



**R-Ranch In the Mountains
Board of Director's Meeting
March 20, 2021
Agenda**

- I. CALL TO ORDER– President, Ashley Spinner**
 - II. OPENING PRAYER- Cecil Pacetti**
 - III. PLEDGE OF ALLEGIANCE- Randy Mercier**
 - IV. REVIEW/APPROVE/AMEND/ACCEPT AGENDA**
 - V. SUSPEND READING JANUARY 2021 BOD Meeting**
 - VI. APPROVE/AMEND/ACCEPT JANUARY 2021 BOD MEETING MINUTES**
 - VII. REPORTS – Attached where submitted**
 - a. Financial Report- Blaine Griffith**
 - b. Executive Director's Report**
 - c. R-Ranch Grounds Report**
 - d. Stables report**
 - e. Sales Report**
 - f. Events Report**
 - g. Treasurer's Report**
 - h. President's Report**
- STANDING COMMITTEE REPORTS – Attached where submitted**
- 1. Accommodations Committee**
 - 2. Covenants/Bylaws/Policy & Guidelines Committee**
 - 3. Finance Committee**
 - 4. Land Use/Fire Wise Committee**
 - 5. Marketing Committee**
 - 6. Owner's Concerns Committee**
 - 7. Nominating Committee-**
 - 8. Strategic Planning committee**
- 9. BOARD APPOINTED COMMITTEE**
- a) RV6 Committee**
 - b) Rodeo Committee**



VIII. OLD BUSINESS-

- a) Disc Golf update
- b) Trailer and golf cart parking

IX. NEW BUSINESS-

- a) Horse riding lessons proposal by stables and fellow owner

X. ADJOURN GENERAL MEETING

Time: _____

The next meeting of the R-Ranch Board of Directors will be held on April 24, 2021 at 9:30 A.M. in the R-Ranch board room for a brief meeting. Followed by Owners Meeting at 1:00 P.M..

XI. EXECUTIVE SESSION – No

XII. WORKING SESSION – No



**R-Ranch In the Mountains
Board of Director's Meeting
February 20, 2021
Meeting Minutes**

In attendance: Ashley Spenner (President), Marc Armstrong (Vice President), Sue Burton (Treasurer), Alex Griffin, Randy Mercler, Becky Mooney, Cecil Pacetti, Holly Sell (Secretary), and Jesse Stout

Absent:

Remotely:

Meeting type: In person

- I. CALL TO ORDER-- 9:32 President, Ashley Spenner**
- II. OPENING PRAYER- Cecil Pacetti**
- III. PLEDGE OF ALLEGIANCE- Randy Mercler**
- IV. REVIEW/APPROVE/AMEND/ACCEPT AGENDA- Motion to accept by Randy, seconded by Sue**
- V. SUSPEND READING NOVEMBER 2020 BOD Meeting- Motion to accept by Cecil, seconded by Sue**
- VI. APPROVE/AMEND/ACCEPT NOVEMBER 2020 BOD MEETING MINUTES- Motion to accept by Marc, seconded by Randy**
- VII. REPORTS – Attached where submitted**
 - a. Financial Report- Blaine Griffith**
 - b. Executive Director's Report-**
 - c. R-Ranch Grounds Report**
 - d. Stables report**
 - e. Sales Report**
 - f. Events Report**
 - g. Treasurer's Report**
 - h. President's Report**

STANDING COMMITTEE REPORTS – Attached where submitted

- 1. Accommodations Committee-**
- 2. Covenants/Bylaws/Policy & Guidelines Committee- P&G committee provided adjusted language to update 3.4, 3.4.1, 3.8. Motion made by Alex to approve adjustments, seconded by Randy. Alternative language was proposed for Article XIV Section 14.1 and 14.2. Motion to approve by Randy and seconded by Marc. Committee also recommended an addition of Article XV for Reservation Extension Program to provide**



clarity on the program. Motion to approve addition made by Marc and seconded by Becky.

3. Finance Committee
4. Land Use/Fire Wise Committee-
5. Marketing Committee
6. Owner's Concerns Committee
7. Nominating Committee-
8. Strategic Planning committee

9. BOARD APPOINTED COMMITTEE
 - a) RV6 Committee-
 - b) Rodeo Committee

VIII. OLD BUSINESS-

- a) Disc golf

IX. NEW BUSINESS-

- a) Trailer and golf cart parking- Ashley proposed making an area specific for trailer and golf cart parking. P&G verbiage related to parking and overflow parking needs to be updated as language is outdated. Board agreed to move forward with having Blaine sketch out appropriate area(s) and identify cost to present at March meeting.

X. ADJOURN GENERAL MEETING

Time: 12:30 PM

The next meeting of the R-Ranch Board of Directors will be held on March 20, 2021 at 9:30 A.M. in the R-Ranch board room or virtually as appropriate.

XI. EXECUTIVE SESSION – No

XII. WORKING SESSION- Yes, directly following the board meeting

- a. Accommodations committee chair presented current Chapel Hill adoption program, repair check list showing needed work activities to be complete within first year, and Adoption Agreement and Attachment "C" Rustic (Chapel Hill) Cabin Adoption both current and proposed changes.

Motion made by Jesse and second by Alex to approve proposed changes made by the accommodation committee's recommended update to Attachment "C" as shown in attachment. Board voted unanimously.

R-Ranch in the Mountains®
Income Statement
Compared with Budget
February 28, 2021

