Biosecurity Precautions

Fees Survey Results

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**On the cover:** Whether traveling or at your home facility, understand and implement biosecurity to protect your horses and your business.  
*Cover photo by Amy K. Dragoo*

StableManagement.com
Health and Reputation

The health of your equine business is dependent upon your reputation. And the reputation of your business is dependent upon the health of your animals. We know that many horse handlers are lax about biosecurity, but think about the consequences if you had an outbreak of a contagious or infectious disease at your facility.

This can be something as common as strangles or as exotic as equine herpesvirus myeloencephalopathy. But the outcome is the same: a lot of management headaches—possibly heartaches, if horses die—and financial burdens as some of your facility’s income is halted, at least temporarily.

Once a disease is discovered, you will need to involve your veterinarian (or all of the veterinarians who tend horses at your facility) and the state veterinarian. A quarantine will either be put in place by you, as recommended by your veterinarian, or imposed on you by state officials.

Then there will be testing to determine what the problem is and how best to handle it. Next, you (and the state officials) will need to spread the word to any owners/managers of horses that might have been exposed to your sick or at-risk horses. That means horses housed at your facility, horses that come to your facility to train, and horses that might have been in contact with your horses at an event (show, trail ride, clinic, etc.).

You will need to institute strict biosecurity measures on your resident population, including taking temperatures of every horse twice a day and recording that information. You will need to isolate any horses that have a fever or that develop clinical signs.

Usually a quarantine lasts 30 days (or so) past the last day that any horse had a fever or clinical signs.

Once all horses are deemed healthy and not at risk, the quarantine will be released and your facility can go back to business as normal.

How much better would it be to have enacted biosecurity precautions as a matter of course for your facility, rather than having lived through 30-plus days of emotional and financial turmoil?

An ounce of prevention can go a long way in keeping your business, your horses and your reputation healthy. For more, read our story on biosecurity on page 4.

Fees and Finances

Each spring, we at Stable Management survey our readers, as well as members of the Certified Horsemanship Association and PATH International. We compile the results and compare them with previous years’ numbers to give you an idea of where fees and services pricing are changing, and where they are staying the same.

This is a unique survey, and the information it contains can help you ensure that your equine farm or stable is making a profit, while providing services that your clients want and need. Of course, there is far too much information to fit in these pages, so please visit StableManagement.com to read more from the annual fees survey.
Our newest UltraShield® fly mask design had already set the new standard for keeping horses cool, dry, and comfortable. Now we've upped the ante again with a number of upgrades that we know you and your horse will appreciate.

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You are meticulous in your equine endeavors, diligently taking care of your horse’s every nutritional, veterinary and physical need; keeping the stabling tidy and hygienic; making sure the tack is clean and safe.

Yet there is one factor that often gets overlooked. We are accustomed to thinking of our horses as herd animals—which they are, of course. Because of that, we think nothing of introducing new individuals into the herd immediately and without concern. However, just as people can carry or incubate disease and pass it on to unsuspecting persons at a meeting, in the supermarket, or on an airplane, horses can do the same to other equids on the farm or while away at events.

The strategy to minimize this transmission risk is termed “biosecurity.” It is the compilation of management protocols that limit the transmission and spread of contagious or infectious disease-causing pathogens such as bacteria, viruses or fungal infections on your farm and on the road.

Recent, serious outbreaks of highly infectious and potentially fatal equine neurologic herpesvirus (equine herpesvirus myeloencephalitis, or EHM) continue to pop up throughout the country. Because of that, biosecurity is to be taken seriously. Any time horses congregate, they are subject to exposure to any number of infectious diseases. Other contagious concerns include strangles (Streptococcus equi), equine influenza, respiratory problems from equine rhinopneumonitis, vesicular stomatitis and salmonella, to name a few.

There are effective equine vaccines against two viral respiratory diseases—equine rhinopneumonitis and influenza. Vaccination is one method of helping to contain the spread of those diseases. In fact, the United States Equestrian Federation (USEF) requires documentation of immunization against influenza and rhinopneumonitis twice annually in order to attend USEF events. The Federation Equestrian International (FEI) requires documented annual influenza vaccination.

Besides vaccinations, there are many other methods to maximize biosecurity and to keep your horses as safe and as healthy as possible.

On the Farm
To begin, let’s look at ways you can keep your horses safe from infectious disease at home. This starts by considering isolation techniques for new horses, as well as for those from the farm that travel in and out to clinics and events.

Keeping tabs on every horse on the property is sound advice. Know what is normal for each individual, and have barn personnel inform you if anything is amiss with a horse’s attitude, appetite, or manure and urine output. Any time something seems out of the ordinary, take a rectal temperature as a starting point.
Temperatures exceeding 101° F, especially in a horse that isn’t acting or feeling normal, is a good reason to isolate the horse until your veterinarian can determine exactly what is wrong.

You should group horses by biosecurity risk (age, breeding status, use, health) and in small groups (for example, mares and foals, or traveling horses) so there can be more efficient containment in the event of a disease outbreak.

Bringing newcomers should be done carefully. Keep in mind that a horse can carry or incubate illness, shed that disease and not show overt signs of sickness. Before admitting a horse to your property, insist on a certificate of veterinary inspection (or CVI, which is a health exam and veterinarian-signed certificate) within a few days prior to entry, as well as a negative Coggins test for equine infectious anemia (EIA). It is also a good idea to ask for a negative fecal exam prior to moving the horse to your place and/or proof that the horse has been dewormed appropriately in the preceding week or two.

Also ask for the horse’s travel history, so you can check to see whether there have been any disease outbreaks at venues the horse might have visited. This can be tracked through the Equine Disease Communication Center (equinediseasecc.org), which continually updates infectious diseases.
disease reports in horses throughout the country.

If yours is a small farm that has minimal interaction with outside horses, then you can set up an isolation area a good distance away from your resident horses. A minimum distance for controlling spread of equine herpesvirus is at least 30 feet. Other infectious diseases (such as equine infectious anemia or piroplasmosis) have a required distance of 200 yards between suspect or infected horses and other equids. The concept of isolation is not just about the distance; it is also about the concept and implementation of multiple biosecurity practices.

Larger facilities should also encourage isolation procedures, but often there is more pushback, especially in big boarding barns where horses often come and go to clinics and events. There should be no opportunity for nose-to-nose contact or shared watering vessels between resident horses and those traveling or newly entering the farm. Horses brought in only for lessons or clinics should have no contact with residents on the farm.

Stabling in the barn can also be a problem. One concern is that the airflow within barns can move pathogens (e.g., influenza and rhinopneumonitis viruses) through the air.

Ideally, a newcomer should stay completely out of touch with other horses for two to three weeks to ensure that he isn’t incubating disease. The length of time for isolation is dependent on knowledge of the horse’s health status and the health management program at the horse’s previous stabling.

All feeding and cleaning chores should be provided to the newcomer only after taking care of resident horses. Watering hoses should not touch the buckets or water within the containers. Equipment such as manure buckets, rakes, wheelbarrows, tractors, blankets, grooming tools and tack shouldn’t be shared between the isolation area and the resident horses. Tools and implements used in an isolation area should be appropriately labeled so they aren’t inadvertently mixed in with the resident herd equipment. Color-coding of buckets is also a useful technique to designate what is used where; highest risk areas might use red, for example. Good signage can also impress people about the location and seriousness of keeping the isolation area isolated.

Observe an incoming horse closely and keep a daily log of rectal temperature, attitude, appetite, and manure and urine output. Educate yourself about normal vital signs, so you know when a horse isn’t quite right. Have your veterinarian immediately investigate any signs of malaise, fever, diarrhea, cough, ocular or nasal discharge, or neurologic instability.

Another important consideration is that personnel who come in contact with horses on the farm should understand your isolation requirements. This includes barn help who feed and muck, trainers, farriers, veterinarians, alternative therapists, bedding suppliers, hay delivery people and fence repair persons, to name a few. These people come across many horses in their daily rounds and there is the potential to bring disease along with them on their hands, their clothing, and even within their noses.

Hand washing with liquid soap in between handling different horses is simply a good hygienic practice for everyone to
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follow. A general rule is to sing “Happy Birthday” twice while washing your hands. Hand sanitizers with a minimum of 61% alcohol can also be used if hand washing isn’t available, and if there is only minimal contamination on the hands. An appropriate amount (2-3 cm diameter or about an inch) of hand sanitizing gel must be applied, rubbed in well, then allowed to dry for 15-20 seconds.

Some farms require that every visitor sign a visitor log so there can be a trace back should an outbreak occur. When possible, request that all visitors park away from barns, paddocks and pastures. Ask everyone to be circumspect about visiting your farm if they have encountered any sick or not-quite-right horses. If they have, then request that they come back another day once cleaned up, in fresh clothing and footwear, and to at least disinfect footwear in a bactericidal and viricidal footbath.

Throughout the farm, dedicate implements—such as shovels, rakes and pitchforks—with separate uses for either manure cleanup or application of bedding, but not both. Consider the direction of water drainage, so there is no chance of contamination of any part of the farm from any other part. Manure management and the elimination of standing water are important to minimize flies and mosquito vectors that can carry disease.

Don’t forget that children and small animals (cats and dogs), as well as wild animals (rodents, raccoons, opossums, etc.), also can carry disease around a farm. The cats, dogs and children are manageable to some extent, although wild animals are not. Remove wild animal attractants and store feed supplies within animal-proof containers, rooms or buildings. Clean up any spilled or leftover feed and remove trash regularly.

It is often difficult to figure out what to do with horses that travel regularly off the farm and back again. Do you isolate them into separate areas altogether, or reintegrate them back into the herd or barn? Many horse owners are lackadaisical about following biosecurity protocols in these situations, especially during a busy training and competition season.

If no special measures are taken on the farm, then, at the very least, caution should be taken when away. These protocols are discussed in the next section. As added security against disease, it helps to segregate traveling horses into their own group on the farm and with as much distance as possible from resident, non-traveling horses.

Off the Farm
For horses traveling to and from the farm to clinics, shows and events, biosecurity practices are particularly important. In a perfect world, all horse event managers would require entry only if every horse has a current certificate of veterinary inspection (CVI) and a negative Coggins test, as well as appropriate immunizations against equine influenza and rhinopneumonitis. While these tests and procedures don’t guarantee that a horse isn’t incubating a disease at the time of entry, this protocol can go a long way toward minimizing exposure of all horses at a venue by keeping out those that could have a problem.

The thing to keep foremost in mind is that there should be no nose-to-nose contact between your horses and horses from different farms. This concept also applies to touching or handling other people’s horses—just don’t. Put up signs at your stabling asking that no stranger touch or feed your horses.

In fact, if your horse is going to be stabled in a stall that has been used by others, cleaning and disinfection of walls, water vessels and other smooth surfaces can go a long way toward ridding secretions and contaminants from your horse’s environment. Remove residual feed from the stall and rake everything from the floor. Scrub surfaces to remove as much organic debris as possible using detergents (for example, liquid Tide) that break down organic material.

Don’t pressure wash, as this tends to aerosolize bacteria with the possibility of moving it into areas that you can’t see or reach, such as the rafters and ceiling. As much as 90% of bacteria can be eliminated from concrete surfaces with appropriate cleaning techniques. Allow sufficient drying time before the next steps; otherwise, pathogens might remain on surfaces.

Apply a disinfectant labeled for use against viruses and bacteria by following the manufacturer’s directions. This targets the remaining 6-7% of microbes. Virkon-S is highly acclaimed as a disinfectant against many viruses and bacteria, while accelerated hydrogen peroxide products (Virox) are the gold standard. These contain surfactants, wetting agents and
Chelating agents, all of which facilitate penetration.

Virox is fairly broad spectrum and tends to work better than other products within the presence of light debris and on rougher surfaces while not being corrosive. Contact time should be at least one to five minutes. A list and an explanation of effective disinfectants can be found at the Center for Food Safety & Public Health (cfsph.iastate.edu/Disinfection).

Only use feed and watering containers that you have brought for your horse, and be careful that hoses used to fill watering vessels haven’t been contaminated in other horses’ water sources. Refrain from filling your horse’s water buckets from tanks commonly used by other horses.

When you dispose of your horse’s water, avoid emptying buckets where drainage might impact other horses; watering sources contain nasal secretions, saliva and other potentially communicable material. As you walk your horse around a property, don’t let him snuffle through leftover piles of hay or spilled grain, as these have likely been exposed to other horses’ mouths.

For a daylong event, it is often best to simply tie your horse to your trailer to avoid interaction and contact with other horses or stabling where other horses have been. Don’t share tack, blankets or grooming equipment with anyone else. When warming up your horse in a common exercise area, avoid direct contact between horses.

Check your horse’s temperature regularly, as an elevated reading can be the first indicator of disease. If a horse has a fever, isolate it until a veterinarian can determine the cause of the fever.

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The Science of Healthier Animals

Practical Biosecurity for the Stable

Brought to you by Merck Animal Health

Farm and stable managers play an important role in minimizing infectious disease spread. While infectious disease threats can come in many forms, the principles of biosecurity remain the same:

- Managing horse and human traffic
- Implementing appropriate environmental controls
- Preventing disease with veterinary guidance

**Horse traffic**
Horse traffic is often the first entry point of an infectious disease into a group of horses. Environments where many animals and people are moving freely around the facility, interacting with numerous people, animals and objects, are at increased risk for infectious disease outbreaks.

