agencies with transportation)
- 5 private lessons/week x 40 weeks = 200 private lessons
- 120 camper weeks
- 216 hacking sessions/year

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• 28 prime trail/pony ride weeks (5 rain weeks for budgeting)
• 225 students/session (average 7 students/class) = 32 classes/week
• Little or No income for trail usage
• Still need to determine possible income (event entry fees, indoor/outdoor ring usage)
• 30 pony parties/year

3.1.1.2 Sample Schedule (Summer camp replaces class/private AM June-August)

3.1.1.2.1 Assumptions

• This schedule is just a guide for assuring enough space to meet program enrollment goals
• Anything can be replaced with anything as long as it's consistent. Constant change will cause confusion for the public.

Monday - Thursday
9:00 - 10:00 (Class); Private
10:00 - 11:00 (Class); Boarders
11:00 - 12:00 (Class); Community (By appointment)

(Lunch Break)
1:00 - 2:00 Private; Hacking
2:00 - 3:00 Private; Hacking (Group 1/week replacing 1 hacking or Private)
3:00 - 4:00 Private; Hacking
4:00 - 5:00 (Classes)
5:00 - 6:00 (Classes)
7:00 - 8:00 (Classes) Private/Trails Program once per week

Friday
9:00-10:00 (Classes) Boarders
10:00-11:00 (Classes)
11:00-12:00 (Classes); Community (By appointment)

(Lunch Break)
1:00 - 2:00 Private; Hacking
2:00 - 3:00 Private; Hacking or Group
4:00 - 5:00 (Classes) Boarders
5:00 - 6:00 (Class); Private

Trail and Pony Ride Schedule

Saturday – Sunday (April – October)
9:30 - 10:30
10:45 - 11:00

(Lunch Break)
1:15 – 2:15
2:30 – 3:30

Indoor Ring Usage Saturday and Sunday November -March
9:00 – 11:30 Boarders
11:30: (Ring Maintenance)
1:00 – 4:00 Community (By appointment)

3.1.1.3  Lord Stirling Park Suggested additional Horse Staff

3.1.1.3.1  Assumptions;
Manager, Assistant Manager, office staff and present barn staff are already in the budget

3.1.1.3.2  Staffing Cost Breakdown

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 PT Barn Staff (20hr/wk x 52wks x $15)</td>
<td>$93,600</td>
</tr>
<tr>
<td>3 Trails/Pony Staff (16 hr/wk x 28 wks x $15/hr)</td>
<td>20,160</td>
</tr>
<tr>
<td>Instructors Classes (32 hrs/wk x 40wks x $25/hr)</td>
<td>32,000</td>
</tr>
<tr>
<td>Private Instruction (5hrs/wk x 40wks x $25/hr)</td>
<td>5,000</td>
</tr>
<tr>
<td>Instructors Camp (15hr/wk x 8 weeks x $25)</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$153,760</strong></td>
</tr>
<tr>
<td>Benefits/Taxes (20%)</td>
<td><strong>30,752</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$184,512</strong></td>
</tr>
</tbody>
</table>
### Advisory Group Member