	Month Actual	Month Budget	Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Revenues						
Admin Revenue	\$ 86,133.11	\$ 89,149.00	(3,015.89)	\$ 116,683.30	\$ 110,413.00	6,270.30
RV Revenue	12,396.54	6,915.00	5,481.54	18,538.42	14,060.00	4,478.42
Cabin Revenue	5,534.20	6,389.00	(854.80)	10,944.98	10,497.00	447.98
Lodge Revenue	4,200.00	5,500.00	(1,300.00)	9,625.00	7,900.00	1,725.00
Capital Imp Revenue	1,482.94	1,123.00	359.94	2,755.61	2,014.00	741.61
Legal Revenue	2,724.25	2,112.00	612.25	4,545.75	3,724.00	821.75
Rodeo Revenue	0.00	0.00	0.00	500.00	0.00	500.00
Total Revenues	<u>112,471.04</u>	<u>111,188.00</u>	<u>1,283.04</u>	<u>163,593.06</u>	<u>148,608.00</u>	<u>14,985.06</u>
Cost of Sales						
Total Cost of Sales	0.00	0.00	0.00	0.00	0.00	0.00
Gross Profit	<u>112,471.04</u>	<u>111,188.00</u>	<u>1,283.04</u>	<u>163,593.06</u>	<u>148,608.00</u>	<u>14,985.06</u>
Expenses						
Employee Expenses	62,091.28	68,621.62	(6,530.34)	116,592.13	137,430.24	(20,838.11)
Admin Expenses	39,067.43	15,780.00	23,287.43	66,957.77	53,544.00	13,413.77
GPM Expenses	852.56	2,920.00	(2,067.44)	3,988.73	3,670.00	318.73
Operating Utilities	9,644.96	4,117.00	5,527.96	17,792.50	12,711.00	5,081.50
Sales & Marketing Exp	337.50	2,500.00	(2,162.50)	487.50	2,700.00	(2,212.50)
Housekeeping Expenses	343.35	255.00	88.35	362.46	755.00	(392.54)
Stable Expenses	1.01	3,112.00	(3,110.99)	3,141.93	5,443.00	(2,301.07)
Owner Expenses	577.24	797.00	(219.76)	1,294.92	984.00	310.92
Sponsored Events Exp	0.00	0.00	0.00	0.00	0.00	0.00
Misc Exp	0.00	4.00	(4.00)	0.00	8.00	(8.00)
RV Expenses	17,871.02	5,633.00	12,238.02	23,103.96	10,777.00	12,326.96
Cabin Expenses	5,399.11	7,066.00	(1,666.89)	9,965.09	12,074.00	(2,108.91)
Lodge Expenses	7,825.60	3,991.00	3,834.60	12,075.35	8,261.00	3,814.35
Capital Imp Exp	4,207.16	0.00	4,207.16	4,249.21	0.00	4,249.21
Legal Exp	(55.00)	2,112.00	(2,167.00)	(55.00)	3,724.00	(3,779.00)
Rodeo Expenses	(30.00)	0.00	(30.00)	(30.00)	57.00	(87.00)
Total Expenses	<u>148,133.22</u>	<u>116,908.62</u>	<u>31,224.60</u>	<u>259,926.55</u>	<u>252,138.24</u>	<u>7,788.31</u>
Net Operating Income	<u>(35,662.18)</u>	<u>(5,720.62)</u>	<u>(29,941.56)</u>	<u>(96,333.49)</u>	<u>(103,530.24)</u>	<u>7,196.75</u>
Other Income/Expense						
Bad Debt Expense	0.00	0.00	0.00	12,226.72	0.00	12,226.72
Net Income	<u>\$ (35,662.18)</u>	<u>\$ (5,720.62)</u>	<u>(29,941.56)</u>	<u>\$ (108,560.21)</u>	<u>\$ (103,530.24)</u>	<u>(5,029.97)</u>

For Management Purposes Only.

R-Ranch in the Mountains@
P & L - No RV 6
Compared with Budget
For the Two Months Ending February 28, 2021

	Month Actual	Month Budget	Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Revenues						
Admin - Assessments	\$ 73,572.66	\$ 76,712.00	(3,139.34)	\$ 91,183.82	\$ 87,431.00	3,752.82
Admin - Child Rights	500.00	0.00	500.00	500.00	0.00	500.00
Admin - Interest	1.68	7.00	(5.32)	3.29	14.00	(10.71)
Admin - Fines & Fees	450.00	100.00	350.00	911.57	200.00	711.57
Admin - Late Fees & FC	1,248.83	1,641.00	(392.17)	3,074.57	3,443.00	(368.43)
Admin - Ownership Sales	848.75	1,990.00	(1,141.25)	1,346.25	2,985.00	(1,638.75)
Admin - Ownership Transfer	1,805.50	1,944.00	(138.50)	3,079.50	3,888.00	(808.50)
Admin - Sales - Ice	31.22	48.00	(16.78)	75.66	81.00	(5.34)
Admin - Sales - Propane	2,016.61	635.00	1,381.61	3,916.39	1,683.00	2,233.39
Admin - Sales - Souvenirs	0.00	76.00	(76.00)	0.00	106.00	(106.00)
Admin - Sales - Firewood	0.00	1.00	(1.00)	0.00	2.00	(2.00)
Admin - Sales - Gate Cards	50.00	8.00	42.00	75.00	16.00	59.00
Admin - Sales - Store	214.43	422.00	(207.57)	515.42	760.00	(244.58)
Admin - Vending Income	0.00	616.00	(616.00)	912.00	680.00	232.00
Admin - Stables - Riding Pas	60.00	227.00	(167.00)	480.00	412.00	68.00
Admin - Stables - Fundraiser	40.00	200.00	(160.00)	40.00	200.00	(160.00)
Admin - Recovery of Bad De	567.43	850.00	(282.57)	1,649.83	1,944.00	(294.17)
Admin - RV Adoptions	3,072.00	2,532.00	540.00	6,816.00	4,700.00	2,116.00
Admin - Cabin Adoptions	1,404.00	875.00	529.00	1,404.00	1,413.00	(9.00)
Admin - RV Moves	220.00	165.00	55.00	640.00	305.00	335.00
Admin - Pet Fees	30.00	100.00	(70.00)	60.00	150.00	(90.00)
RV - Electric - Usage Fee	3,413.00	2,449.00	964.00	6,643.00	4,718.00	1,925.00
RV - Electric - Quarterly	7,189.34	3,418.00	3,771.34	7,475.42	7,386.00	89.42
RV - Monthly Adoptions	800.00	250.00	550.00	1,600.00	500.00	1,100.00
RV - Yearly Adoptions	540.00	594.00	(54.00)	1,536.00	1,102.00	434.00
RV - Guest & Group	454.00	202.00	252.00	1,284.00	350.00	934.00
RV - Interest	0.00	2.00	(2.00)	0.00	4.00	(4.00)
Cabin - Electric - Usage	900.00	1,583.00	(683.00)	3,382.00	2,870.00	512.00
Cabin - Electric - Quarterly	972.32	1,016.00	(43.68)	1,118.66	1,582.00	(463.34)
Cabin - Adoptions	418.00	292.00	126.00	418.00	471.00	(53.00)
Cabin - Guest & Group	1,385.88	1,000.00	385.88	2,305.32	1,589.00	716.32
Cabin - Cottage	1,858.00	2,498.00	(640.00)	3,721.00	3,985.00	(264.00)
Lodge - Weddings	3,000.00	3,000.00	0.00	7,775.00	5,000.00	2,775.00
Lodge - Events	1,200.00	2,500.00	(1,300.00)	1,850.00	2,900.00	(1,050.00)
Capital Improve - RV	1,008.00	831.00	177.00	2,268.00	1,543.00	725.00
Capital Improve - Cabins	468.00	292.00	176.00	468.00	471.00	(3.00)
Capital Imp - Intrest	6.94	0.00	6.94	19.61	0.00	19.61
Legal - Admin	2,724.25	2,112.00	612.25	4,545.75	3,724.00	821.75
Rodeo - Sponsors	0.00	0.00	0.00	500.00	0.00	500.00
Total Revenues	112,471.04	111,188.00	1,283.04	163,593.06	148,608.00	14,985.06
Cost of Sales						
Total Cost of Sales	0.00	0.00	0.00	0.00	0.00	0.00
Gross Profit	112,471.04	111,188.00	1,283.04	163,593.06	148,608.00	14,985.06
Expenses						
Employee - Payroll/Salary	48,351.21	53,554.62	(5,203.41)	95,048.36	107,109.24	(12,060.88)
Employee - Payroll Tax	3,642.89	5,098.00	(1,455.11)	6,541.39	10,196.00	(3,654.61)
Employee - Payroll Fees & E	461.98	408.00	53.98	1,415.21	1,003.00	412.21
Employee - Benefits	6,370.28	5,700.00	870.28	9,663.79	11,400.00	(1,736.21)
Employee - IRA	316.92	400.00	(83.08)	475.38	800.00	(324.62)
Employee - Workers Comp	2,548.00	3,161.00	(613.00)	2,548.00	6,322.00	(3,774.00)

