



August 31, 2015

Mr. Lee Daniel
Leon County Tourist Development Council
106 East Jefferson Street
Tallahassee, FL 32301

Dear Lee,

This letter is intended to provide updated information to the Leon County Tourist Development Council regarding the progress Red Hills is making with respect to its internal restructuring with an eye toward the future sustainability of the event, and to the achievements as well as additional requirements within its Five Year Infrastructure Plan, a copy of which will accompany this letter.

We have developed a Three Year Organizational Restructuring Plan which includes the identification and funding of an Executive Director, as well as the reorganization of the Board of Directors and the continued revamping of the committee structures into well-defined responsibility centers. We have accomplished the following:

- 1) We have identified a private source of funding to bring on an Executive Director in 2016. For the current event year we have reinforced the administrative function with two seasoned volunteers who will assist with mailings and sponsorship materials.
- 2) A fundraising committee comprised of eight professionals from the business community has assumed the outreach for new sources of sponsorship. Each member is responsible for contacting thirty potential sponsors. Three new sponsors are confirmed.
- 3) The Communications Committee, formerly the Media Committee, is working to enhance the information provided on the web site in order to keep it informative and current for competitors, sponsors, volunteers and the community at large. The committee has added young members charged with maintaining Red Hills' prominence in the social media outlets. It is also expanding its outreach to traditional media outlets in West Florida, Georgia and Alabama.
- 4) The organizational chart has been redefined into major responsibility centers.
- 5) Flecia Braswell has agreed to help identify and secure volunteers for those responsibility centers that remain without a chairperson, and to reorganize the Board of Directors to include the Chairs of the responsibility centers as well as external members from the business community.

I plan to remain in the role of organizer or active advisor for at least three years, gradually scaling back my involvement as the Executive Director gains traction. Marvin will continue on the same basis. We intend to position Red Hills to thrive as an independent entity before our respective retirements.

We have made tremendous progress with respect to the infrastructure and capital requirements necessitated by both the move of the cross-country course to the park property and the relocation of the sponsor tent and the arenas. This has truly been a collaborative undertaking among the Leon County Tourist Development Council, the City of Tallahassee, the Northwest Florida Water Management District and a tremendous number of private sponsors. These undertakings have proven to be a bit more challenging than was anticipated, and there are several major projects that need to be addressed for 2016. Once these have been completed, no additional major construction should be necessary. Each year there will be some changes to the cross-country courses in order to keep them fresh and challenging, however most of these changes will be accomplished through the repositioning of portable jumps with a few new jumps being added each year.

Red Hills has engaged Michael Etherington-Smith and David O'Connor to oversee the modifications of the cross-country tracks and course design for a three year term in an effort to assure that we make the correct modifications and additions. This engagement takes Red Hills up yet another notch. Michael Etherington-Smith designed the Rolex Kentucky Three-Day Event for nineteen years, the cross-country venues for the Sydney Olympics and the Beijing Olympics, and has, with his wife Sue, organized and run three-day events in England for years. Mike has recently retired as CEO of British Eventing, the counterpart of our United States

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Equestrian Federation. He will be mentoring David O'Connor's design of the CIC2* and 1* tracks. David is the Chef d'Equipe of the US Olympic Team.

Capital requirements for 2016 are outlined as follow:

- 1) Modification of the cross-country courses to increase their distances and to provide a more open galloping design. Course design: \$25,000.
- 2) A new water jump is under construction that is central but not hazardously in the middle of the spectator gathering places. COT has undertaken the construction. Cost to date for liners, geotextile materials, crushed limestone and granite screenings is \$7,500. Remaining: Sod for perimeter: \$1,000; PVC pipe for waterline: \$2,500. The existing Dew Pool will be filled and seeded. This work is being executed by COT.
- 3) Restructuring of one of the major permanent jumps, Goliath's Gap, to make the jumping efforts safer and to increase the versatility of the jump. Cost: \$7,200.
- 4) Construction of a new permanent jump on the southern end of the course to add the ditch jumps required to satisfy FEI regulations. Estimated cost: \$5,000.
- 5) Continuation of construction work on arena begun for the 2015 event. This work will include adding a north/south berm for purposes of erosion control, as well as a berm along the entire south border of the entire arena which is intended to catch water and divert it to the southwest corner of the arena area. This will require 800 cubic yards of additional granite screenings. Cost: \$3,200 for granite screenings. Earth moving is being done by COT.
- 6) Purchase of 1 new dressage arena (the PVC structures that delineate the individual arenas). Cost: \$2,350.
- 7) Purchase of arena letter markers: 9 sets @ \$65. Total cost: \$585.
- 8) Fibrous material to cushion the footing in the arenas. Cost: \$45,000. This can be added in two stages if total funding is not available.
- 9) Sod to frame the perimeter of the arena area to give that area a finished appearance. Cost estimates are being determined. Rough estimate: \$4,000.

Total cost of this set of capital improvements: \$103,335. We would like to request funding of \$90,000 toward meeting those requirements. Private funding has been secured or will be secured for the balance of \$13,335. The request for funding to the Leon County Board of County Commissioners includes \$45,000 for arena footing (fibrous material), plus \$45,000 for course design and construction. Red Hills' Signature Events Grant Application requested \$30,000 for internet streaming of the event, and \$20,000 to help defray the cost of international officials.

To date, new cross-country course tracks have been underbrushed, tilled, had stumps removed, disked, seeded and rolled. This work has been collaborative between COT (mowing, underbrushing, seeding and rolling) and privately funded manpower and equipment (tilling, stump/root removal/ground prep). Estimated private contribution: \$15,000 in machinery and labor.

These improvements will complete the major move of the cross country course, as well as the relocation of the sponsor tent and arenas. After the 2016 event the only large projects will be the growing of a carpet of grass for the floor of the sponsor tent, and the freshening of the cross-country course, an event that will occur annually. The major design expense will be reduced radically. We should have no further need to request funding for capital projects.

Tom, Rose Naff and I look forward to attending the meeting Thursday morning, September 3rd.

Please let me know if you have any questions.

All the best,


Jane Barron
Organizer

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