Keep in mind, disease also can easily be transferred by human foot traffic, as well as vehicles. For these reasons, it is extremely important to put environmental controls in place that align with stable traffic patterns.

**Environmental controls**
Whether working to prevent an infectious disease or treating an outbreak, managing the environment is one of the most practical biosecurity measures. Segregating different populations of horses is an important way to control introduction of disease. For example, keeping show horses that travel frequently in another part of the stable. These horses have different risk factors, are more susceptible to infectious disease, and present a risk to resident horses that rarely travel.

One of the most important – and often overlooked – actions a boarding or training facility can take is having an area of isolation (e.g., separate barn or air space) to keep sick horses and new horses appropriately separated from healthy animals. Horses with nasal discharge, cough, fever or diarrhea should immediately be isolated from other horses and examined by a veterinarian.

**Vaccination plus biosecurity is best**
Vaccination is still the most practical and economical means of infectious disease protection. However, with highly contagious diseases such as equine herpesvirus, influenza and strangles, vaccination alone will not prevent disease transmission. Therefore, it is critical for farm and stable managers to work with their veterinarians and staff to create a biosecurity plan and vaccination program for the farm.

---

**Five Biosecurity Tips You Can Implement Today**

1) Include all horses in your vaccination program.

2) Monitor your horse’s temperature daily. An elevated temperature is the first sign of disease.

3) Practice good hand hygiene - wash hands after you touch one horse before touching another.

4) Minimize nose-to-nose contact and avoid use of communal equipment and water sources.

5) Separate and monitor horses post travel, as well as new arrivals for signs of infectious disease.
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The Science of Healthier Animals
and don’t tie your horse to a post or any other tie supports that might have had other horses’ noses or mouths contacting it. Lest we forget other potential infectious disease vectors at public events besides horse, water, human and equipment, keep your dog in check rather than letting it roam. It doesn’t hurt to ask management to advise that all dogs be restrained appropriately at a public equine event.

Returning Home
It is important to continually monitor horses once they have returned from an outside venue. One excellent means of identifying a looming problem is taking twice-daily rectal temperatures. Watch for any abnormal clinical signs, such as reduced appetite, listlessness, diarrhea, nasal discharge, cough or any signs of discomfort or incoordination. Advise your veterinarian of any suspicion of a problem so you can get an early jump on containment.

Clean and disinfect all equipment used away from the farm—wheelbarrows, rakes and manure buckets, for example—and keep that equipment in a separate location. You might even store show equipment within the horse trailer, so it is ready for the next adventure away from home. That also lets you know it is clean and disinfected. Tack and grooming equipment should be thoroughly cleaned and disinfected where possible.

Horse trailers also move on and off the property, with horses and horse secretions abundant on the interior surfaces. As an example, influenza virus can remain infective in this kind of dark, cool, moist environment for seven to 10 days. Herpesvirus can remain infective in manure for up to 35 days.

Remove all soiled feed, water and manure; dispose of these away from the resident herd, either in dumpsters or in compost piles. Trailers are best parked away from the resident horses, and they should be cleaned and disinfected as often as possible—especially after returning from an off-site location. Spray trailers inside and outside with pesticides to help limit infection brought in by insect vectors. Clean floor mats in the vehicle, and don’t forget to wipe down the towing vehicle’s steering wheel with baby wipes (or something similar) to remove accumulated microbes.

Have a plan at the ready in case something happens and an outbreak occurs on your farm. Know in advance where you will move sick horses so they are away from the others; how to monitor every horse on the property; and the logistics of caring for both well and sick animals during an outbreak. Consult with your veterinarian for details on how best to accommodate this situation.

The Bottom Line
Biosecurity strategies are part of waging a war on equine infectious disease not just on your farm, but also around the country.

While these efforts might, at first glance, seem labor intensive, keeping your herd’s health paramount through simple biosecurity steps can save you from great difficulty, expense and intensive labor.

The objective of good biosecurity practices is to prevent an infectious disease outbreak in the first place, and to keep your animals as “healthy as a horse.” SM

Resources
• The California Biosecurity Tool Kit is an excellent resource for veterinarians, event managers and horse owners: www.cdfa.ca.gov and search for “biosecurity toolkit.” This article has links to downloadable PDFs on biosecurity.
• AAEP’s Biosecurity Guidelines, a summary of biosecurity information, can be found by going to www.aaep.org and searching for “biosecurity guidelines.”
• For comprehensive information on standard operating procedures for biosecurity, please refer to Colorado State University’s Infection Control and Biosecurity Standard Operating Procedures manual at csu-cvmbs.colostate.edu and search for “infection control and biosecurity standard operation procedures.”
• For immediate alerts on infectious disease outbreaks and information about Biosecurity, refer to the Equine Disease Communication Center website at equinediseasecc.org and click on the top tab for Biosecurity.
Like it or not, we all need a bit more help as we age—including our horses. To help your equine friend age well—and live well—Absorbine® offers Bute-Less®, formulated to relieve the discomfort associated with daily exercise and aging. Bute-Less® also provides support for a healthy inflammatory response. And it’s proven to be effective within one week.*

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*Scientific study completed December 2012.
2017 Farm and Stable Fees Survey

Use this information to compare the financials of your horse farm, boarding business or riding instruction business to those of others in the industry.

By Kimberly S. Brown

If you decided to start a business—say, a pizza parlor—in most industries, you would be able to research the startup and maintenance costs of that particular type of business. You might even find facts and figures about running that type of business in your geographic area.

But for an equine farm or boarding stable, there are no convenient sources for information about how others have done with the same types of business. One of the reasons is that there are a lot of variables regarding different charges that could add to the time and cost of running an equine facility.

What if you are already running an equine business and are just eking out a living? You pay all your bills and keep your facility maintained, your horses and employees content, and your boarders and students satisfied. But you are working yourself to death. How can you make changes to become more profitable, work fewer personal hours, and therefore be less likely to throw up your hands, kick out all your boarders and students, and keep your farm to yourself? In the open response to one question on this survey, a respondent wanted to ask others, “Do you make money at all from your facility?”

This survey is designed to not only take the pulses of equine farm and boarding facility businesses, but to get an idea of what people are charging for basic and additional services. Riding instructors and horse trainers also are included, but keep in mind that not all of them own the facilities at which they coach or train.

So let’s take a glimpse at the business of running an equine farm or boarding facility. You can use this information as a benchmark to see how the industry is doing and how your business is doing by comparison. (Keep in mind that facilities in different geographic areas can’t charge the same for similar services.)

Editor’s note: Because of the wealth of information from this survey, we will run other, individual stories on StableManagement.com to cover some of the areas that couldn’t be included in this publication.

Who Responded
This survey was sent to Stable Management readers and website users, and was made available to the members of both the Certified Horsemanship Association (CHA) and PATH Intl.

The industry is working together to try and bring in the next generation of horse owners through the Time to Ride initiative. Boarding farms or stables that offer riding lessons give many people their introduction to horses. That means you are important to the future of the industry.

As we have seen from our surveys over the past three years, the people who own or manage these facilities are aging. What is the industry’s solution for passing the torch when these (mostly) women decide that they no longer can or want to run boarding farms or stables on their properties? In many cases, the land where the facilities are located is probably close to urban areas, where the price of land to build houses would give a much greater return than keeping the property as farms or stables. And nearly 70% of respondents own the primary facilities where they give lessons or clinics.

In our 2015 survey, 56.1% of respondents said they were over 50 years of age. In 2016, that number went up to 58.5%, and for 2017, that number rose to 59.2%. At the same time, we aren’t growing the number of young people who own or manage these equine facilities or who teach lessons. In 2015, those respondents 50 and younger totaled 43.9%. In 2016, that total was 41.4%, and in 2017, that number was 40.7%.

Another telling statistic is that, according to the survey, those involved in the industry 10 years or less went from 12.7% in 2015 to 9.8% in 2016 and to 6.9% in 2017.
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When asked to choose the top three jobs performed at their equine facilities, 80.7% chose stable/farm owner; 76.9% chose barn/farm manager; 60.0% chose riding instructor; 43.1% chose horse trainer; 25.9% chose barn employee (which probably means they do barn chores themselves, since about 42% of respondents said they are the only employees at their facilities); and 15.9% chose breeder.

Keep in mind that 84.8% of these respondents have a college or advanced degree, so we are talking about a well-educated group.

A little over half of the respondents said that their equine businesses were sources of secondary income. As you can see below, the percentage of income from these equine-business secondary profit centers has been decreasing over the last three years.

<table>
<thead>
<tr>
<th>SECONDARY INCOME: PERCENTAGE OF YEARLY EARNINGS FROM EQUINE BUSINESS</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 25%</td>
<td>73.5%</td>
<td>71.5%</td>
<td>68.0%</td>
</tr>
<tr>
<td>26-49%</td>
<td>19.9%</td>
<td>20.4%</td>
<td>27.0%</td>
</tr>
<tr>
<td>50-74%</td>
<td>4.6%</td>
<td>5.4%</td>
<td>4.0%</td>
</tr>
<tr>
<td>75-100%</td>
<td>2.0%</td>
<td>2.7%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

When asked about the average yearly income of the respondent’s entire equine business, there wasn’t a tremendous difference from last year.

<table>
<thead>
<tr>
<th>PRIMARY INCOME</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $50,000</td>
<td>55.8%</td>
<td>54.6%</td>
<td>58.5%</td>
</tr>
<tr>
<td>$51,000-$99,999</td>
<td>16.2%</td>
<td>16.4%</td>
<td>15.2%</td>
</tr>
<tr>
<td>$100,000-$149,999</td>
<td>7.6%</td>
<td>6.4%</td>
<td>7.7%</td>
</tr>
<tr>
<td>$150,000-$199,999</td>
<td>2.9%</td>
<td>2.2%</td>
<td>2.5%</td>
</tr>
<tr>
<td>$200,000-$399,999</td>
<td>2.9%</td>
<td>3.2%</td>
<td>2.8%</td>
</tr>
<tr>
<td>More than $400,000</td>
<td>2.5%</td>
<td>2.2%</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

The top money-makers for respondents continue to be boarding, riding lessons and training horses. The top “disciplines” for these facilities are recreational/arena, dressage, trail and hunter/jumper.

**Full Board**

Many stables have “set” fees for full, partial or pasture board, but those terms don’t always mean that the same things are provided at each facility. When a potential client says she paid $350/month for “full board” at her previous facility and you charge $550/month, it is probable that the stables were not providing the same services and facilities. Make sure you have a list of what is—and perhaps more importantly, what isn’t—included in your charges.

We have a section below that talks about separate services and what people charge.

Some of the write-in comments from last year’s survey were included in the list of answer options this year, so those will not show up in the 2016 or 2015 response columns.

**WHAT DO YOU INCLUDE IN FULL BOARD?**

<table>
<thead>
<tr>
<th>Service/Amenity</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hay</td>
<td>85.2%</td>
<td>83.4%</td>
<td>95.7%</td>
</tr>
<tr>
<td>Stall</td>
<td>84.2%</td>
<td>80.8%</td>
<td>94.4%</td>
</tr>
<tr>
<td>Stall cleaning</td>
<td>81.4%</td>
<td>79.6%</td>
<td>—</td>
</tr>
<tr>
<td>Twice-daily feeding</td>
<td>79.5%</td>
<td>not asked</td>
<td>not asked</td>
</tr>
<tr>
<td>Bedding</td>
<td>78.9%</td>
<td>75.1%</td>
<td>88.4%</td>
</tr>
<tr>
<td>Bring in/take out</td>
<td>75.7%</td>
<td>74.2%</td>
<td>85.8%</td>
</tr>
<tr>
<td>Outdoor arena</td>
<td>73.2%</td>
<td>72.5%</td>
<td>89.9%</td>
</tr>
<tr>
<td>Feed</td>
<td>69.7%</td>
<td>72.0%</td>
<td>81.2%</td>
</tr>
<tr>
<td>Adding supplements to feed</td>
<td>68.1%</td>
<td>62.6%</td>
<td>73.9%</td>
</tr>
<tr>
<td>Pasture</td>
<td>67.5%</td>
<td>65.2%</td>
<td>77.4%</td>
</tr>
<tr>
<td>Blanketing</td>
<td>50.5%</td>
<td>49.3%</td>
<td>57.3%</td>
</tr>
<tr>
<td>Scheduling vet/farrier</td>
<td>46.4%</td>
<td>45.7%</td>
<td>48.7%</td>
</tr>
<tr>
<td>Holding for vet/farrier</td>
<td>45.4%</td>
<td>45.5%</td>
<td>44.9%</td>
</tr>
<tr>
<td>Indoor arena</td>
<td>42.0%</td>
<td>40.0%</td>
<td>48.9%</td>
</tr>
<tr>
<td>Trails</td>
<td>40.7%</td>
<td>48.1%</td>
<td>52.4%</td>
</tr>
<tr>
<td>Deworming</td>
<td>29.7%</td>
<td>28.7%</td>
<td>—</td>
</tr>
<tr>
<td>Grooming</td>
<td>5.7%</td>
<td>9.0%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Trailering</td>
<td>4.4%</td>
<td>4.7%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Don’t offer full board</td>
<td>12.6%</td>
<td>13.7%</td>
<td>—</td>
</tr>
</tbody>
</table>

Other full board amenities/services include: heated tack room and tack locker; stall fans; feed three times a day; feed four times a day; discounted lessons; two lessons per week; laundry facility; wash stall; fly spray; round pen; obstacle course; on-site barn manager.