For Management Purposes Only

R-Ranch in the Mountains®
P & L - No RV 6
Compared with Budget
For the Two Months Ending February 28, 2021

	Month Actual	Month Budget	Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Employee - Commissions	200.00	300.00	(100.00)	900.00	600.00	300.00
Admin - Bank Fees	20.00	42.00	(22.00)	40.00	80.00	(40.00)
Admin - Business Fees	0.00	23.00	(23.00)	254.00	249.00	5.00
Admin - IT	1,901.12	1,807.00	94.12	2,679.99	3,614.00	(934.01)
Admin - Dues & Subscriptio	0.00	344.00	(344.00)	0.00	364.00	(364.00)
Admin - Emp Develop & Tra	0.00	230.00	(230.00)	0.00	230.00	(230.00)
Admin - Acknowledgements	0.00	50.00	(50.00)	0.00	50.00	(50.00)
Admin - Merchant Services	(347.41)	0.00	(347.41)	(226.91)	0.00	(226.91)
Admin - Mileage Reimburse	0.00	62.00	(62.00)	19.95	94.00	(74.05)
Admin - Office Build M&R	0.00	90.00	(90.00)	125.00	90.00	35.00
Admin - Office Expense	621.06	602.00	19.06	619.06	739.00	(119.94)
Admin - Printing / Copying	401.06	397.00	4.06	401.06	735.00	(333.94)
Admin - Shipping / Postage	266.89	421.00	(154.11)	484.00	616.00	(132.00)
Admin - Cable/Coll/Telepho	1,251.15	1,400.00	(148.85)	2,488.02	2,800.00	(311.98)
Admin - Insurance - PL&A	23,628.50	0.00	23,628.50	47,319.00	23,760.00	23,559.00
Admin - Property Taxes	9,159.00	9,159.00	0.00	9,159.00	18,318.00	(9,159.00)
Admin - Sales - Ice	0.00	58.00	(58.00)	0.00	58.00	(58.00)
Admin - Sales - Propane	2,166.06	313.00	1,853.06	3,595.60	907.00	2,688.60
Admin - Sales - Souvenirs	0.00	247.00	(247.00)	0.00	247.00	(247.00)
Admin - Sales - Store	0.00	535.00	(535.00)	0.00	593.00	(593.00)
GPM - Equip Rental	34.89	34.00	0.89	313.91	68.00	245.91
GPM - Equip Repair	39.92	828.00	(788.08)	221.93	845.00	(623.07)
GPM - Fence / Pasture	0.00	2.00	(2.00)	0.00	9.00	(9.00)
GPM - Fuel	(25.00)	296.00	(321.00)	1,944.18	396.00	1,548.18
GPM - General Maintenance	315.21	354.00	(38.79)	315.21	428.00	(112.79)
GPM - Grounds/Property Re	100.00	46.00	54.00	510.80	181.00	329.80
GPM - Keys & Locks	0.00	2.00	(2.00)	5.16	2.00	3.16
GPM - Pool Chemicals	0.00	40.00	(40.00)	290.00	40.00	250.00
GPM - Pool M&R	0.00	4.00	(4.00)	0.00	4.00	(4.00)
GPM - Pest Control Services	0.00	325.00	(325.00)	0.00	325.00	(325.00)
GPM - Supplies	382.45	157.00	225.45	382.45	303.00	79.45
GPM - Tools	40.64	100.00	(59.36)	40.64	126.00	(85.36)
GPM - Vehicle M&R	(35.55)	700.00	(735.55)	(35.55)	911.00	(946.55)
GPM - Maint. Bldg M&R	0.00	32.00	(32.00)	0.00	32.00	(32.00)
Operating - Util - Electric	2,494.04	2,687.00	(192.96)	4,577.46	5,380.00	(802.54)
Operating - Util - Propane	4,772.44	589.00	4,183.44	4,772.44	2,083.00	2,689.44
Operating - Util - Trash	875.00	815.00	60.00	2,075.00	1,348.00	727.00
Operating - Util - Wtr Test	1,503.48	26.00	1,477.48	1,503.48	900.00	603.48
Operating - Util - Wtr Trt M	0.00	0.00	0.00	4,864.12	3,000.00	1,864.12
Sales - Sales & Market Exp	337.50	2,500.00	(2,162.50)	487.50	2,700.00	(2,212.50)
Housekeeping - Supplies	343.35	255.00	88.35	362.46	755.00	(392.54)
Stables - Feed	0.00	1,129.00	(1,129.00)	1,515.42	2,129.00	(613.58)
Stables - Ferrier	440.00	800.00	(360.00)	1,850.00	1,905.00	(55.00)
Stables - General Expense	0.00	211.00	(211.00)	169.52	370.00	(200.48)
Stables - M&R	0.00	181.00	(181.00)	0.00	181.00	(181.00)
Stables - Tack & Equipment	0.00	36.00	(36.00)	20.99	36.00	(15.01)
Stables - Vet Fees / Medicine	411.01	755.00	(343.99)	436.00	819.00	(383.00)
Stables - Horses	(850.00)	0.00	(850.00)	(850.00)	0.00	(850.00)
Stables - Tools	0.00	0.00	0.00	0.00	3.00	(3.00)
Owner - Events	0.00	500.00	(500.00)	9.29	500.00	(490.71)
Owner - Sales & Transfers	577.24	297.00	280.24	1,285.63	484.00	801.63
Misc. Expense	0.00	4.00	(4.00)	0.00	8.00	(8.00)
RV - M&R	0.00	357.00	(357.00)	0.00	474.00	(474.00)
RV - Bath Houses	0.00	126.00	(126.00)	0.00	126.00	(126.00)
RV - Utilities - Electric	6,279.53	4,948.00	1,331.53	11,512.47	9,635.00	1,877.47
RV - Utilities - Propane	456.49	97.00	359.49	456.49	419.00	37.49
RV - Utilities - STP	0.00	105.00	(105.00)	0.00	123.00	(123.00)