<table>
<thead>
<tr>
<th>Member</th>
<th>Professional Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Karyn Malinowski, Ph.D.</td>
<td>Dr. Karyn Malinowski, an accomplished equine scientist, is the Founding Director of the Rutgers Equine Science Center at the New Jersey Agricultural Experiment Station (NJAES). She has served as a faculty member at the School of Environmental and Biological Sciences since 1978 in various roles. These include as an Extension Specialist in Equine Sciences, Animal Sciences Professor, Founding Director of the Equine Science Center, and Director of Rutgers Cooperative Extension. Her research and extension programs concentrate on improving the well-being and quality of life of the equine athlete while ensuring the vitality and viability of the equine industry, both statewide and nationally. She played a lead role in building the equine science program at Rutgers University and in the formation of the Rutgers Equine Science Center.</td>
</tr>
<tr>
<td>Dr. Robin G. Brumfield, Ph.D.</td>
<td>Dr. Brumfield, a horse owner herself, is a Professor in the Department of Agriculture, Food, Food and Resource Economics (DAFRE) at Rutgers, the State University of New Jersey, and has been the Farm Management Extension Specialist at Rutgers since 1988. She is internationally known for her work in horticultural economics has given over 200 talks in sixteen countries. Her <em>Greenhouse Cost Accounting Program</em> is the standard in the greenhouse industry. She wrote the marketing and business management chapters for the internationally best-selling textbook, <em>Greenhouse Operations and Management</em> by Dr. Paul V. Nelson. Since 2011, Dr. Brumfield has been working to empower women farmers as leader of the award-winning <em>New Jersey Annie’s Project</em> and international <em>Suzanne’s Project</em> teams which teach women farmers risk management skills. An EU funded project called <em>Empowering Women Farmers with Agricultural Business Management Training</em> in 5 languages helps small-holder women farmers better manage their businesses. She is the first author of Rutgers’ <em>Equine Business Planning Workbook</em>.</td>
</tr>
<tr>
<td>Nancy Brown</td>
<td>Nancy has been a Trustee, Vice President and 2020 President of the Friends of Lord Stirling Stable. She started horseback riding as an adult and is now the proud owner of a 6yr old standardbred cross,</td>
</tr>
<tr>
<td>Advisory Group Member</td>
<td>Professional Summary</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>named Halifax. Volunteering in all areas of Lord Stirling Stable and the Friends of Lord Stirling Stable, from the barn chores to pony rides, an instructor’s aide to chairing FLSS committees and events, horse shows and hunter paces, Nancy finds the greatest joy in being a lead or side walker with Somerset County’s T.R.A.I.L.S. program. (Therapeutic Riding Adapted Instruction at Lord Stirling Stable) for the disabled community. Nancy was among the first classes of women to be admitted and attend the United States Military Academy, West Point. She was further educated at University of Pennsylvania’s Wharton School of Business in Executive Leadership while serving as Vice President of Operations for Coldwell Banker Commercial Corporate Headquarters, Realogy. Understanding the sales processes through her successful career in franchising, Nancy can evaluate the logistical implementation of programming in alignment with the desires of the community and financial goals.</td>
<td></td>
</tr>
<tr>
<td>Kennis “Buttons” Fairfax:</td>
<td>Buttons is a renowned and approved horse show judge and clinician with many organizations, and he currently holds or has held cards with APhC, POA, NASMA, USEF, ACHA, ASHA. He is certified in cutting, reining, conformation, horsemanship, and equitation on the flat and over fences. An approved judge for 4-H horse shows, Buttons has judged the National 4-H Championships in Louisville, Kentucky, Oklahoma, Texas, and California. In addition, he has judged throughout the United States as well as internationally in Europe, Australia, and South Africa. Buttons is a recognized clinician in all types of equine disciplines. Buttons was selected to participate on the committee to build the hazards for the World Pairs Driving Championships at US Equestrian facility in Gladstone. He had the distinct honor of receiving the “Spirit of the Horse” award presented by the Rutgers Equine Science Center in 2018. Buttons has successful operated numerous clinics at Lord Stirling Stable and looks forward to giving any assistance needed to continue the variety of equine experiences that are a part of the rich history of Lord Stirling.</td>
</tr>
<tr>
<td>Anna McLernon, Ph.D.</td>
<td>Anna is a recent retiree from Johnson &amp; Johnson after 34 years of service as an industrial microbiologist in Research &amp; Development, QA/QC, and Facility Hygiene. Her final position was as Director of</td>
</tr>
<tr>
<td>Advisory Group Member</td>
<td>Professional Summary</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td></td>
<td>Industrial Microbiology Worldwide working with colleagues throughout the US, and in J&amp;J locations in Ireland, France, Brazil, China, and Israel. She brings with her experience in working with people from diverse backgrounds, managing a 24/7 operation, competitive analysis, and data driven decisions. Her retirement plan was to renew her passion for horses starting with a CEU course in Horse Management at Rutgers. It was her professor who recommended Lord Stirling Stable to continue her education for hands-on experience. She has now been a volunteer stable worker for 4 years. Anna also brings the perspective of a returning rider. She started riding lessons as a child at Watchung Stable and continued riding in the Troop program through High School. After years of being a “vacation rider” at Dude ranches and on scenic trail rides, she enrolled in the lesson program at Lord Stirling Stable. She appreciates programs offering the opportunity to work with and ride horses for those who are not able to have a horse of their own.</td>
</tr>
</tbody>
</table>

**Barbara Roche**
Watchung resident Barbara Roche is a chronic volunteer, giving time to various causes throughout Somerset County. (She was honored as Somerset County's 2014 Volunteer of the Year.) But when her daughter decided that horseback riding was her passion, hundreds and hundreds of hours were dedicated to Lord Stirling Stable, assisting beginner and therapeutic riding students, running pony rides and events and so much more. She now owns and boards her two horses at the Basking Ridge park! She brings strategic business sense and experience, working with Verizon's C-suite execs for decades, always ensuring a symbiotic relationship between audience, objectives, and strategies. From a very practical sense, Barbara has a solid understanding of the type of programs that patrons at Lord Stirling Stable desire.

**Charles B. Rosen, PMP, MBA**
Chuck has been associated with Lord Stirling for 45 years, starting in 1976 with lessons from then Stable Manager Mr. Harry O. Case. He and his wife Marilyn have been Somerset County residents since 1978. Their three horses Espionage, R.U. Woodstock and Lonestar board at Lord Stirling. He is a 35+ year volunteer for the SCPC and Past President, Treasurer and Trustee of the Friends of Lord Stirling
<table>
<thead>
<tr>
<th>Advisory Group Member</th>
<th>Professional Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stable [501(c)3] since it was founded. A certified Project Management Professional and Board Vice-Chair for Finance and Operations of the Project Management Institute – New Jersey Chapter (PMINJ), he is experienced in leading multi-million dollar commercial, public-sector, and non-profit projects. In addition to being a horse owner and active rider, he brings a long and varied career of business experience, financial stewardship, and organizational governance. His experience with decision support and conflict resolution has benefitted organizations including Nabisco, ATT Labs, U.S. Forest Service, NSA, FEMA, Louisiana State University, Pfizer, Johnson &amp;Johnson, and others public and private enterprises executing strategic planning, systems delivery, organizational management and behavior and decision support.</td>
<td></td>
</tr>
</tbody>
</table>

| Ravenell Williams | Ravenell’s equine experience consists of a lifetime of caring for and riding horses. He has managed a YMCA summer camp riding program and most recently held part time-barn care positions at Lord Stirling Stable and Hackensack Meridian Heath Carrier Clinic. Ravenell has been a horse owner for over 40 years. With a professional experience consists of a 40-year career directing YMCA programs and facility, Ravenell has an extensive background in fund raising, grant writing, strategic planning, construction management, budget development, program development, and public speaking. A career as a YMCA professional has provided Ravenell the opportunity to work with mission-driven board and staff teams, conduct community relations initiatives, manage multiple facilities, and implement successful marketing programs. Ravenell served as the President/CEO of the Plainfield YMCA since 2010 until his retirement on June 30, 2018. |