With the differences in services and amenities provided under “full board,” it is hard to compare pricing—but that is what your potential (and current) clients do. The two big differentiators seem to be whether you provide feed (hay would be included in all full board fees). Again, make sure you compare apples to apples when comparing pricing with a competitor.
Rotational deworming was thought to be the best way to control parasites in horses. Now we know that rotating dewormers has not slowed resistance.\(^1\) You can help slow resistance by not rotating dewormers and working with your veterinarian to determine which products are still working on your farm.\(^2\)\(^-\)\(^4\)

ZIMECTERIN® Gold (ivermectin and praziquantel) controls small strongyles that have become resistant to the active ingredient in other common dewormers, such as SAFE-GUARD® (fenbendazole), ANTHELCIDE® EQ (oxibendazole) and PANACUR® (fenbendazole).\(^1\)

**Why would you trust your horse’s health to any dewormer that does less?**

*It’s time to RethinkDeworming.com.*

---

**IMPORTANT SAFETY INFORMATION:** Not for use in humans. Keep this and all drugs out of reach of children. In horses, there have been rare reports of swelling and irritation of the mouth, lips and tongue following administration of ZIMECTERIN Gold. These reactions have been transitory in nature. Do not use in other animal species as severe adverse reactions, including fatalities in dogs, may result.


\(^2\) Reinemeyer CR. Rational approaches to equine parasite control. Equine Parasite Control Kentucky Equine Research, Inc. 64-72.


FULL BOARD COST PER MONTH (WITH STALL, DAILY CARE, FEED, BEDDING AND HAY)

<table>
<thead>
<tr>
<th>Answer</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Options</td>
<td>Response</td>
<td>Response</td>
<td>Response</td>
</tr>
<tr>
<td>Under $250</td>
<td>4.9%</td>
<td>6.6%</td>
<td>6.7%</td>
</tr>
<tr>
<td>$251-$500</td>
<td>46.1%</td>
<td>50.0%</td>
<td>55.5%</td>
</tr>
<tr>
<td>$501-$750</td>
<td>26.3%</td>
<td>21.8%</td>
<td>21.3%</td>
</tr>
<tr>
<td>$751-$1,500</td>
<td>7.5%</td>
<td>5.6%</td>
<td>6.5%</td>
</tr>
<tr>
<td>More than $1,500</td>
<td>1.0%</td>
<td>0.7%</td>
<td>0.5%</td>
</tr>
<tr>
<td>We don't offer this</td>
<td>14.3%</td>
<td>15.2%</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

FULL BOARD COST PER MONTH (NOT INCLUDING FEED, BEDDING AND HAY)

<table>
<thead>
<tr>
<th>Answer</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Options</td>
<td>Response</td>
<td>Response</td>
<td>Response</td>
</tr>
<tr>
<td>Under $250</td>
<td>9.8%</td>
<td>9.6%</td>
<td>11.6%</td>
</tr>
<tr>
<td>$251-$500</td>
<td>19.2%</td>
<td>24.6%</td>
<td>26.9%</td>
</tr>
<tr>
<td>$501-$750</td>
<td>4.9%</td>
<td>2.5%</td>
<td>3.4%</td>
</tr>
<tr>
<td>$751-$1,500</td>
<td>0.7%</td>
<td>0.6%</td>
<td>1.3%</td>
</tr>
<tr>
<td>More than $1,500</td>
<td>—</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>We don't offer this</td>
<td>65.5%</td>
<td>62.7%</td>
<td>56.9%</td>
</tr>
</tbody>
</table>

FULL BOARD COST PER MONTH (NOT INCLUDING FEED OR HAY)

<table>
<thead>
<tr>
<th>Answer</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Options</td>
<td>Response</td>
<td>Response</td>
<td>Response</td>
</tr>
<tr>
<td>Under $250</td>
<td>13.7%</td>
<td>12.1%</td>
<td>18.4%</td>
</tr>
<tr>
<td>$251-$500</td>
<td>10.5%</td>
<td>17.0%</td>
<td>16.5%</td>
</tr>
<tr>
<td>$501-$750</td>
<td>1.1%</td>
<td>0.6%</td>
<td>2.2%</td>
</tr>
<tr>
<td>$751-$1,500</td>
<td>0.7%</td>
<td>0.6%</td>
<td>0.9%</td>
</tr>
<tr>
<td>More than $1,500</td>
<td>—</td>
<td>0.0%</td>
<td>0.3%</td>
</tr>
<tr>
<td>We don't offer this</td>
<td>74.0%</td>
<td>69.8%</td>
<td>61.7%</td>
</tr>
</tbody>
</table>

Partial Care Board

If you thought it was difficult to determine what full board means in the industry, the confusion over “partial care” board could be overwhelming. More than 71% of the respondents said they didn’t offer partial care board. Again, make sure if you are compar-

<table>
<thead>
<tr>
<th>WHAT DO YOU INCLUDE IN PARTIAL CARE BOARD?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service/Amenity</td>
</tr>
<tr>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Stall</td>
</tr>
<tr>
<td>Pasture</td>
</tr>
<tr>
<td>Outdoor arena</td>
</tr>
<tr>
<td>Hay</td>
</tr>
<tr>
<td>Trails</td>
</tr>
<tr>
<td>Bring in/turn out</td>
</tr>
<tr>
<td>Bedding</td>
</tr>
<tr>
<td>Indoor arena</td>
</tr>
<tr>
<td>Feed</td>
</tr>
<tr>
<td>Scheduling vet/farrier</td>
</tr>
<tr>
<td>Adding supplements</td>
</tr>
<tr>
<td>Stall cleaning</td>
</tr>
<tr>
<td>Holding for vet/farrier</td>
</tr>
<tr>
<td>Blanketing</td>
</tr>
<tr>
<td>Deworming</td>
</tr>
<tr>
<td>Grooming</td>
</tr>
<tr>
<td>Trailering</td>
</tr>
<tr>
<td>Don’t offer partial board</td>
</tr>
</tbody>
</table>

We also broke down what facilities charged for partial board in terms of those that do and do not provide hay.

PARTIAL BOARD COST PER MONTH (INCLUDES HAY)

<table>
<thead>
<tr>
<th>Board/Month</th>
<th>2017 %</th>
<th>2016 %</th>
<th>2015 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Response</td>
<td>Response</td>
<td>Response</td>
</tr>
<tr>
<td>Under $250</td>
<td>9.1%</td>
<td>12.6%</td>
<td>4.1%</td>
</tr>
<tr>
<td>$251-$500</td>
<td>14.5%</td>
<td>17.9%</td>
<td>25.4%</td>
</tr>
<tr>
<td>$501-$750</td>
<td>1.1%</td>
<td>2.1%</td>
<td>1.0%</td>
</tr>
<tr>
<td>$751-$1,500</td>
<td>1.1%</td>
<td>0.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>More than $1,500</td>
<td>—</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>We don’t offer this</td>
<td>74.3%</td>
<td>67.4%</td>
<td>58.4%</td>
</tr>
</tbody>
</table>

PARTIAL BOARD COST PER MONTH (DOES NOT INCLUDE HAY)

<table>
<thead>
<tr>
<th>Board/Month</th>
<th>2017 %</th>
<th>2016 %</th>
<th>2015 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Response</td>
<td>Response</td>
<td>Response</td>
</tr>
<tr>
<td>Under $250</td>
<td>13.4%</td>
<td>15.9%</td>
<td>21.7%</td>
</tr>
<tr>
<td>$251-$500</td>
<td>6.0%</td>
<td>5.7%</td>
<td>10.8%</td>
</tr>
<tr>
<td>$501-$750</td>
<td>—</td>
<td>0.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td>$751-$1,500</td>
<td>—</td>
<td>0.0%</td>
<td>0.4%</td>
</tr>
<tr>
<td>More than $1,500</td>
<td>—</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>We don’t offer this</td>
<td>80.6%</td>
<td>77.8%</td>
<td>66.8%</td>
</tr>
</tbody>
</table>

Pasture Board

This is a common type of boarding arrangement where it is generally thought that the horse owner does not get a stall; provides his or her own care and feeding; and the farm/stable owner has little to no physical demands or requirements for the care of these horses. However, based on our survey, farm owners/managers are spending a lot of time on these supposedly “low-maintenance” clients. If you offer pasture board, then you might need to...
SPEED.

Thoroughbred racehorses can sustain a speed of 40 mph. For horses that spend their turnout in pasture, it’s important to have a fence that will stand up to pressure and potential impact. Non-Climb and Keepsafe® fence from Red Brand are 100% manufactured in the U.S.A. and designed specifically to flex on impact, providing the very best in safety and security for your horse. Get complete product details and find a dealer near you at RedBrand.com.
review what services you are regularly providing to your clients and ensure that you are making money on these types of boarders.

**WHAT DO YOU INCLUDE IN PASTURE BOARD?**

<table>
<thead>
<tr>
<th>Service/Amenity</th>
<th>2017 %</th>
<th>2016 %</th>
<th>2015 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Run-in shed</td>
<td>36.7%</td>
<td>42.3%</td>
<td>70.0%</td>
</tr>
<tr>
<td>Hay</td>
<td>35.7%</td>
<td>42.0%</td>
<td>63.0%</td>
</tr>
<tr>
<td>Outdoor arena</td>
<td>34.7%</td>
<td>36.2%</td>
<td>59.9%</td>
</tr>
<tr>
<td>Pasture (1+ acres/horse)</td>
<td>31.6%</td>
<td>35.4%</td>
<td>63.4%</td>
</tr>
<tr>
<td>Trails</td>
<td>22.8%</td>
<td>26.0%</td>
<td>45.8%</td>
</tr>
<tr>
<td>Twice-daily feeding</td>
<td>22.4%</td>
<td>not asked</td>
<td>not asked</td>
</tr>
<tr>
<td>Feed</td>
<td>20.7%</td>
<td>25.7%</td>
<td>39.6%</td>
</tr>
<tr>
<td>Scheduling vet/farrier</td>
<td>18.7%</td>
<td>20.7%</td>
<td>33.5%</td>
</tr>
<tr>
<td>Holding for vet/farrier</td>
<td>19.0%</td>
<td>18.6%</td>
<td>27.3%</td>
</tr>
<tr>
<td>Adding supplements</td>
<td>19.0%</td>
<td>17.1%</td>
<td>26.0%</td>
</tr>
<tr>
<td>Pasture (less than 1 acre per horse)</td>
<td>16.7%</td>
<td>14.7%</td>
<td>24.2%</td>
</tr>
<tr>
<td>Indoor arena</td>
<td>15.6%</td>
<td>19.4%</td>
<td>32.2%</td>
</tr>
<tr>
<td>Blanketing</td>
<td>13.6%</td>
<td>13.6%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Deworming</td>
<td>11.9%</td>
<td>not asked</td>
<td>not asked</td>
</tr>
<tr>
<td>Stall</td>
<td>3.7%</td>
<td>2.4%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Bring in/turn out</td>
<td>3.1%</td>
<td>6.8%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Bedding</td>
<td>2.7%</td>
<td>3.7%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Grooming</td>
<td>1.7%</td>
<td>1.6%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Don’t offer pasture board</td>
<td>53.7%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other services and amenities that were listed in “other” included two monthly lessons, separation feeding, stadium and cross country jumps, a full-size dressage arena and automatic waterers.

Again, we categorized pasture board costs in terms of whether or not the farm owner is providing hay, and in terms of price per month. Note that if you do offer hay as part of your pasture board, you should make sure that the entire cost of the hay, transportation and labor are included in what you are charging per month.

**PASTURE BOARD COST PER MONTH (INCLUDES HAY)**

<table>
<thead>
<tr>
<th>Board//Month</th>
<th>2017 %</th>
<th>2016 %</th>
<th>2015 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $250</td>
<td>18.1%</td>
<td>19.1%</td>
<td>23.7%</td>
</tr>
<tr>
<td>$251-$500</td>
<td>24.9%</td>
<td>30.7%</td>
<td>32.6%</td>
</tr>
<tr>
<td>$501-$750</td>
<td>2.7%</td>
<td>0.8%</td>
<td>2.6%</td>
</tr>
<tr>
<td>$751-$1,500</td>
<td>—</td>
<td>0.3%</td>
<td>0.3%</td>
</tr>
<tr>
<td>More than $1,500</td>
<td>0.3%</td>
<td>0.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>We don’t offer this</td>
<td>53.9%</td>
<td>48.8%</td>
<td>40.8%</td>
</tr>
</tbody>
</table>

**PASTURE BOARD COST PER MONTH (DOES NOT INCLUDE HAY)**

<table>
<thead>
<tr>
<th>Board//Month</th>
<th>2017 %</th>
<th>2016 %</th>
<th>2015 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $250</td>
<td>14.2%</td>
<td>18.5%</td>
<td>21.9%</td>
</tr>
<tr>
<td>$251-$500</td>
<td>2.5%</td>
<td>5.0%</td>
<td>8.5%</td>
</tr>
<tr>
<td>$501-$750</td>
<td>0.4%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>$751-$1,500</td>
<td>—</td>
<td>0.3%</td>
<td>0.4%</td>
</tr>
<tr>
<td>More than $1,500</td>
<td>—</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>We don’t offer this</td>
<td>83%</td>
<td>76.2%</td>
<td>69.3%</td>
</tr>
</tbody>
</table>

A la Carte Services and Fees

Many farms and stables make additional income from clients by providing services for separate fees that are not included in the regular boarding costs. These sometimes are time-consuming chores for the farm/stable staff, and owners/managers should make sure to take into consideration the time spent, as well as the resources required, when pricing these services. You can always attach a premium price to the items you don't want to do in order to discourage clients from depending on you for those services. But beware of pricing anything; there is always someone willing to pay for convenience.