For Management Purposes Only

R-Ranch in the Mountains®
P & L - No RV 6
Compared with Budget
For the Two Months Ending February 28, 2021

	Month Actual	Month Budget	Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
RV - Projects & Improve	11,135.00	0.00	11,135.00	11,135.00	0.00	11,135.00
Cabin - M&R	(50.00)	39.00	(89.00)	(50.00)	39.00	(89.00)
Cabin - Pest Control Svc	210.10	0.00	210.10	210.10	0.00	210.10
Cabin - Bath Houses	0.00	9.00	(9.00)	0.00	9.00	(9.00)
Cabin - Rainbow	(35.00)	203.00	(238.00)	65.00	203.00	(138.00)
Cabin - Chapel Hill	89.41	5.00	84.41	89.41	5.00	84.41
Cabin - Cottages	105.00	4.00	101.00	105.00	4.00	101.00
Cabin - Utilities - Electric	4,571.22	6,745.00	(2,173.78)	8,341.06	11,613.00	(3,271.94)
Cabin - Utilities - Propane	382.13	61.00	321.13	382.13	201.00	181.13
Cabin - Projects & Improve	126.25	0.00	126.25	822.39	0.00	822.39
Lodge - M&R	0.00	40.00	(40.00)	720.00	271.00	449.00
Lodge - Kitchen M&R	725.00	0.00	725.00	725.00	0.00	725.00
Lodge - Event Decor/Improv	68.58	52.00	16.58	(572.84)	52.00	(624.84)
Lodge - Event Coord/Staff	420.00	100.00	320.00	1,280.00	200.00	1,080.00
Lodge - Event Clean/Supply	0.00	0.00	0.00	0.00	67.00	(67.00)
Lodge - Marketing	0.00	83.00	(83.00)	0.00	323.00	(323.00)
Lodge - Utilities - Electric	1,911.93	2,239.00	(327.07)	3,624.59	3,965.00	(340.41)
Lodge - Utilities - Propane	4,700.09	1,477.00	3,223.09	6,298.60	3,383.00	2,915.60
Capital - Infra Improve	4,207.16	0.00	4,207.16	4,249.21	0.00	4,249.21
Legal - Admin	(55.00)	2,112.00	(2,167.00)	(55.00)	3,724.00	(3,779.00)
Rodeo - Advertising	(80.00)	0.00	(80.00)	(80.00)	57.00	(137.00)
Rodeo - In-House Exp	50.00	0.00	50.00	50.00	0.00	50.00
Total Expenses	148,133.22	116,908.62	31,224.60	259,926.55	252,138.24	7,788.31
Net Operating Income	(35,662.18)	(5,720.62)	(29,941.56)	(96,333.49)	(103,530.24)	7,196.75
Other Income/Expense						
Bad Debt Expense	0.00	0.00	0.00	12,226.72	0.00	12,226.72
Net Income	\$ (35,662.18)	\$ (5,720.62)	(29,941.56)	\$ (108,560.21)	\$ (103,530.24)	(5,029.97)

For Management Purposes Only

R-Ranch in the Mountains®
Balance Sheet
February 28, 2021

ASSETS

Current Assets		
Petty Cash	\$	200.00
Register Cash		300.00
Operating Bank Account		6,017.06
Lodge Bank Account		4,923.33
Cabin Bank Account		70,057.10
Property Tax Escrow Bank Acoot		20,959.37
Payroll Bank Account		427.88
Rodeo Bank Account		8,792.70
Capital Improvement / Infrast		82,436.42
Legal Account		44,740.60
RV Bank Account		649,870.11
Operating Contingent		10,015.92
Accounts Receivable		2,363,292.15
Allowances for Doubtful Account		(1,802,564.42)
Total Current Assets		1,459,468.22
Property and Equipment		
Furniture & Fixtures	118,469.31	
Vehicles	35,182.00	
Machinery & Equipment	502,261.93	
Horses & Sports Equipment	62,247.14	
Buildings and Improvements	1,663,166.95	
Fixed Assets - Cabin	57,370.36	
Fixed Assets - Inf	9,041.26	
Fixed Assets - Lodge	52,027.81	
Fixed Assets - RV	105,307.49	
Fixed Assets - RV6	30,902.56	
Fixed Assets - Stable	6,642.34	
Fixed Assets - Rodeo	5,920.50	
Accumulated Depreciation	(1,419,325.34)	
Total Property and Equipment		1,229,214.31
Other Assets		
Unsold Ranch Memberships	787,865.00	
Total Other Assets		787,865.00
Total Assets	\$	3,476,547.53

LIABILITIES AND CAPITAL

Current Liabilities		
Prepaid Assessments	\$	24,625.23
Sales Tax Payable		262.40
Accrued Property Tax		30,368.98
Accrued Property Tax		17,232.00
Total Current Liabilities		72,488.61
Long-Term Liabilities		
Total Long-Term Liabilities		0.00
Total Liabilities		72,488.61

Unaudited - For Management Purposes Only

R-Ranch in the Mountains®
Statement of Cash Flow
For the two Months Ended February 28, 2021

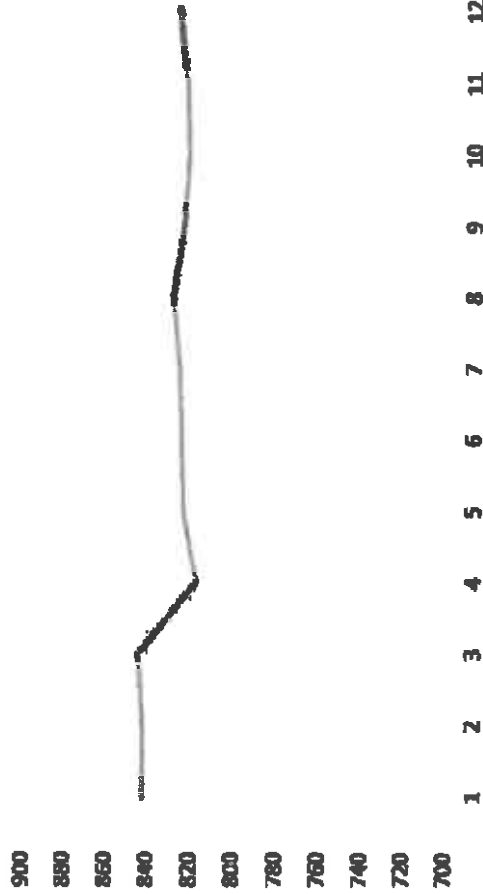
	Current Month	Year to Date
Cash Flows from operating activities		
Net Income	\$ (1,634.05)	\$ (48,226.08)
Adjustments to reconcile net income to net cash provided by operating activities		
Accounts Receivable	4,772.01	4,772.01
Allowance for Doubtful Account	(4,722.01)	7,504.71
Prepaid Assessments	(25,062.00)	(18,476.31)
Sales Tax Payable	11.80	11.80
Accrued Property Tax	9,159.00	9,159.00
Prepaid Electric	(50.00)	(50.00)
Total Adjustments	<u>(15,891.20)</u>	<u>2,921.21</u>
Net Cash provided by Operations	<u>(17,525.25)</u>	<u>(45,304.87)</u>
Cash Flows from investing activities		
Used For		
Net cash used in investing	<u>0.00</u>	<u>0.00</u>
Cash Flows from financing activities		
Proceeds From		
Used For		
Net cash used in financing	<u>0.00</u>	<u>0.00</u>
Net increase <decrease> in cash	<u>\$ (17,525.25)</u>	<u>\$ (45,304.87)</u>
Summary		
Cash Balance at End of Period	\$ 898,740.49	\$ 898,740.49
Cash Balance at Beg of Period	(916,265.74)	(944,045.36)
Net Increase <Decrease> in Cash	<u>\$ (17,525.25)</u>	<u>\$ (45,304.87)</u>

CUSTOMER ACCOUNT STATUS/ UNIT STATUS

Active	772	736	775	639	674	720	713	743	746	657	659	729
Suspended	70	106	69	178	149	104	112	85	77	164	163	97
TOTAL UNITS	842	842	844	817	823	824	825	828	823	821	822	826
Status as of:	1/17/20	2/14/20	3/20/20	4/24/20	5/13/20	6/19/20	7/15/20	8/12/20	9/17/20	10/19/20	11/19/20	12/19/20

Goal is 1200 units

2020 Unit Status



Active	743	755	760									
Suspended	66	68	63									
TOTAL	829	823	823	0	0	0	0	0	0	0	0	0
Collections	33	40	38									
TOTAL UNITS	862	863	861	0	0	0	0	0	0	0	0	0
Status as of:	1/15/21	2/18/21	3/18/21									

Goal is 1200 units



Executive Director Board Report

Mar Meeting

- February was cold and rainy with a hint of spring for a few days in the last week. We took advantage of the slow times to get some work done in the front office and the departments once again.
- Continued working on benefits for the employees as renewal is around the corner. I have shopped it out to four different companies.
- Continuing to work on obtaining quotes for various projects around the Ranch for either this year's budget or to prepare for the next.
- Worked on planning for 2021 with events, projects, processes and procedures to ensure we are as close to a normal year as we can, but also that we are going to be able to properly forecast projects and expenditures per the FY21 budget or to prep for FY22.
- Until we make it through a few more months, we will continue to be very prudent with our financials. We want to be comfortable moving forward with projects knowing that we are not putting ourselves in a compromising position, so I am continuing to keep a close eye on the situation.
- Deeds – continuous project. Progress has slowed a little, but we are still moving forward. We have received in about 4-5 deeds in the past month. Collections is still working well.
- We are prepping a small batch of 15 deeds for foreclosure. These are deeds that are impossible to locate Owners or are impossible to deal with.
- Continued to work with the Staff/Departments to identify areas, projects that can be focused on/changed and/or improved as we moved into the offseason looking to prepare for peak-season 2021.
- Continuing to look at streamlining office processes/software including the ability for Owners to access their account on the website, POS system and the ability to see our RV site/cabin availability online.
- Personnel changes: we have continued to shuffle personnel in the front office. Will have a few more changes. In-house security continues to be a challenge.
- Looking to bring back Tantrum and possibly one other brewery for Rodeo and 4th of July. Not doing the full license this year but stay with the special event license for two events.
- Project updates:
 - 1) WiFi – looking to continue this project this year, budget dependent.
 - 2) Chapel Hill – identified next phase of cabins. Supplies have been ordered. Will have on hand if we get a chance to work on this project with a week of no rain.

Maint. Report February

Finished crossing to RV#8 Also between
RV#4 & RV#5 Made Repairs on Treatment Plant
graveled RV site 311 Begun cutting Trees in old
Cabin Area Worked in office, Removed dead
Tree in RV#5 Worked on equipment servicing
make Ready for Spring
General Maint.

R-Ranch Stable Report

FEB 2021

Summary:

After our strong start in JAN Mother Nature tried to keep down a bit in FEB. Freezing temps, Snow, frequent Rain and high winds kept most owners away. However, we had a few good days that our owners took advantage of and we got them out on the Trails. Please refer to the Trail Rides & Pass Table further down in this report. MAR numbers are looking pretty good so far.

I would like you to welcome Mariah Yori and Payton Colman to the Stable Team. They are both Part Timers that contribute a lot. If you haven't met them yet, please stop by and say hi. They are both very nice and talented young Ladies. They are hard workers, good communicators, and take initiative. They also have common sense which you may know isn't all that common. Troy has communicated that he is ready to move on so we are in search of a Full Time Wrangler who can also operate farm equipment.

I've been noticing more new owners coming to the Stable and participating in Trail & Corral Rides. We are glad to provide service for them along with all our Regulars. Come see us and enjoy the beauty of your Ranch.

We've also started a Major project in conjunction with Steve's Maintenance Team. Last JUN Troy and I identified more than 60 Dead or Dangerous Trees in Chapel Hill. I've made a push to get these down before Peak Season is upon us. Troy is a professional Arborist and I'm pretty good a chainsaw. The Maintenance Team is doing a great job of assisting with equipment to fell and remove these trees as well. More info is listed under Projects below.