If you are looking for ways to increase your income for your farm or stable, consider small raises in the prices you charge for these a la carte services. Take a look at the services and the percentage of people who charge higher prices than you do for those services. Or consider, if you are giving one or more of those services away, that you might want to start charging for those additional conveniences.

For example, if you include the time-consuming, labor-intensive jobs of putting on and taking off blankets/sheets and fly masks in your boarding fee, make sure that you are charging enough to recoup your labor and overhead expenses.

If you are paying your help $12/hour, and it takes 15 minutes a day to put on or take off a blanket (including getting out or putting away the blanket for each horse), then your cost is $3 in labor per day. If you do that twice a day, it costs you $6 in labor per day. If you pay workman’s comp, insurance or any other benefits, you need to include that in your labor costs.

Let’s say that brings it up to $4.13 in labor each time your employee undertakes that job. So if your employee is handling one blanket and fly mask per horse once a day for 30 days at $4.13 each time it is done, you just spent $123.90/month in labor costs on one blanketing/fly mask application for each horse. If you are charging $350/month, that leaves you $226.10 to cover ALL THE REST of the services and goods (labor, feed, hay, bedding, pasture, stall, arenas, maintenance, etc.) that you are providing.

Then you need to consider how much your storage costs are per square foot of barn space for that equipment, and wear and tear of the blanket racks/storage equipment, etc. Also take into consideration whether your employees drive an ATV or truck out to the pastures to handle blanket changes. If so, then fuel and maintenance of the vehicle has to be included.

What if it takes two people to blanket a particular horse? Then you should charge double, because that is taking an employee’s time away from other jobs.

Once you start breaking down some of your expenses, you’ll soon see that perhaps you aren’t making enough money, because you are pricing your labor and services too cheaply!
This year, Absorbine® is celebrating an important milestone—and a legacy that began with a truly extraordinary couple: Mary Ida and Wilbur F. Young. In addition to caring for the horses that were essential to their freight business, Mary Ida was an herbalist and avid gardener.

**FINDING A BETTER WAY**

Those skills proved valuable when the Youngs set out to find a more humane alternative to the 19th century practice of “blistering” lame horses. Mary Ida developed a special blend of herbs to increase blood flow and speed healing. Using knowledge he gained working part time for a pharmacist, Wilbur added a few more natural ingredients. The result was the very first Absorbine® Veterinary Liniment. 

**CELEBRATING 125 YEARS**

To help celebrate the anniversary of the Youngs’ creation, we’re selling a limited number of commemorative 125th Anniversary bottles of Absorbine® Veterinary Liniment. Look for them on the shelf at your favorite equine supply retailer.

**ADDING TO THE LEGACY**

Of course, Absorbine® Veterinary Liniment was just the beginning. Inspired by Mary Ida and Wilbur’s vision, we’ve continued to add innovative products throughout the years—products used every day by horse owners around the world. So when you’re looking for the best in horse care this year, or any year, look for the yellow ribbon.

In honor of our 125th year, we’re donating a portion of Absorbine® Veterinary Liniment sales to Brooke, the world’s largest equine welfare charity.
WHAT OTHER SERVICES DO YOU OFFER FOR A FEE, AND IN WHAT RANGE DO YOU CHARGE FOR EACH TIME YOU PROVIDE THE SERVICE? (THE PERCENTAGE OF RESPONDENTS IS LISTED UNDER EACH CATEGORY.)

| Service                  | 2017 Free % | 2017 $1-$5 % | 2017 $6-$10 % | 2017 $11+ % | 2016 Free % | 2016 $1-$5 % | 2016 $6-$10 % | 2016 $11+ % | 2015 Free % | 2015 $1-$5 % | 2015 $6-$10 % | 2015 $11+ % |
|--------------------------|-------------|--------------|---------------|-------------|-------------|--------------|---------------|-------------|-------------|--------------|---------------|-------------|-----------|
| Feeding                  | 72.3%       | 17.1%        | 8.3%          | 3.7%        | 89.3%       | 7.0%         | 1.4%          | 2.7%        | 0.3%        | 87.2%        | 7.0%          | 1.4%       | 2.7%      |
| Turn out/bring in Feed   | 67.1%       | 6.5%         | 9.0%          | 1.9%        | 86.0%       | 9.0%         | 2.3%          | 1.9%        | 2.1%        | 87.6%        | 9.0%          | 2.3%       | 1.9%      |
| Feed supps               | 62.3%       | 7.5%         | 12.6%         | 1.8%        | 74.2%       | 13.5%        | 2.7%          | 4.6%        | 4.1%        | 80.0%        | 13.5%         | 2.7%       | 4.6%      |
| Blanketing/ fly masks    | 56.5%       | 21.0%        | 26.6%         | 3.9%        | 65.6%       | 24.2%        | 21.0%         | 5.3%        | 3.4%        | 67.0%        | 24.2%         | 21.0%     | 5.3%      |
| Scheduling/ attending    | 52.7%       | 6.8%         | 8.5%          | 14.2%       | 61.7%       | 8.1%         | 12.7%         | 0.0%        | 16.4%       | 58.4%        | 8.1%          | 12.7%     | 0.0%      |
| vet/farrier visits       | 49.5%       | 21.6%        | 37.0%         | 22.2%       | 35.7%       | 29.3%        | 17.1%         | 23.7%       | 9.5%        | 35.3%        | 29.3%         | 17.1%     | 23.7%     |
| Bandaging/ meds          | 29.5%       | 12.7%        | 15.1%         | 26.3%       | 35.7%       | 29.3%        | 16.8%         | 22.9%       | 21.9%       | 35.3%        | 29.3%         | 16.8%     | 22.9%     |
| Deworming                | 21.9%       | 2.4%         | 9.5%          | 13.7%       | 32.8%       | 6.1%         | 4.8%          | 10.5%       | 30.8%       | 29.5%        | 6.1%          | 4.8%      | 10.5%     |
| Vaccinations             | 11.0%       | 0.0%         | 0.7%          | 1.3%        | 27.6%       | 1.2%         | 0.4%          | 1.4%        | 67.1%       | 17.9%        | 1.2%          | 0.4%      | 1.4%      |
| Trailering (to show, vet, farrier, etc.) | 2.7% | 0.0% | 0.0% | 1.7% | 4.6% | 1.2% | 2.9% | 3.2% | 60.6% | 9.1% | 9.1% | 92.2% |
| Lessons (people)         | 2.1% | 0.3% | 0.4% | 0.0% | 2.5% | 0.4% | 0.7% | 1.3% | 67.1% | 95.7% | 97.9% |
| Training (horses)        | 2.1% | 0.9% | 0.8% | 0.0% | 1.6% | 0.9% | 1.0% | 0.8% | 60.6% | 96.7 | 97.6% |

Expenses
Labor is generally the biggest expense in any business, although respondents ranked labor as tied as the fifth-highest expense. This is probably because they don’t pay themselves or take into account an hourly rate that they should charge when they are doing the work. They ranked 2017 expenses in this order: Hay was far and above ranked the top expense, followed by feed, mortgage/rent, insurance, and tied for fifth were labor and facility maintenance. The bottom three expenses were event travel, farrier and veterinarian.

There wasn’t much of a change in the number of employees when comparing responses to previous years, with nearly 42% of 2017 respondents saying they were the sole employee at their operation. Nearly 49% said they had fewer than five employees.

Riding Instructors (Teaching Humans)
Nearly 70% of those respondents who are riding instructors own the primary facilities at which they teach. About 43% of the respondents who classified themselves as riding instructors said that there is another instructor at that same facility. And for 49% of respondents, there are two or more instructors at one facility.

However, 81.5% of the instructors who responded said that they only teach at one facility. Perhaps the many who own their own farms/facilities are too busy to teach lessons elsewhere, but they aren’t opposed to having other instructors come in and give lessons.

Riding instructors might also keep in mind that other types of service providers who teach privately (music or dance lessons, for example) are using a monthly fee (paid all at once) with some sort of make-up policy if the student misses a lesson. In this survey, we found that about 88% of riding instructors charge by the lesson rather than by the month. Perhaps this is a way for those who teach lessons to improve their bottom lines. If you are in doubt about this policy, especially for minors, ask their parents how the payment policy is for other activities in which their children participate. Having a monthly payment schedule and a set rule about late payments and missed lessons could help riding lessons become a more profitable area of your business.

DO YOU TEACH PRIVATE (ONE PERSON), SEMI-PRIVATE (TWO PEOPLE) OR GROUP LESSONS (THREE OR MORE PEOPLE)?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>2017 %</th>
<th>2016 %</th>
<th>2015 %</th>
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</thead>
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<td>Private and semi-private</td>
<td>41.6%</td>
<td>38.2%</td>
<td>42.2%</td>
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<td>Private and group</td>
<td>29.4%</td>
<td>30.7%</td>
<td>28.3%</td>
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<td>Only private</td>
<td>22.0%</td>
<td>23.7%</td>
<td>23.9%</td>
</tr>
<tr>
<td>Semi-private and group</td>
<td>4.7%</td>
<td>0.6%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Only semi-private</td>
<td>2.3%</td>
<td>1.1%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Only group</td>
<td>—</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

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Fees charged for lessons were spread across the board, with nearly 47% charging $31-$60 per hour for a private lesson; about 53% charging $31-$50 for a semi-private lesson; and 42% charging $31-$50 for a group lesson.

If you have the facilities and horses, teaching a group lesson for four students at $30/hour means you are making $120 for that hour. If you teach a semi-private lesson (two people) for $50/hour, you are only making $100 for that hour. Value your time and make sure you are getting paid at the best hourly rate possible for services that suit your students. (More information on riding lessons and training can be found on StableManagement.com.)

According to the survey, 38% of riding instructors give clinics at their primary facilities and 23.3% give clinics at other facilities. Nearly 47% are charging $51-$100 per day, per person. So if you aren't giving clinics at your facility, perhaps this is an income option that you might consider.

We found that 34.7% of those who responded said they are certified as riding instructors, whereas 60.5% of respondents said that they often or sometimes train horses. The vast majority train horses at their own facilities.

**Take-Home Message**

This is a lot of information to take in, and trying to compare your business to the numbers and percentages in this survey will take some time and thought. Keep in mind that these are not broken down by geographic location, and that can make a big difference.

We are facing an aging horse-owning population, but we are also facing an aging farm- and stable-owning population. Farm and stable owners need to ensure that they have plans to keep their equine businesses successful now, as well as have a plan for the future.

Perhaps the top take-home message is to make sure you are charging enough for the goods and services you are providing. Just because your competitor is charging $350 for full board and you charge $500 doesn't mean that you are providing the same services. Even if you are, it doesn't mean that your competitor is making money! Or maybe your equine business is your primary income, and your competitor's equine business is a secondary income—so he or she can afford to break even or to be unprofitable.

It won't serve you or the industry in the long run to have a barn full of horses with owners paying their bills if you still can't afford to keep your facility open.
Equine contracts can be frustrating to stable owners and clients alike. But recognizing the function played by the contract and putting key clauses to work can often force parties into resolution mode and avoid lengthy, costly and emotionally draining lawsuits.

Let’s look at those key clauses and how they can work to keep you out of court!

**Six Key Clauses to Consider**

1. **Liability Waiver**
   A well-drafted liability waiver is one of your more important documents. Defense counsel can employ a liability waiver to either prevent a suit from being filed, or alternatively, to get that case rapidly dismissed solely on the basis of the agreement not to sue.

   But what is a well-drafted waiver? To be enforceable, it must contain a clear description of the risks being assumed, that party’s knowing assumption of those risks, and that party’s clear and unambiguous acceptance of the risks and agreement not to sue should injury, damage or death occur.

   “OWNER understands that equine activities can be dangerous, in spite of all care taken by STABLE. Due to their size...
Is it really a lameness?  
Or is it all in their head?

Equine Protozoal Myeloencephalitis (EPM) is an expert in deception and can be confused with other problems, such as lameness. Only stopping the parasite responsible can stop EPM from causing further damage to your horse’s brain and spinal cord. MARQUIS is a powerful anti-protozoal.

Only MARQUIS has a 3X loading dose that allows it to reach steady state in 24 to 48 hours.**

**Clinical relevance has not been determined.

Time matters. If your horse is showing signs such as gait abnormalities, unexplained stumbling or loss of conditioning — especially to one side — call your veterinarian. The sooner EPM is detected and diagnosed, the better the chance for recovery.

The signs can be subtle.  
The treatment should be aggressive.

Marquis®  
(15% w/w ponazuril)  

Save on your next purchase.  
MAX.merial.com

*MARQUIS Freedom of Information Summary and Supplement and product label.