It was recently brought to my attention that Owner believe they cannot currently bring their own horses to R-Ranch. That is NOT correct. Bottom Line, they CAN bring their Horses to R-Ranch. There have been no changes other than GEOGRAPHIC location if they want to Pasture Board them. Just as always if they pre-coordinate with me I will insure they have a segregated pasture available or if they choose to stall them that options is also available...as it always has been. Secondly, yes Owner Horses CAN be ridden on R-Ranch Trails on their own or they can accompany one of our Guided rides as long as they are prevented from getting nose-to-nose with R-Ranch Horses.

Events:

❖ COVID-19

- JUN 25, 2020-Ongoing: R-R Phase-III continuing; allowing volunteers; maintaining S-D, use of PPE, and sanitizing.
- In order to (IOT) insure the Stable doesn't become a COVID-19 Hot Spot I will continue to insist that while inside the CDC recommended social distance at the Stables all personnel will wear a face covering. We have continued to sanitize common areas as well as equipment and/or Tac that is handled by random people.

R-Ranch Stable Report

FEB 2021

Projects:

❖ **Chapel Hill Hazardous Tree Removal:**

- Last JUN we identified 66 Hazardous Trees in the Chapel Hill area. As we work through the area we are finding a few more. As of today 55 Troy and I can fell, at least 7 Troy will have to Climb to safely fell. 11 will have to be removed by a Tree Service.
- This month Myself, Troy and Maint have removed 26 trees.

❖ **Fencing/Pastures:**

- **Owners Pasture (New):**
 - We will begin constructing the new fence very soon.
 - Material wise I just need to few more bags of Insulators.
- **Barn Pasture:**
 - The Spring Grass is starting to come in. Round-bales are still the primary source of forage.
 - Some minor repairs are needed on the fence.
 - We felled several trees and Steve has reworked the lay of the creek. Once it dies out a bit Steve will push the debris out of the pasture.
- **Back Pasture:**
 - The Spring Grass is starting to come in. Round-bales are still the primary source of forage.
 - Some minor repairs are needed on the fence.
- **Rainbow Pasture:**
 - Just needs to be Re-seeded.
 - It's ready for horses.
- **Lodge Pasture:**
 - Available as our temporary Owner's pasture.
 - The grass is looking pretty good and I will rotate Red herd there soon.
- **Chapel Hill:**
 - The Spring Grass is starting to come in. Round-bales are still the primary source of forage.
- **Old Owner's Pasture:**
 - The Spring Grass is starting to come in. Round-bales are still the primary source of forage.

Maintenance:

❖ **F-350:**

- Several oils/fluid leaks. I cleaned the engine and under carriage. We are monitoring and add fluid(s) as needed.
- I power washed the road grime and mold form the Truck.

R-Ranch Stable Report

FEB 2021

Maintenance Continued:

❖ Kubota ATV:

- Next service due at 1100 hours.
- The crank case oil is getting contaminated with fuel. I'm coordinating with the Small engine repair technician at Nelson Tractor to determine what the cause may be.
- The fuel source can only be the Throttle Body. I will service the Throttle Body next month and attempt to determine the fault...you don't want to know how much a new one is...

❖ Stock Trailer

- The front wall is rusting through near the floor. I'm still wanting the Maint Team to determine the best fix. (Cut out rusty metal, weld in new metal...)
- I pressure washed all the mold off the outside and the ...crap out of the inside.

❖ Manure Wagon:

- I serviced it in JAN 2021.
- I determined we will have to lubricate the drive chains more frequently.
- I also repaired a small spring in the control mechanism.

Maintenance continued:

❖ Chainsaws:

- NSTR, running great

Equine Care:

❖ Dewormer: (Due again MAY 2021)

- We Dewormed on FEB 26, 2021.

❖ Coggins (Equine Herpes Virus or EHV test): (Due in MAR 2021)

- I have requested the Vet (Dr. Pam or Dr. Rob Milligan) schedule us for a Thursday.

❖ Vaccine: (Due again APR 2021)

- We administered the 5-Way Semi-annual Vaccine to all our horses in OCT, 2020. This protects them from:
 - Eastern Equine Encephalitis (EEE).
 - Western Equine Encephalitis (WEE).
 - Tetanus.
 - Rhino (EHV 1 & 4).
 - Influenza.
 - West Nile virus.

❖ Farrier / Hoof Care:

- This time of year the average interval between Farrier service of shod horses is 6-10 weeks and 10-12 weeks for barefoot horses.
- The Horses are starting to shed. Their metabolism is changing with the season and hoof growth will accelerate soon.

R-Ranch Stable Report

FEB 2021

◆ **Vet:**

- **TJ** and Raquel's respiratory infections have improved with the treatment we provided. There is a little something going through the herd but at this time is not an issue.

Herd development/training:

- No Change to the Herd Roster.
- Our herd count is now **25**. 16 are Geldings and 9 are Mares. Eight (9) are Beginner, 11 are Intermediate, and seven (5) are Experienced.
- We are looking for a couple of horses to supplement the herd and reduce the daily work load on the ones we have.

Rider & Pass figs:

2021					TREND					2014-2020 (7-Year Average)				
Month	Month Riders	Month Passes	Year Riders	Year Passes	MR	MP	YR	YP	Month	Month Riders	Month Passes	Year Riders	Year Passes	
JAN	125	11	125	11					JAN	97	11	97	11	
FEB	53	3	178	64					FEB	86	8	183	20	
MAR									MAR	140	10	340	39	
APR									APR	334	43	622	82	
MAY									MAY	281	35	806	117	
JUN									JUN	338	45	1,247	164	
JUL									JUL	468	62	1,713	227	
AUG									AUG	249	25	1,941	1,771	
SEP									SEP	308	42	2,224	296	
OCT									OCT	269	42	2,461	359	
NOV									NOV	241	31	2,702	390	
DEC									DEC	74	9	2,776	390	

KEY

- █ Above Average
- █ Equal / Nearly Equal to Average
- █ Slight Decrease
- █ Below Average

R-Ranch Stable Report FEB 2021

◆ **Trails:**

- Trail clearing is ongoing and constant due to weather events.
- Of our 27 Named Trails 25 are in a GREEN status.