IMPORTANT SAFETY INFORMATION: The safe use of MARQUIS in horses used for breeding purposes, during pregnancy, or in lactating mares, has not been evaluated. In animal safety studies, loose feces, sporadic inappetence, lost weight, and moderate edema in the uterine epithelium were observed.

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EQUIOMQ1506-A (03/16)
MARQUIS®
(15% w/w ponazuril)
Antiprotozoal Oral Paste
Caution: Federal (U.S.A.) law restricts this drug to use by or on the order of a licensed veterinarian.

For The Treatment Of Equine Protozoal Myeloencephalitis (EPM) In Horses
For Oral Use Only

BRIEF SUMMARY
Before using MARQUIS, please consult the product insert, a summary of which follows:

INDICATIONS
MARQUIS (ponazuril) is indicated for the treatment of equine protozoal myeloencephalitis (EPM) caused by Sarcocystis neurona.

WARNINGS

PRECAUTIONS
Prior to treatment, a complete neurologic exam should be completed by a veterinarian. In most instances, ataxia due to EPM is asymmetrical and affects the hind limbs. Clinicians should recognize that clearance of the parasite by ponazuril may not completely resolve the clinical signs attributed to the natural progression of the disease.

The prognosis for animals treated for EPM may be dependent upon the severity of disease and the duration of the infection prior to treatment. The safe use of MARQUIS (ponazuril) in horses used for breeding purposes, during pregnancy, or in lactating mares, has not been evaluated. The safety of MARQUIS (ponazuril) with concomitant therapies in horses has not been evaluated.

ADVERSE REACTIONS
In the field study, eight animals were noted to have unusual daily observations. Two horses exhibited blisters on the nose and mouth, three animals showed skin reactions for up to 18 days, one animal had loose stools, one had a mild colic on one day and one animal had a seizure while on medication. The association of these reactions to treatment was not established.

ANIMAL SAFETY SUMMARY
MARQUIS (ponazuril) was administered to 24 adult horses (12 males and 12 females) in a target animal safety study. Three groups of 8 horses each received 0, 10 or 30 mg/kg (water as control, 2X and 6X for a 5 mg/kg [2.27 mg/lb] dose). Horses were dosed after feeding. One half of each group was treated for 28 days and the other half for 56 days followed by necropsy upon termination of treatment. There were several instances of loose feces in all animals in the study irrespective of treatment, sporadic inappetence and affects the hind limbs. Loose feces were treatment related. Histopathological findings included moderate edema in the uterine epithelium of three of the four females in the 6X group (two treated for 28 days and one for 56 days).

For customer care or to obtain product information, including a Material Safety Data Sheet, call 1-888-637-4251 Option 2, then press 1.
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Are you protected if a boarder or his/her horse is injured on your property? What if it is a person (or animal) who gets injured while visiting your facility?

and unpredictable nature, horses can react in unexpected ways. Personal property can also easily be misplaced or damaged for many different reasons.

“OWNER has been encouraged to take out insurance coverage sufficient to protect OWNERS’ interests. OWNER assumes full personal responsibility for all injuries to OWNER, including death and/or personal property damage which may occur either on the premises or while engaging in STABLE activities off-premises. Off-premises activities include any competitions in which STABLE or STABLE employees, independent contractors or agents of STABLE are facilitating OWNER’s participation.

“As a condition precedent to OWNER utilizing these premises and participating in STABLE activities, on or off premises, OWNER agrees on behalf of OWNER and/or OWNER’S minor children and legal wards that OWNER will not bring a claim or initiate litigation of any kind against the STABLE, premises owners, and/or their respective members, officers, trainers, independent contractors, designated agents, barn managers, trainers, volunteers and/or employees (hereinafter collectively ‘the Released Parties’), for any reason, including instances which allegedly involve the negligence of the released parties.”

2. Indemnification Clause
While your boarder has (hopefully) signed a liability waiver, what about guests he or she brings onto the farm? An indemnification clause puts the boarders on notice that everyone on premises must sign the waiver, that it is the boarder’s responsibility to have his or her family members and guests sign the waiver, and that the boarder will be liable to the stable for damages incurred in defending against third-party actions should a waiver not be secured. Typical wording of this type of clause reads:

“OWNER (or BOARDER) further agrees that any other OWNERS (per Exhibit A), or guests or family members which OWNER brings onto this property, shall be required to sign the STABLE’S general liability release, and OWNER assumes full responsibility for securing these signatures and providing the signed release to STABLE in a timely fashion. OWNER further agrees to indemnify STABLE and/or the released parties for any and all costs incurred by STABLE and/or the released parties in defense of any claim brought against STABLE and/or third party guests of OWNER, whether such claim arises on or off premises, including reasonable attorneys’ fees and costs, if applicable.”

3. Choice of Law/Choice of Venue Clause
Horse people travel a lot, which can be problematic when an accident involves people of differing states. Which state law applies, and where must the action be brought? Courts permit parties to contractually agree what state’s law will govern,
and where the case must be filed under a Choice of Law/Choice of Venue contract clause. This clause typically reads:

“CHOICE OF LAW/CHOICE OF VENUE: This Agreement shall be construed and governed by the laws of the State of ______. Jurisdiction and venue for all disputes connected with this Agreement shall be proper in the county or district in which STABLE is located.”

4. Agister Lien/UCC Security Interest Clause
To assist in collecting board and training fees, consider the use of an Agister/UCC Security Clause. This notifies the owner of the statute’s existence, but it also creates a contract clause that allows you to self-enforce the debt through notice, opportunity to cure and public sale of the animal and personal property stored on the premises if the debt is not satisfied. A sample lien and UCC clause typically reads:

“STABLE is protected by statutory agister and stablemen’s liens of this State, as well as the Uniform Commercial Code for services and expenses advanced under this contract. OWNER agrees that unless otherwise waived, all outstanding balances due under this Agreement shall be paid prior to STABLE’s release of horse. To secure this debt, OWNER grants STABLE a lien upon and security interest in the horse, any foal produced by the horse, as well as tack, equipment, vehicles and/or other personal property of OWNER(s) stored on premises to secure payment of all obligations and amounts due under this agreement.

“STABLE may, at any time until all amounts due hereunder are fully paid, file a photocopy of this contract with the Secretary of State’s office in the State in which the horse, foal and other personal property is kept, and when so filed, the copy shall be fully effective as a financing statement as well as security agreement. At any time the OWNER’s fees remain delinquent more than one full rental period, STABLE may, upon an additional 10 calendar days prior written notice to OWNER, foreclose its security interest in the horse and personal property by sale at public auction.

“Ten calendar days prior written notice of such sale by STABLE to OWNER shall be deemed reasonable notice of any foreclosure sale. Time is of the essence in regard to OWNER’s obligation to cure any default in order to avoid such sale.”

Watering made easy!

Just hook up a hose. It’s that easy!

Face it, filling and scrubbing tanks is the worst! Luckily, there’s an easy solution from Classic Equine by Ritchie. Just hook up a garden hose to EZ-FOUNT and give your horse a constant supply of fresh, clean water. And, it’s portable so move it wherever and whenever you want. What could be easier?

classicequinebyritchie.com
Alternate dispute resolution (ADR) clauses are worth their weight in gold. Mediation is where the parties submit their dispute to a nonbinding decision by a trained neutral mediator. The mediator works with all parties to bring them to a mutual settlement. It is confidential and voluntary, with no party forced to settle.

Arbitration is a quasi-judicial process where the parties contractually agree to forego court and appear before a trained neutral arbitrator. While less formal than a court proceeding, the arbitrator is still granted legal authority to order discovery, hear evidence, ask questions and render a final, binding—and in most instances, non-appealable—decision.

The procedure is confidential, with the only aspect reported being which party “wins.” Arbitration of equine disputes is particularly warranted where it is speedy and avoids costly and reputation-damaging litigation. It permits the parties to mutually select an arbitrator knowledgeable about the equine industry. The only time parties might want to avoid arbitration is when facing a complicated business transaction with high-dollar damages. That scenario might warrant preserving rights to appeal in case of an adverse judgment.

A sample ADR clause might read:

“The parties agree to submit all disputes according to the following alternative dispute resolution procedure. Should a dispute arise, the parties will first attempt in good faith to settle it among themselves. If this proves unsuccessful, the parties agree to submit the dispute to mediation before a neutral third party mediator mutually selected by the parties.

“Should a successful resolution not be reached, the parties agree that the dispute will be submitted within an expedited time frame, not to exceed ________ months after notice of the dispute has arisen. The dispute shall be subject to a confidential and binding arbitration before a neutral third party arbitrator mutually selected by the parties, and in accordance with the rules of arbitration as set forth by the American Arbitration Association. (Each party to bear its own costs. Or, alternatively, ‘The prevailing party to receive reimbursement of all costs and expenses incurred, including reasonable attorney’s fees and costs.’)”

If your contract contains a binding arbitration clause, most states require that that you add the following notation directly above the parties’ signature lines:

***THIS CONTRACT CONTAINS A BINDING AGREEMENT TO ARBITRATE.***
6. Attorney’s Fees Clause

Finally, consider use of an attorney’s fees and expenses clause. This clause can be a powerful tool in forcing settlements, requiring parties to analyze the risk exposure if they lose a case and face not only damages, but also payment of the opposing party’s legal fees.

However, use of this clause should be carefully considered in cases where you might be penalized by your own clause. There are several ways to word it. One is where recovery requires determination of “prevailing party” status; i.e., a party recovers more than 51% of the total claimed damages by all parties. Alternatively, the clause can name a specific party’s right to recover, such as the stable—regardless of winning or losing. Just realize that courts will typically create some judicial gymnastics to avoid awarding legal fees to a losing party. A sample clause typically reads:

“STABLE, if deemed the ‘PREVAILING PARTY,’ shall be entitled to recover all of its reasonable attorney’s fees and costs incurred in enforcing any provisions of this agreement.”

These tools can be invaluable, particularly to the business owner. Doesn’t it make sense to put them to work for you? SM

Denise E. Farris practices equine, insurance and veterinary law in the Kansas City area. “AV” rated in Martindale-Hubbell, she has been named in “American Law Firm of the Year—Kansas” by Corporate Vision Magazine; “Best of the Bar” by the Kansas City Business Journal; “SuperLawyers,” “Top 100 Lawyers Kansas” and “Top 50 Female Lawyers Kansas” by Kansas City Magazine; “Preeminent Women Lawyers” by Martindale Hubbell; and EQUUS magazine’s “Leaders in Equine Law.”

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OvaMed™ (altrenogest) allows you to schedule breeding, manage prolonged estrus conditions and maintain regular cyclicity during the transition from winter anestrus to the physiological breeding season. It’s easy to administer, easy on the budget, and easy to achieve the breeding management performance you need.

To learn more about OvaMed™, visit bimedaequine.com.
To order, contact your preferred distributor or call 1-888-524-6332.

Supporting Your Dedication to Equine Care.

FOR ORAL USE IN HORSES ONLY. Pregnant women or women who suspect they are pregnant should not handle OvaMed™. Protective gloves must be worn by all persons handling this product. Refer to the product sheet for comprehensive product information (complete indications, benefits, dosage and administration information, and precaution statements).

CAUTION: Federal law restricts this drug to use by or on the order of a licensed veterinarian.
WARNING: Do not administer to animals that are to be slaughtered for food. Keep out of reach of children.
Fast fact: Maryland has more horses per square mile than any other state. With more than 79,000 horses and about 6 million people, there’s a lot of interaction between horse farms and residential areas.

“We take pride in addressing the issues of horse farms near urban areas, stewardship of the land to make a positive contribution on the cleanup of the Chesapeake Bay, and fostering a healthy horse community that includes recreational riding, horse sports, racing, breeding and horse retirement/rescue,” said Jane Thery, chair of the Maryland Horse Council’s Farm Stewardship Committee.

Many issues facing the equine industry are internal issues: attracting new riders to the sport, land access, horse health. But the urban-rural interface and the challenges of keeping large animals in close proximity to many humans require a look outside. Neighbor relations is a key component of farm stewardship and plays a vital role in the future of the industry.

Take a look at these six neighbor-relations issues that are becoming even more common as the urban and rural populations collide:

‘My Neighbors Don’t Understand Horse Farms’
Isn’t “a misunderstanding” at the root of most problems in life? Communication, Thery said, is the short answer to peaceful…

Being Neighborly

Here are six common neighbor-relations problems and tips about how to fix them.

By Lisa Munniksma
YOU CAN’T BECOME A LEGEND from THE SIDELINES.

Everyday training and competing takes its toll. Before joint issues sideline your dreams, attack them with LEGEND. It delivers the same effective therapy whether delivered into the vein (IV) or the joint (IA) so it fits into your training and competition schedule.¹ Talk to your veterinarian and be an Equine LEGEND.

www.equineLEGEND.com

IMPORTANT SAFETY INFORMATION: The safety of LEGEND has not been evaluated in breeding stallions or in breeding, pregnant or lactating mares. The following adverse reactions have been reported following use of LEGEND Injectable Solution: Following intravenous use: occasional depression, lethargy, and fever. Following intra-articular (LEGEND Injectable Solution — 2 mL only) use: lameness, joint effusion, joint or injection site swelling, and joint pain.
LEGEND® Multi Dose
(hyaluronate sodium)
For Intravenous Use In Horses Only
Not for Intra-Articular Use
and
LEGEND®
(hyaluronate sodium)
Injectable Solution
4 mL For Intravenous Use In Horses Only
2 mL For Intravenous or Intra-Articular Use
In Horses Only

BRIEF SUMMARY
Prior to use please consult the product insert, a summary of which follows:
CAUTION
Federal law restricts this drug to use by or on the order of a licensed veterinarian.