Trail Status:

Western Sector (8)			
Trail Name	Status	Last Ridden / Cleared	Remarks
Ridge Loop			
Ridge			
Cotton			
Gary's Loop			
Waterfall			Cleared all fallen trees. Needs more trimming
Knee Knocker			
Indian Mound			
Wild Turkey			
Eastern Sector (13)			
Trail Name	Status	Last Ridden / Cleared	Remarks
Upper Creek Side			
Satterfield			
Nemo			
Jarad			
Burnt Out			
High Meadow			Bridge unsafe for Horses
RV-7 Bypass			
Crystal			
Pennywise			
Nickum's Blunder			
Rustic; Outer & Inner Loops			
Archery			
Wagon Wheel			
Southern Sector (6)			
Trail Name	Status	Last Ridden / Cleared	Remarks
Rainbow			
Ed Owen			
Tire Tree			
Gooch Gap			
Plano			
Lake			

KEY to Trail List:

R-Ranch Stable Report

FEB 2021

Trail Clearance Status Key:		< 2 weeks since last Ridden / Cleared; No adverse WX
		> 2 Weeks since last Ridden / Cleared; Adverse WX event; Minor Obstacle
		= Reported / Observed Hazard

v/r

Herbert L. Kirkover
CSM USA (RET)
Stable Manager

Key:

COA = Course of action
IOT = In order to
IVO = In vicinity of
NSTR = Nothing significant to report
OOA = On or about
TBD = To be determined

Enclosures:

None

Sales & Marketing Report

February 2021

Sales:

Salesforce Leads: 29	Tours: 5
New Sales: 0	YTD: 0
Option Program-2	YTD: 2
Transfers – 5	YTD: 9

Tour Feedback:

The Good:

- 1) Positive feedback on Stables. Barn staff has assisted with tours and received good feedback.
- 2) Positive feedback on RV6.
- 3) Many comments on the quality of our landscaping.

The Bad:

- 1) Condition of putt putt area, basketball court.
- 2) Concern over number of RVs on sites. People question whether they will be able to reserve a spot.

Marketing:

- No RV/trade shows until 2022. We have an ad on the Atlanta RV show virtual camping show website. Very inexpensive for 12 months.
- We are receiving a lot of positive feedback on the website and landing page. There are contact forms on both sites, and we are seeing about a 50/50 ratio in inquiries from each site.
- Looking to revamp all separate marketing prints into a main digital print magazine. Can still be printed for front office and trade shows. This will be picked up towards the end of the year. Our "digital marketing" for the next four months will begin soon. This will help us specifically utilize our new promo video to the max extent. Expecting great results. Applying for an "ad grant" through google worth \$10k.
- Maintaining "in-house" posts on social media to boost our online presence. Possible open house for sales as we have talked about in the past. TBD. Amber and Christine working on a rough draft proposal on the logistics. Will have something hopefully soon.

Subject	Date
Scheduled for a Tour	2/20/2021
Scheduled for a Tour	2/20/2021
Scheduled for a Tour	2/13/2021
Scheduled for a Tour	2/6/2021
Email: R-Ranch in the Mountains®	3/16/2021
Email: R-Ranch in the Mountains®	3/16/2021
Email: R-Ranch in the Mountains®	3/16/2021
Email: R-Ranch in the Mountains®	3/16/2021
Email: R-Ranch in the Mountains®	3/13/2021
Email: R-Ranch in the Mountains®	3/13/2021
Email: R-Ranch in the Mountains®	3/12/2021
Email: R-Ranch in the Mountains®	3/11/2021
Email: R-Ranch in the Mountains®	3/11/2021
Email: R-Ranch in the Mountains®	3/11/2021
Email: R-Ranch in the Mountains®	3/11/2021
Email: R-Ranch in the Mountains®	3/9/2021
Email: R-Ranch in the Mountains®	3/9/2021
Email: R-Ranch in the Mountains®	3/9/2021
Email: R-Ranch in the Mountains®	3/9/2021
Email: R-Ranch in the Mountains®	3/9/2021
Email: R-Ranch in the Mountains®	3/9/2021
Email: R-Ranch in the Mountains®	3/9/2021
Email: R-Ranch in the Mountains®	3/6/2021
Email: R-Ranch in the Mountains®	3/6/2021
Email: R-Ranch in the Mountains®	3/6/2021
Email: R-Ranch in the Mountains®	3/6/2021
Email: R-Ranch in the Mountains®	3/6/2021
Email: R-Ranch in the Mountains®	3/6/2021
Email: R-Ranch in the Mountains®	3/6/2021
Email: R-Ranch in the Mountains®	3/4/2021
Email: R-Ranch in the Mountains®	3/4/2021
Email: R-Ranch in the Mountains®	3/3/2021
Email: R-Ranch in the Mountains®	3/2/2021
Email: R-Ranch in the Mountains®	3/2/2021
Email: R-Ranch in the Mountains®	3/2/2021
Email: R-Ranch in the Mountains®	2/27/2021
Email: R-Ranch in the Mountains®	2/26/2021
Email: R-Ranch in the Mountains®	2/24/2021
Email: R-Ranch in the Mountains®	2/23/2021
Email: R-Ranch in the Mountains®	2/23/2021
Email: R-Ranch in the Mountains®	2/23/2021
Email: R-Ranch in the Mountains®	2/20/2021
Email: R-Ranch in the Mountains®	2/19/2021
Email: R-Ranch in the Mountains®	2/18/2021
Email: R-Ranch in the Mountains®	2/18/2021

Email: R-Ranch In the Mountains®	2/16/2021
Email: R-Ranch In the Mountains®	2/16/2021
Email: R-Ranch In the Mountains®	2/12/2021
Email: R-Ranch In the Mountains®	2/12/2021
Email: R-Ranch In the Mountains®	2/12/2021
Email: R-Ranch In the Mountains®	2/9/2021
Email: R-Ranch In the Mountains®	2/9/2021
Email: R-Ranch In the Mountains®	2/9/2021
Email: R-Ranch In the Mountains®	2/9/2021
Email: R-Ranch In the Mountains®	2/9/2021
Email: R-Ranch In the Mountains®	2/9/2021
Email: R-Ranch In the Mountains®	2/6/2021
Email: R-Ranch In the Mountains®	2/4/2021
Email: R-Ranch In the Mountains®	2/4/2021
Email: R-Ranch In the Mountains®	2/4/2021
Email: R-Ranch In the Mountains®	2/4/2021
Email: R-Ranch In the Mountains®	2/4/2021
Email: R-Ranch In the Mountains®	2/4/2021
Email: R-Ranch In the Mountains®	2/2/2021
Email: R-Ranch In the Mountains®	2/2/2021
Email: R-Ranch In the Mountains®	2/2/2021
Email: R-Ranch In the Mountains®	2/2/2021
Email: R-Ranch In the Mountains®	2/2/2021

March 2021 Board Meeting - Lodge

February Income for 2021	
Wedding Cash Accounting	\$3,000
Events Cash Accounting	\$1,200
NOAC Cash Accounting	\$0
Total Income for the month	\$4,200