INDICATIONS
LEGEND Injectable Solution and LEGEND Multi Dose Injectable Solution are indicated in the treatment of equine joint dysfunction associated with equine osteoarthritis.

CONTRAINDICATIONS
There are no known contraindications for the use of LEGEND Injectable Solution and LEGEND Multi Dose Injectable Solution in horses.

RESIDUE WARNINGS
Do not use in horses intended for human consumption.

HUMAN WARNINGS

ANIMAL SAFETY WARNING
For LEGEND Injectable Solution 4 mL and LEGEND Multi Dose Injectable Solution – Not for Intra-articular use. The intra-articular safety of hyaluronate sodium with benzyl alcohol has not been evaluated.

PRECAUTIONS
Complete lameness evaluation should be conducted by a veterinarian. Sterile procedure during the injection process must be followed. Intra-articular injections should not be made through skin that is inflamed, infected or has had a topical product applied. The safety of LEGEND Injectable Solution and LEGEND Multi Dose has not been evaluated in breeding stallions or in breeding, pregnant or lactating mares.

ADVERSE REACTIONS
No side effects were observed in LEGEND Injectable Solution clinical field trials. Side effects reported post-approval: Following intravenous use: Occasional diarrhea, vomiting, lethargy, and fever. Following intra-articular (LEGEND Injectable Solution – 2 mL only) use: joint or injection site swelling and joint pain. For medical emergencies or to report adverse reactions, call 1-800-422-9874.

ANIMAL SAFETY SUMMARY
Animal safety studies utilizing LEGEND Multi Dose Injectable Solution were not performed. LEGEND Multi Dose Injectable Solution was approved based on the conclusion that the safety of LEGEND Multi Dose Injectable Solution will not differ from that demonstrated for the original formulation of LEGEND Injectable Solution. LEGEND Injectable Solution was administered to normal horses at one, three and five times the recommended intra-articular dosage of 20 mg and the intravenous dose of 40 mg. Treatments were given weekly for nine consecutive weeks. No adverse clinical or clinical pathologic signs were observed. Injection site swelling of the joint capsule was similar to that seen in the saline treated control horses. No gross or histological lesions were observed in areas of the treated joint.

For customer care or to obtain product information, including a Material Safety Data Sheet, call 1-888-657-4251 Option 2.

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Don’t shortcut across neighbors’ properties unless you have permission. If you must ride on area roads, do so with courtesy and awareness of traffic.

living between farms and neighbors.

“For horse farm owners, inviting your neighbors for a farm tour and explaining your operation and plans can be very helpful,” Thery said. “Many people not familiar with horses are afraid of them and don’t understand the aspects of modern manure. Or, as I like to say, ‘organic-soil-enhancement production and use’—management that can actually be a benefit to the community as a source of organic nutrients.”

Your “organic-soil-enhancement production” spiel might go over swimmingly, or it could raise more questions. Before you open up friendly communication, anticipate the issues that a neighbor could have with your farm. Aside from manure management, Thery said that quality of waterways and tree management are two issues that come up. There are also questions of property appearance, traffic from clients and land-access concerns.

“If the neighbor has any questions/concerns, you need to answer them respectfully in layman’s language that they can understand. If you can see a potential conflict, try to work it out early, so that both you and your neighbor are comfortable with the solution,” said Christine Skelly, PhD, an associate professor in Michigan State University’s Adult Equine Extension Program.

Apart from management concerns, just be a good neighbor. Skelly suggested having an annual neighborhood barbecue at the farm or plowing your neighbor’s driveway after a storm (assuming that you have the equipment and you don’t have a 50-home development next door). As clichéd as it might sound, you might even consider bringing over a pie or cookies to welcome a new neighbor.

Look to your larger community, as well. “Anyone living in a rural or semi-rural area would be well-served to educate themselves on the local land-use patterns and issues, participate in town meetings, and perhaps get to know the Farm Bureau folks,” Thery said.

Get others on board with your cause—that is, peaceful coexistence—by helping them understand how horse farms operate and the benefits the equine industry offers. “Real estate agents need to be educated to explain to their clients the general aspects of country living,” Thery said.

The Horses Are Out
There are few feelings worse than that sinking-stomach-meets-adrenaline-rush when horses get out. Of course you’re concerned for their safety, but if they cause damage or injuries, you’re probably financially liable. Your neighbor relations—not to mention client relations—can be severely damaged, too.

“Farm safety is an important aspect of being a good neighbor. This starts with safe fencing that keeps all livestock within the perimeters of the farm,” said Skelly, who has written various farm stewardship and management publications for the Michigan State University Equine Area of Expertise Team. “The fencing should be kept in good repair. If electrical is used, there should be clear warning signs posted all along the fence line. I prefer signs that show an
image so that children and non-English-reading adults can understand the signage.

The Manure Pile
It’s easy to overlook how offensive horse manure can be to others. Neighbors aren’t as forgiving of the sight and smell of your farm’s organic matter as you might be. You probably already know there are multiple ways to manage waste on your farm, from composting to having it removed by a contract service. Depending on your state, you might also be aware of the nutrient management laws that govern how you handle waste and the grants or cost-sharing programs available to help you comply with those laws.

“One complication for horse farm owners and managers is that the rules and the assistance programs come from many different sources—town, county, state, federal, soil conservation districts, associations, nonprofit groups,” Thery said. “So knowing what the rules are and getting information and assistance to comply or exceed the rules on, for example, spreading composted manure, can be a challenge.”

Local and state equine groups, cooperative extension agents, and state or county agricultural offices can help clarify these regulations and sort out which apply to you. They can also notify you of funding or other assistance opportunities to help you comply.

Apart from the laws, think about how your neighbor views—literally and figuratively—the manure on your farm. “Try to minimize its presence to your neighbor’s viewscape. If you are stockpiling manure, keep the pile hidden by providing a well-built bin that is surrounded by non-toxic bushes,” Skelly suggested.

Going back to the issue of communication, Skelly continued, “Don’t spread manure or run your farm equipment when your neighbor is having a party.”

‘She Thinks My Horses Are Too Skinny’
To an outsider, an underweight horse might signal a problem.

“If a neighbor asks a question about how you are managing your horses, make sure you reply in a thoughtful manner, explaining how you base your management practices on the horse’s natural behavior and well-being,” Skelly said. “If you have livestock that are thin due to health prob-
lems or age, try to graze them in the back of the property and let your neighbors know of the problem. By the same token, make sure that all of your animals are kept at a good body condition score with feet well managed. Be sure they have shelter from wind and rain during harsh weather.”

It’s Spring, and There Is Mud
This is a tricky one because, weather-wise, you’re given what you’re given. Mud is u-g-l-y, and neighbors probably don’t realize you hate looking at it even more than they do. Managing mud for horse health reasons is important, and for the neighbors’ sake, it is equally as important.

“Try to eliminate areas of mud through proper pasture management and reinforcing high-traffic areas with drainage tiles and a durable surface,” Skelly suggested. This is no easy feat, but here, too, there might be county or state conservation funding available to assist you in property maintenance projects.

Along these lines, general property appearance is vital to keeping close neighbors happy. Skelly suggested keeping barns and fences painted, pastures mowed and equipment organized. All of these items are often on the to-do list, but sometimes are pushed aside in favor of training, riding or showing. Check these off the list for good neighbor relations and good business.

‘It’s Not Me—It’s My Boarders’
Like it or not, your clients are a direct reflection of your business. If neighbor relations is important to you, emphasize that to your clients from the beginning. This means no bad-mouthing neighbors to clients (or to anyone) and no suggestion that boarders might cut across someone’s lawn without permission.

“When riding off the farm, be respectful of your neighbors’ properties. Never trespass on their land unless you have permission. Keep horses single file along the roadside, and yield to traffic,” Skelly said.

She also said to be sure the people coming to your farm are respectful of speed limits, and that dogs and cats are kept on your own property and out of trouble.

“It’s true that some people are more difficult to get along with—and some even seem impossible, no matter how much you try to appease them.

“If you have a neighbor problem, try to be empathetic with your neighbor. Make sure you are managing your livestock and facilities in a way that reduces conflict. Your county extension office, local Farm Bureau, state horse council and state department of agriculture may be able to provide resources for resolving neighbor conflicts,” Skelly said.

Take-Home Message
In the end, we all want the same thing: to have great neighbors. But it takes being one to have one.

“A well-managed horse farm is an asset to the community—green space, wildlife habitat, pastures and trees absorbing water run-off and generating oxygen, perhaps lessons for area kids or your neighbors,” said Thery.

Make sure that your horse farm is, in fact, an asset to the community, and everyone can cohabitate in peace. SM
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The Basics of Bookkeeping

Whether you maintain your own financial records or hire someone to keep them for you, it’s vital to stay on top of your numbers.

By Katie Navarra

Maintaining a good set of financial records is a critical operational task for any business. For equine professionals, the paperwork is often the least enjoyable chore in the business. Nonetheless, keeping good records provides you with the information needed to make decisions and grow your business.

“Business owners have a fiscal responsibility to their companies,” said Stacey L. Yalenti, CPA, MSAC, and owner of the New Jersey-based Abby Road Group, an equine accounting firm.

Well-organized financial records allow business owners to maximize expenses for tax purposes, plan for tax payments and efficiently plan for year-end tax reporting. Should the IRS request an audit, having updated books means you’ll have ready access to the requested information.

“Horse businesses tend to have a higher rate of being audited because of the IRS’ hobby-loss rule. This rule evaluates whether it is a business or a hobby,” Yalenti said.

The IRS evaluates whether an activity of any type demonstrates a profit in three of five years, or two of seven years for horse-related activities. If the activity produces a profit within those timeframes, it is classified as a business. If not, then it is a hobby. Many stables operate on thin margins, bringing them close to this threshold.

Taxes aren’t the only reason to organize and update books regularly. Should you decide to apply for a loan, the lender will ask for financial records before issuing an approval.

“Bookkeeping and numbers are the guts of any business. Knowing what you have ‘under the hood’ of your business gives you insight into how to make the best business decisions,” Yalenti said.

Whether you decide to maintain your own books, hire a staff person to keep the books or pay an outside bookkeeper or certified public accountant (CPA), it’s important to have at least an introductory level of understanding of financial reporting.

In this article, we’ll highlight key terms worth knowing and provide tips for deciding how to handle your books.

Bookkeeping Basics

Every equine business owner should be familiar with a balance sheet, an income sheet and the concept of cash flow.

The balance sheet is a financial record that summarizes a business’ financial position. It provides a snapshot of assets, liabilities and capital for a specific date. Assets include cash, accounts receivable, equipment, land, inventory and similar items. Liabilities are obligations to creditors such as a mortgage payment or a loan on a new tractor and drag. And capital is value left in reserve after the liabilities are subtracted from the assets.

An income statement, also called a profit and loss (P&L) statement, is a financial report that includes a business’ revenue, expenses, and profit or loss for a period of time—typically quarterly.

“Banks or lenders will always ask for a P&L when you’re applying for a loan,” Yalenti said.
In addition to knowing the basic information on a balance sheet and a P&L statement, it’s important to have an awareness of cash flow. As the name implies, cash flow is the movement of funds into and out of your bank account.

Monitoring cash flow enables you to avoid an overdraft of your account and any associated fees.

“You can also project out cash flow to see if there is a period in the future where you will be short on cash that allows you to do something now to positively affect your future cash flow (i.e., run a camp special, increase lessons, host a clinic, etc.),” she said.

Do It Yourself

It’s entirely possible to maintain your own books, but it means committing to do so. Yalenti said that if you’re going to do your own books, they should be updated at least weekly. “If you are going to go it alone, invoice and deposit payments as frequently as possible,” said Hilary Moore Hebert, owner-operator of Moore Hebert Dressage in Maryland.

Issuing invoices and tracking expenses is only a part of the job. Organizing receipts is more manageable when done throughout the year rather than all at once at tax filing time. Paper receipts can be stored in a large plastic tub or an accordion file folder.

“Receipts must be kept for seven years. Keep them in a place that is safe from fire or flood, and is easily accessible if the IRS requests an audit,” Yalenti said.

It’s also acceptable to snap a picture with your phone or scan a receipt and file the documents electronically. Some software accounting systems even allow you to attach files to the recorded expense. Be sure to create a backup in case anything happens to your computer.

Weekly bookkeeping tasks also include reconciling bank, loan and credit card statements, as well as fixed asset schedules.

“It’s important that you can produce a balance sheet and an income statement
quarterly so that you have an idea of what's going on in the business,” she said.

**Hiring Help**

Depending on the volume of income or expenses your stable handles—or if you simply don't have an interest in maintaining your own books—a professional bookkeeper is a good option.

When Hebert opened her dressage facility, she went from two horses to 13 before the first advertisement went out. She had a box of receipts and a positive bank balance, but she knew she needed help when she deposited 35 checks in one week.

“The software and professionals I have as resources allow me to know a minimal amount about bookkeeping. I make it a priority to stay on top of deposits and invoices,” Hebert said.

Even though Hebert uses a professional, she is still responsible for depositing checks, reconciling payments with invoices and sending out invoices.