Total Receipts for the month	\$1,214
Income - Expenses	\$2,986

Total Value of Weddings in 2021	
Projected Value of 2021 Weddings, Projected Goal	\$72,070
Total Value of 2021 Weddings already Booked	\$67,060
Amount remaining year to date	\$5,010

Total Value of Events in 2021	
Projected Revenue Value of 2021 Events, Projected Goal	\$78,250
Total Value of 2021 Events already Booked	\$0
Amount booked to date	\$0

Contact Summary

Contacts	44	Emails	
	21		B-Bench Web Site
	7		Here Comes the Guide
	7		Wedding Wire/ The Knot / The Spot
	2		Referred by Friend
	7		Phone Calls
	0		Facebook
Total	44		

Of the contacts	44	Re Engagement Season - Jan-Mar - March
	20	Weddings
	0	Church Groups
	0	Party
	0	Class
	44	Total

Of the dates requested:	44	Total
	23	dates were available
	14	dates were not available
	7	dates were not yet been chosen/ to late/ out of budget
	44	Total

Years Commercial	18 Years
Sources	8 Website, 4 Wedding Wire, 2 Word of Mouth, 2 Referred
Status of Years	8 Booked & in Consideration / 7 Not Interested

2021 Event Summary			Source of Wedding/events	
Weddings	15		RR Web	5
Events	8		Charm-Expo	0
RR Events	16	Owner Events (NON REVENUE)	HCTG	0
	17	To Date: Total Value of Revenue projected:	Owner	0
			Phone	3
			Community	2
			Wedding Wire	4
			Total	21

The 2021 event calendar includes the following events:
 Meet the Candidates, Meet the Candidates, Let's Meet & Meet the Candidates, April Owner's Weekend,
 Memorial Day, Independence, Labor Day, Let's Meet, Owner's Weekend Oct,
 Thanksgiving, Employee Appreciation Lunch, and New Year's Eve party
 All life parties will be in conjunction with R-Ranch Holidays

2022 Event Summary			Source of Wedding/events	
Weddings	2		RR Web	1
Events	0		Charm-Expo	0
RR Events	18	Owner Events (NON REVENUE)	HCTG	0
	18	To Date: Total Value of Revenue projected:	Owner	0
			Phone	0
			Community	0
			Wedding Wire	1
			Total	2

The 2022 event calendar includes the following events:
 Meet the Candidates, Meet the Candidates, Let's Meet & Meet the Candidates, April Owner's Weekend,
 Memorial Day, Independence, Labor Day, Let's Meet, Owner's Weekend Oct,
 Thanksgiving, Employee Appreciation Lunch, and New Year's Eve party
 All life parties will be in conjunction with R-Ranch Holidays



R-Ranch In the Mountains
Board of Director's Meeting
March 20, 2021
Meeting Minutes

In attendance: Ashley Spenner (President), Marc Armstrong (Vice President), Sue Burton (Treasurer), Alex Griffin, Randy Mercier, Becky Mooney, Cecil Pacetti, Holly Sell (Secretary), and Jesse Stout

Absent: 0 Remotely: 0

Meeting type: In person

- I. **CALL TO ORDER**– 9:32 President, Ashley Spenner
- II. **OPENING PRAYER**- Cecil Pacetti
- III. **PLEDGE OF ALLEGIANCE**- Randy Mercier
- IV. **REVIEW/APPROVE/AMEND/ACCEPT AGENDA**- Motion to accept by Cecil, seconded by Holly
- V. **SUSPEND READING FEBRUARY 2020 BOD Meeting**- Motion to accept by Sue, seconded by Randy
- VI. **APPROVE/AMEND/ACCEPT FEBRUARY 2020 BOD MEETING MINUTES**- Motion to accept by Marc, seconded by Sue
- VII. **REPORTS – Attached where submitted**
 - a. Financial Report- Blaine Griffith
 - b. Executive Director's Report-
 - c. R-Ranch Grounds Report
 - d. Stables report
 - e. Sales Report
 - f. Events Report
 - g. Treasurer's Report
 - h. President's Report

STANDING COMMITTEE REPORTS – Attached where submitted

1. Accommodations Committee-
2. Covenants/Bylaws/Policy & Guidelines Committee-
3. Finance Committee
4. Land Use/Firewise Committee- Committee chair notified board of an available grant from Firewise to put in a fire contingency line. This is 6.5-foot-wide line that would add a fire barrier between the national forest and R-Ranch property. The board agreed to review further detail once available to vote as appropriate. June 1st is the deadline to submit for this grant.



5. Marketing Committee
6. Owner's Concerns Committee
7. Nominating Committee-
8. Strategic Planning committee

9. BOARD APPOINTED COMMITTEE

VIII. RV6 Committee- Based on lack of available sites, Blaine asked the board for \$3k to create 4 new arena sites (to the right of the arena) by adding three sides of timber plus gravel. This would allow for four site with only electrical connection. These would then be added to the reservation system at the standard rate. Motion to accept was made by Sue, seconded by Alex.

- a) Rodeo Committee

IX. OLD BUSINESS-

- a) Disc golf- Fellow owners Gordy and Monica Hunt provided the board with a proposed course layout and general update on the progress. They asked the board for approval to proceed and board gave unanimous approval. Course completion is anticipated by end of May.
- b) Trailer and golf cart parking- Board reviewed P&G Section 11.14 Vehicle/ utility trailer parking. Conversation regarding updating terminology around what is considered appropriate "designated parking sites", "common parking areas", and "overflow parking" took place. Board also discussed what vehicle/ utility trailer should, should not be permitted to stay at the owner's adopted site when the owner is not present or under a reservation. Board agreed to wait until further guidance from P&G committee is obtained prior to continuing the conversation.

X. NEW BUSINESS-

- a) Horse riding lessons proposal by stables and fellow owner. Board reviewed the R-Ranch Lesson Proposal 2021, attached, which was crafted by Presley Sutton (employee) and Kiley Merritt (fellow owner's daughter). Board discussed the potential complications associated with an owner charging for a service that may or may not be insured or licensed. The Board decided to continue the conversation as there were more questions for consideration. Blaine agreed to investigate topics related to insurance and identify a proper way to establish and manage the relationship.

XI. ADJOURN GENERAL MEETING

Time: _12:11 PM_____

The next meeting of the R-Ranch Board of Directors will be held on April 24, 2021 at 9:30 A.M. in the R-Ranch lodge. Followed by the Owner's meeting at 1:00 PM.



XII. EXECUTIVE SESSION – No

XIII. WORKING SESSION- No

Signed: Holly Sell (Secretary) 4/19/2021