Whether you choose to hire a staff person to keep the books or contract with an outside professional, it’s important to find someone who is a good fit for your business.

“You should always be comfortable talking to your accountant or bookkeeper; you should have the same level of comfort as you do with your veterinarian or farrier,” Yalenti said.

Choosing an accountant who is familiar with the horse industry and related terms is beneficial. That individual will better understand how to classify specific expenses with which others outside the industry might not be familiar.

“When I look at a client’s bank account and see that a payment to the dentist has cleared, I know that I have an equine dentist and not a personal dentist appointment for my client,” Yalenti added.

Working with a professional doesn’t mean your books are out of sight, out of mind. Depending on the relationship established, you might still be responsible for creating invoices and recording customer payments. It’s also important to keep a checkbook to avoid overdrafts and to include a brief description on each check—such as farrier, vet, dentist, outside trainer—so that the outside accountant knows how to classify the expenses on the books.

The majority of Yalenti’s clients receive quarterly reports. “This gives them timely information and makes sure we address any questions while they are still fresh in their minds,” she said.

A professional can also provide guidance on tax-related financial matters, such as issuing 1099s. A 1099 is supposed to be issued for service providers who are paid more than $600 in a calendar year.

“That includes veterinarians, farriers, instructors, trainers and more,” Yalenti said. “A lot of stable owners don't realize they need to issue 1099s at the end of the year. It's kind of a big deal, and you can get fined if you don’t.”

In addition, a professional can help you discover money that is rightfully yours. “When we hired an accountant, she reviewed our previous year’s taxes and found we that had overpaid by over $6,000 and got us that money back. As a result, she has paid for herself,” Hebert said.

**Software Selection**

Regardless of whether you do your own bookkeeping or hire professional help, it's important to choose a software system to create invoices, track payments and keep up with expenses. There are many great bookkeeping software choices available. If you're hiring a professional, ask whether he or she has a preference so that you can easily integrate into that expert's system.

“Like with horses, you have to know how to use your tools. Handling someone a saddle doesn't necessarily change them into an exceptional rider, just like software doesn't give you bookkeeping skills you didn't have before,” Yalenti said.

Much of it is intuitive today, but online tutorials and one-on-one instruction can get you up to speed quickly. “Find a user-friendly software that will help you understand the big picture, how much is coming in and what is going out, and where the biggest numbers are from,” Hebert said.

**The Bottom Line**

At the end of the day, the vast majority of equine professionals would rather be riding or interacting with horses and clients than sitting behind a desk. But the operational side of running an equine business plays a significant role in the long-term viability and success of that business.

For those who like to keep this work in-house, there are many easy-to-use software systems to help maintain financial records. For those individuals who prefer assistance, a professional bookkeeper or accountant is the best choice.

“Having a good set of books is important for any business. It’s a part of business that needs to be tended to at least weekly if you are doing it yourself. If not, hiring a professional will reduce that stress for you and is likely more affordable than you think,” Yalenti concluded. SM
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We also offer UltraShield® Fly Masks, including a new horse-size option with a removable nose for extended coverage and full-face protection. Plus, all our fly masks offer high-tech performance fabrics to keep your horse protected as well as cool, dry, and comfortable. Of course, UltraShield® is just one of the Absorbine® brands that horse owners have come to trust. So when you’re looking for the best in horse care, look for the yellow ribbon.
Labor laws are an important aspect of running any business. Federal and state labor laws set expectations that business owners must meet when it comes to employees. In the past, small businesses were afforded more leniency than large companies. Recent national and state-specific changes mean small business owners need to review their practices and implement changes as necessary to avoid costly fines.

"Long gone are the days that small businesses will get by without being noticed," said Frank Kerbein, director of the Center for Human Resources at the Business Council of New York State. "The government is motivated to find businesses of any size who are violating labor laws."

The consequences include fines that are sometimes expensive enough to force a small business to close. "The vast majority of fines and levies are because the business owner simply didn't know about administrative requirements, as opposed to someone blatantly ignoring the law," Kerbein continued.

The good news is that fines can be avoided if you know the rules for your state and follow them. The challenge is the wide variation in labor laws due to industry and geographic location. That makes it impossible to offer specific examples for your business here. Instead, Kerbein offers the following insights into wage-related topics to keep an eye on in the coming

Wage Laws

Are you legal under state and federal wage laws?

By Katie Navarra
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Follow these topics in the news, and connect with a professional who can provide guidance based on your specific situation.

**Minimum Wage**
The minimum wage has ranked among the top political issues in recent years. It is anticipated that the topic will continue to be widely discussed in coming years. Increases in the minimum wage fluctuate wildly.

In December 2016, USA Today reported that 21 states planned minimum wage increases for 2017. In Alaska, Florida, Missouri and Ohio, it increased by $0.05 per hour. Other states, including Montana and South Dakota, boosted the minimum wage by $0.10 per hour. Arizona mandated the largest wage increase, $1.95 per hour. Other states, such as New York, are pursuing a $15 minimum wage as opposed to an increase of a few cents or few dollars.

But minimum wage laws are not cut and dried. For example, through the end of 2016, New York had a handful of minimum wage categories. The variance accounted for regional differences, particularly metropolitan New York City.

“With the new changes for 2017, there are now 20 categories throughout New York. They vary based on location, size of employer and industry,” Kerbein said.

**Overtime**
In 2016, a national bill was introduced that promised to change overtime rules. Hourly employees already receive overtime pay after exceeding a 40 hour work week. The new legislation extended similar benefits to salaried employees earning less than an identified salary threshold.

Prior to this bill, executive, administrative and professional employees earning a salary of $23,660 or more were exempt from overtime pay. The Labor Department’s proposed rule doubled that threshold to $47,476. It was expected to make 4.2 million workers newly eligible for time-and-a-half wages for each hour they put in beyond 40 a week.

However, “This was struck down by the federal court. Now it’s anybody’s guess what will happen to it,” Kerbein said.

Larger companies had assumed that the ruling would pass, so they forged ahead with adjusting employee salaries effective January 1, 2017. Since it did not pass, there are no official rules requiring other businesses to do the same. Technically, the businesses that raised salaries could return employees to previous salaries, although many will not, to avoid losing confidence among employees.

Even though there were no required changes necessary at the time Stable Management went to press, it is an issue worth watching.

**Paid Family Leave**
Traditionally, when an employee needs extended time off for family reasons, he or she has been eligible to take the time off without pay from an employer. Depending on where your stable operates, this might change soon.

Nationally, paid family leave is gaining support. California, New Jersey and Rhode Island already guarantee workers at least partial payment for up to 18 weeks to bond with a new baby, to care for a seriously ill loved one, or to relieve pressure when a family member is called to active duty.

In 2018, New York will join the growing list of states mandating paid family leave. Beginning January 1, 2018, family leave will apply to all businesses in the state.

“Any business with one or more employees will be required to participate,” Kerbein said. “This is going to be an administrative burden for small employers.”

**Contractor vs. Employee**
Employee status has been a longstanding labor issue for equine businesses to consider. There are many different reasons for hiring an employee as a contract laborer rather than as a fulltime employee. The reasons to classify someone as a contract worker often relate to taxes and payroll requirements.

There are legitimate situations when it makes sense to hire a 1099 contractor rather than an employee. But it’s important to correctly classify workers at the time of hire, because the government can—and does—impose fines if workers are not reported appropriately.

“Under the Obama administration, there was an expansion of the definition of who is an employee and who is not, and the protections extended to employees,” said Kerbein.

The key is understanding the difference between the two.

The distinction is typically made by behavioral control. When a business has the “right to direct and control the worker” in terms of scheduling and how a task is to be completed, then the worker is a W2 employee. The “right to direct and control
the worker” means that you dictate when and where to perform the work, which tools to use and in what sequence to do the work. Additionally, if you provide detailed instructions or training on how to perform the job, the individual is considered an employee.

Stable hands cleaning stalls and/or caring for the horses are likely W2 employees. Barn and office managers also likely fall into this category.

Trainers, instructors or exercise riders might be 1099 candidates. This is determined by the amount of autonomy they are granted for scheduling riders or lessons and making decisions with regard to training, teaching and equipment used.

Kerbein further explained that an employee is someone who is critical to the daily operation of a business. For example, if you need a plumber to fix a leak in the water line, that individual comes in, makes the repair and leaves. Conversely, a stable manager has to report to work every day for the facility to operate. This distinction makes the individual an employee rather than a contractor.

Before deciding which classification fits your operation, consult an employment attorney or your CPA. This will save you headaches and possibly fines if you treat an employee as the wrong type under IRS law.

**Conclusion**
Federal changes universally affect every business that hires one or more employees, regardless of where the business is located. With a new administration in the White House, only time will tell whether certain requirements put forward by the previous president will continue, or whether they will be repealed and replaced with something different.

Other changes will be determined on a state-by-state basis. “Traditionally ‘blue’ states, including Massachusetts, New York and California, will continue to be aggressive in advancing protections for employees,” Kerbein predicted.

Keeping up with all of the changes, especially for small businesses, is overwhelming. Kerbein said that the Department of Labor doesn’t publish notices of changes, and the newspaper coverage isn’t always helpful. He recommended joining a professional organization, such as the Chamber of Commerce, that can provide timely insights into changes.

“When we become aware of a change, we put out a bulletin to all of our members explaining what it means for them,” he said.

The U.S. Small Business Administration maintains a website with links to resources related to federal regulations. It can be found at www.sba.gov.

Another alternative is to hire a consultant who specializes in wage laws. An industry professional can evaluate your current conditions and offer input for compliance.

Should your business be audited, it’s simply not enough to say “I didn’t know.” Labor laws are complex and often change rapidly.

Find a method of staying informed and current that works for your business. It’s worth the investment in professional guidance to avoid the potential of expensive penalties. SM

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Horses are reactive by nature. When confronted with something that they perceive as scary, they react first and think later. This reaction can result in a “train wreck,” creating a high degree of risk for those near the horse, as well as for the horse himself. If we can teach our horses to think before they react, we might be able to significantly reduce this risk.

The training required to teach the horse to think without reacting can be time-consuming, but it is certainly worth the effort for ourselves and our horses. We sometimes have no idea why a horse reacted to something; he just did. Common reactions are bolting, rearing, bucking, pushing, nipping, etc. It is impossible to desensitize a horse to every scary object/situation he might encounter.

Avoiding ‘Train Wrecks’ in the Stable

Check out these valuable tips for developing an emotionally mature horse.

By Charla Ann Story
however, we can teach him how to think and to trust us instead of running for the next county as a first response.

We want the horse to have more confidence. That type of confidence is gained by trusting us through training and repetition of exercises/scenarios. We gain that trust by being a confident leader and through appropriate training techniques that are consistent.

What is the first step of training? Apply pressure, watch the horse’s response, then release the pressure when the horse stops moving his feet and relaxes. You might be thinking, “What did she just say?” Let me give you an example.

While standing at a 45-degree angle to the horse’s shoulder, toss the tail of the lead rope over the horse’s back. If the horse moves, move with the horse (exhaling and releasing your pressure) while continuing to toss the rope over his back with rhythm. If you need to move quickly to stay with him, do so. As soon as the horse stops his feet and relaxes, stop tossing the rope and rub the horse with both hands and rope. This works because the rope is “pressure” to the horse. Once the horse stopped reacting, you took away the pressure by no longer tossing the rope. It is a paradigm shift for the horse.

The horse learns from the release of pressure. The mistake most of us make is that we take away the pressure when a horse reacts, because we don’t want to scare him more. We are making the problem worse when we do that, because we are teaching him that if he runs, the pressure will go away. We want to teach him the opposite.

Once the horse can accept the tail of the lead rope being tossed all over his body and legs, move up to umbrellas, tarps, plastic bags, etc.

Next, introduce noises such as chain-saws, lawn mowers, etc. Each time the horse reacts negatively, follow the Approach and Retreat Method, and the horse will soon figure out that relaxing works and running away does not work.

Apply these techniques to develop an emotionally mature horse. Because I do not want anyone to get injured, if you do not feel comfortable practicing these exercises, please obtain assistance from a professional.

Additional exercises that you might find helpful are available on our website at charhorsemanship.org. These include detailed steps on applying pressure and how a horse thinks.

Feel free to contact me about any questions you might have or issues you might be experiencing with your horse(s).

Charla Ann Story is a Certified Horsemanship Association (CHA)-certified master instructor/clinic instructor and state representative, as well as a PATH-certified instructor. For the past four years, she has been teaching “Principles in Horsemanship” I, II, III at Oklahoma Baptist University. She is the founder/director of C-Bar Horsemanship Therapeutic Riding Center and is a certified instructor at Victory Therapy Center. She has been teaching “From the Pasture to the Arena” at various therapeutic centers, regional conferences and workshops.
Yet another group has signed up to ride with you through the property on a one-hour, nose-to-tail trail ride.

Down the same path you have trod five times today already, past the stand of pines, over the drainage ditch and through the familiar meadow near the lake. Tired and hot, your attitude toward this ride is anything but positive—and to make matters worse, your best trail horse has decided he would rather eat everything within reach and not do his job packing the child he has been assigned.

These trail rides are vital to the equine industry as first-touch experiences with horses, and a positive experience with you might result in a person becoming a horse owner down the road. Yet this important job can become tedious to those of us who, day after day, are leading these rides.

Adding Interest
Here are some ideas for making the rides more interesting for both you and your riders. Whenever you introduce these new Trail Ride Services

Here’s how you can make those hour-long rides more fun for you and your riders.

By Beth Powers
activities, make sure that your horses and the participants can participate safely. A brief introduction to the activity could be done during the pre-ride talk.

**Bandana Pass:** Take bandanas or large, colored popsicle sticks/tongue depressors (if these get left behind, they are biodegradable) and place them along the sides of the trail on branches, rocks and fence posts within reach of riders. The participants are to pick up the items and place them on down the trail for the next rider to pick up. If you go different directions down the same route, the game does not have to be reset for the next group.

**Telephone:** Play the age-old game of telephone by passing a message to the person behind you. If you have a place where you can circle the riders in a field, you can check your message (this is a good time to check other things, too—for example, the comfort level of riders, loose clothing, the tightness of cinches/girths, etc.)—or you could wait until the ride is over.

**Nature Talk:** Familiarize yourself with the flora and fauna of the trail. Point out the types of trees, rock formations and wildflowers. Tell the group ahead of time to be on the lookout for certain features of the region and add some fun facts. Instead of a nature walk, you now have a nature ride.

**Follow the Leader:** Do different movements, and have the riders follow what you do. You could walk around obstacles, stand up in your stirrups, wave your right hand, pat your head or shrug your shoulders. This is a good activity to start the ride, as it will have the riders looking up and out, and not solely focused on the ground between their horses’ ears.

**Talk to the Animals:** Learn birdcalls, and identify them in nature with the riders. Ask all the riders to tell you when they hear the bird you just described.

**‘Un-Natural’ Trail Ride:** Put items out on the trail that do not belong there—things that are not biodegradable. Riders can point out when they have seen the trash. Follow up back at the barn with a talk on litter prevention and remind the riders that those commonly thrown-away items are there only for their education.

**Photo Op:** Set up a special location for a group photo with your smartphone. Take the photo, then email it to the office staff so they can have prints ready for the riders when they get back to the barn. Make sure that each print includes the date and all your contact information, to help with future business.

**Sing-Along:** It is said that if you can’t sing well, then sing loud. Pick seasonal songs or ones that go with themed trail rides (Western, kids, Christmas, camp songs). Add stories and educational facts that go with the theme. People might sign up for an extra ride just to go on a themed outing that they find appealing.

**Take-Home Message**
You want to make everyone’s first horseback ride a memorable one. You are the most important entry portal to the horse industry, and as an industry, we need these positive first-touch experiences for people to discover the magic of horses. SM

Beth Powers is the president of the Certified Horsemanship Association (CHAinstructors.com) and lives in Bellefontaine, Ohio.

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How many of us make the effort to say something nice to one of our best employees as he or she walks out of the barn after a long day? Saying something as simple as, “Thank you! See you tomorrow!” can go a long way in making that person feel appreciated.

Although we try to ensure that our employees feel appreciated, it takes more than a heartfelt thank-you to keep them on our teams and to grow better equine professionals for our industry.

That should be our goal: to build better people.

Instilling the feeling of value in employees starts from the very first time we make eye contact with them, what we say to them in the interviews, and the first hours that they start working for us. It is imperative that our employees know that we are interested in investing in them to become better equine professionals. We want them to be goal setters and goal achievers. We value them as human beings during their best days and their worst.

Routinely giving employees feedback about their performances is something that only takes us a few minutes, but it can go well beyond one moment in their lives. Encouragement is almost a lost practice in today’s business world.

How to Keep Good Employees

You could be losing good help through your lack of interest or a failure to invest in workers as equine professionals.

By Shelby Rader
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Problems
Look beyond surface actions that employees are demonstrating, and search deeper to find the root of a problem.

If you have noticed an employee is getting to work later and later every morning, you have an opportunity to do something more than address the numbers listed on his or her time card. First, find out what the problem is by giving that person an opportunity to talk freely about the situation. Perhaps this will reveal something very different than just sleeping through the alarm.

Capitalize on every chance you get to show that person that although you need him or her to be a reliable employee, he or she is important enough as an individual that you care to dig deeper and try to solve the problem.

Payroll
If what you offer is valuable enough, people will make life adjustments to stay employed at your barn.

It is not always about making more money, but rather making more life progress. Even if you choose not to offer a raise, make sure your employees are rewarded for their efforts and improvements. Allow them to ride the “nicer” horses, toss them the keys to the new farm truck when going to get feed, or let them participate in training a horse.

Invest in one-on-one time with each employee. If a person is working for you, it is most likely because that person respects and admires you. Giving just a few moments of your undivided attention (without answering a cell phone) is an incredible display of how much you value that employee.

Passing Through
If we find ourselves continuously losing our good employees, then we should reevaluate ourselves as mentors and as employers. Although we might pay people to be a part of our success story, we do not own them.

Most stable employees are passionate people with their own goals and dreams. They are not robots who exist to lead a life of servitude. Bottom line: Create an environment and attitude that is threaded with inspiration, encouragement, belief and positive communication, and never let someone settle for mediocrity.

Then, give your employees wings to fly within your program, if it can take them to the next level. If they need something different, be willing to serve as a sturdy launching pad for the next phase of their lives as equine professionals.

In fact, I challenge you to think about something: Do we really lose our best employees? Or did we do our jobs so effectively that they realized they were capable of far more than they ever thought possible, then dared to chase their passions?

If that is why they left, then we should be proud that this self-belief can be harvested in the environment we are cultivating within our barn doors.

Shelby Rader grew up showing Arabians and now is an American Quarter Horse Association (AQHA) Professional Horseman, as well as a Certified Horsemanship Association (CHA)-certified instructor and equine facility manager. She is proud to be a part of CHA and serves as its Virginia state representative.

PATH Intl. centers and professionals
Since 1969 the Professional Association of Therapeutic Horsemanship International (PATH Intl.), formerly the North American Riding for the Handicapped Association, has been ensuring excellence and changing lives through equine-assisted activities and therapies (EAAT) that promote health, fitness and socialization for people with special needs.

PATH Intl. Member Centers, certified instructors and credentialed professionals belong to a progressive and growing industry. They offer safe, ethical and humane practices in the rapidly growing field of EAAT. Nearly 62,000 participants of all ages with a variety of special needs have made the right choice by trusting their safety and growth to professionals providing opportunities in therapeutic riding, interactive vaulting, carriage driving or mental health and learning sessions at PATH Intl. Member Centers.

PATH Intl. Member Centers and the certified professionals on all continents but Antarctica are trusted and operating within industry best practices while implementing the top safety standards in the business.

Learn more about equine-assisted activities and therapies, get involved, make a donation and find your local PATH Intl. center:

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Ensuring excellence and changing lives through equine-assisted activities and therapies
Farm and stable owners/managers, as well as riding instructors, are always looking for ideas to better manage their horses and facilities. Your clients also depend on you to keep up with the latest information about products for them and their horses. For those reasons, we invite you to learn more about the following companies.

In this special section, we are giving you a quick glance at the products from advertising partners who appear elsewhere in this magazine. You are invited to read their ads and visit their websites for more information.

You also can visit StableManagement.com to read information about new products that are introduced to the equine industry. On the website, visit the tab labeled Products.

Absorbine Flex+Max
Flex+Max® offers comprehensive joint care featuring enhanced ingredient levels for guaranteed results—all in a joint supplement offering a highly palatable formula with no fillers. Every serving of Flex+Max® delivers high levels of key active ingredients: 10,000 mg of glucosamine, 5,000 mg of MSM, 1,200 mg of chondroitin, 150 mg of HA, 130 mg of boswellia serrata. Plus, flaxseed and rice bran.

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Absorbine Hooflex
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Absorbine Veterinary Linament
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www.brentwoodindustries.com/construction/wheelbarrows/

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Cactus was one of 59 malnourished and mistreated horses rescued from hardship and brought to Colorado in 2015. Thanks to the help of rescue workers and volunteers, Cactus and his friends all were given a second chance at a happy life. Cactus is now thriving in his new home, where not only is he a great riding horse, but a wonderful new member to their family.

**FIND OUT HOW TO Heart the Cause Today**

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A Home For Every Horse is brought to you by the Equine Network and sponsored by:
Recommended Reading

StableManagement.com has news and unique articles posted every day. Here are some that you might want to read.

By Kimberly S. Brown

StableManagement.com has a library of unique articles that can help you run a more efficient and profitable business, as well as assist you in managing your horses and property better. We invite you to sign up for the StableManagement.com monthly electronic newsletter to bring pertinent articles right to your inbox.

Here are some important topics you might have missed. You can look any of the articles up by title on StableManagement.com.

We featured a series on **inventory**, which is a lot more than just counting pitchforks and saddle pads. Feature writer Katie Navarra delved into:
- “Why Horse Farms and Stables Should Inventory”
- “Inventory Recordkeeping for Horse Farm and Stable Owners”
- “Barn and Farm Inventory”
- “Inventory for Your Horse Farm and Stable Equipment”
- “Personal Inventory for Equine Business Owners”

We also focused a series of articles on **contingency plans**. Whether you have a one-person staff or multiple barns, clients, riding instructors, veterinarians and farriers, you need a backup plan for times when a person or service provider cannot perform his or her normal duties. In this series, we addressed the topics:
- “Contingency Planning for the Solo Equine Business Owner”
- “Have a Contingency Plan for your Feed and Hay Supplies”
- “Contingency Plan for Unexpected Financial Problems on a Horse Farm”
- “Your Contingency Plan as a Barn Manager”
- “Contingency Plan for Equine Vet or Farrier”
• “Contingency Plans for your Equine Business”

    And while you are thinking of contingency planning, you should read the article “Succession Planning for Your Equine Business.”

    Our cover story in this magazine is about biosecurity, and one of the health problems that you should recognize is equine influenza. Here are the articles in the influenza article series:
    • “Equine Influenza: Which Horses Should be Vaccinated?”
    • “Influenza in Horses: Clinical Signs and Treatment”
    • “Equine Influenza: Do Vaccines Need to Be Updated?”
    • “Equine Influenza: Use Biosecurity for Prevention of Disease Spread”
    • “Influenza in Horses: Types of Vaccines”

    We also had a recent series of articles on avoiding employee problems. The articles in this series are:
    • “Avoiding Employee Problems: Setting Expectations”
    • “Avoiding Employee Problems: Pay and Raises”
    • “Avoiding Employee Problems: Job Performance Reviews”
    • “Avoiding Employee Problems: Hiring”
    • “Avoiding Employee Problems: Firing Farm or Stable Workers”

    In addition, we had a series of three articles on analgesics for horses.

    Check them out:
    • “Analgesics on Hand in an Equine Stable”
    • “Problems with Analgesics in Horses”
    • “When to Use Analgesics in Horses”

    Another series covered hiring riding instructors. Those articles are:
    • “Hiring Riding Instructors: Pay vs. Percentage”
    • “Hiring Riding Instructors: Certification”
    • “Hiring Riding Instructors: How Much Per Lesson?”

    An earlier series of articles that might be of use to you were on business basics. Those articles are:
    • “Business Basics for Equine Businesses: Basic Strategic Plan”
    • “Scheduling Basics”
    • “Tips for Stable Owners on Creating a Spreadsheet”
    • “Using Excel for Equine Business List Management”
    • “Scheduling Basics”

    If you are a riding instructor or you provide lessons on your farm, you might find these articles on managing riding lessons useful to your business:
    • “The Pros and Cons of Group, Private and Semi-Private Riding Lessons”
    • “Cancellation Policies: A Necessary Evil for Riding Lessons”
    • “How Riding Instructor Policies Can Ensure Pay Day Comes”

    • “Discounting Horse Riding Lessons: Yay or Nay?”

    For those of you thinking of adding or updating your riding arenas to have a covered or indoor space, check out these articles:
    • “Equestrian Arena Options: Fabric-Roofed Arenas”
    • “Equestrian Arena Options: Open-Sided Arenas”
    • “Equestrian Arena Options: Traditional Buildings”

    Additional articles you might want to read include:
    • “10 Tips for Easier Stall Cleaning”
    • “Antibiotic Resistance: Why Care?”
    • “Antibiotic: Proper Use in Horses”
    • “Disinfecting a Horse Stall”
    • “Dealing with Rain Rot in Horses”
    • “Anti-Inflammatory Medications to Have on Hand for Horse Farms and Stables”
    • “Collection of Horse Farm Maintenance Tips”
    • “A Collection of Spring Stable Tips”
    • “A Collection of Clutter Busters for the Barn”

    Make sure to check StableManagement.com regularly, as new articles are posted each day. Some of the upcoming series will be about leptospirosis, collections and payments, EPM, hay for horses, heat and horses, liability, savings and retirement, PPID, trailers, planning now for 2018 summer camps, deworming and fencing.
Here you are. At the barn, again. For what feels like the eighth day this week. Training. Sweating the small stuff. And for what? The camaraderie? Hah. You know it’s bigger than that. But when it’s all on the line, does your horse have the stomach to win?

WINNING IS WHAT HAPPENS when no one is handing out

BUCKLES.

Here you are. At the barn, again. For what feels like the eighth day this week. Training. Sweating the small stuff. And for what? The camaraderie? Hah. You know it’s bigger than that. But when it’s all on the line, does your horse have the stomach to win?

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