

**R-Ranch**

**Board of Director's Meeting**

**November 16, 2019**

**Minutes**

- I. CALL TO ORDER- 9:30 A.M.-** President, Valorie Lottes
- II. OPENING PRAYER-** Cecil Pacetti
- III. PLEDGE OF ALLEGIANCE-** Randy Mercier
- IV. REVIEW/APPROVE/AMEND/ACCEPT AGENDA-** Motion was made by Sue Burton, Seconded by Ashley Spenner
- V. SUSPEND READING OCTOBER 2019 BOD Meeting Minutes –** Motion was made by Marc Armstrong, Seconded by Ron Cagle
- VI. APPROVE/AMEND/ACCEPT OCTOBER 2019 BOD MEETING MINUTES –** Motion was made by Cecil Pacetti, Seconded by Carolyn Ponte
- VII. REPORTS – Attached where submitted**
  - a. Financial Report- Blaine Griffith – Report Submitted
  - 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

**BOARD APPOINTED COMMITTEE**

- a) RV6 Committee – 2<sup>nd</sup> Survey to be distributed mid-January for additional feedback.
- b) Rodeo Committee – All proceeding as planned for June.



**VIII. OLD BUSINESS –**

a) **OSHA Survey** – Submitted to GA Tech to have done in 2017. Board of Directors did decide to move forward with this at the time. Decision to vote again today. All were in favor to move forward to ensure the R-Ranch is protected.

**IX. NEW BUSINESS**

- a. **Chapel Hill / Programs / Groups** – 10 cabins are uninhabitable at this time. There is some money in the budget to level some of these cabins. Discussion around how to count CHIGs hours, they would like more transparency so their efforts are known and other Owners understand their process. Work session will be scheduled to discuss what is needed on the documentation. Possibly after the January 18<sup>th</sup> BOD meeting.
- b. **Collection Process** – Discussion around ongoing delinquent reporting to credit agencies. We have 75 deeds in delinquency equal to about \$50,000. More discussion is needed to decide if the good outweighs the harm and if thresholds are needed so as not to affect an Owner's credit. Blaine will email the BOD with more information. No decisions at this time.
- c. **New Ownership Sales Programs** – Proposed having 3 tiers of sales offerings to attract younger, new owners that may want to "try" the R-Ranch. This has some possibilities and will be sent to the Marketing committee as well as Policies & Guidelines to coordinate possible offerings and stay with the current By-Laws.
- d. **Late Fees** – This is an office policy approved by the BOD in 2011. Proposed to change from \$50 to 10% to reflect the change in assessments. All were in favor to update this policy and notify the Owners in Wednesday Wisdom.

**X. ADJOURN GENERAL MEETING**

Time: \_\_\_\_\_11:35am\_\_\_\_\_

There will be a working session to discuss updates to certain Policies & Guidelines on 12/7/19 at 1pm. These recommendations will be presented to the BOD at a future Board Meeting for a motion for approval. This session is open to all R-Ranch Owners.

The next meeting of the R-Ranch Board of Directors will be held on January 18, 2019 at 9:30 A.M. in the R-Ranch board room.

**XI. EXECUTIVE SESSION - No**





1. The first part of the document is a list of names and titles, including the names of the authors and the titles of their works. This list is organized in a structured manner, likely serving as a table of contents or a reference list for the document.

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**Agenda**

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- IV. REVIEW/APPROVE/AMEND/ACCEPT AGENDA-**
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- VI. APPROVE/AMEND/ACCEPT OCTOBER 2019 BOD MEETING MINUTES**
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**BOARD APPOINTED COMMITTEE**

- a) RV6 Committee

**VIII. OLD BUSINESS –**

- a) OSHA Survey

- IX. **NEW BUSINESS**
  - a. Chapel Hill / Programs / Groups
  - b. Collection Process
  - c. New Ownership Sales Programs
  - d. Late Fees

- X. **ADJOURN GENERAL MEETING**  
Time: \_\_\_\_\_

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- XI. **EXECUTIVE SESSION - No**

R-Ranch In The Mountain®  
Income Statement  
Compared with Budget  
For the Ten Months Ending October 31, 2019

	Month Actual	Month Budget	Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
<b>Revenues</b>						
Assessments	\$ 140,240.99	\$ 180,456.00	(40,215.01)	\$ 1,121,463.3	\$ 1,122,293.6	(830.24)
Assessment - Special Dam A	80.50	80.50	0.00	1,393.00	1,393.00	0.00
Childrens Rights	0.00	0.00	0.00	0.00	850.00	(850.00)
Electric - Usage Fees - RV	3,735.40	5,200.43	(1,465.03)	38,962.74	45,000.23	(6,037.49)
Electric - Usage Fees - Cabin	1,636.00	1,738.43	(102.43)	15,613.04	17,564.14	(1,951.10)
Electric - RV Reimbursement	2,743.86	6,625.06	(3,881.20)	30,420.42	35,661.36	(5,240.94)
Electric - Cabin Reimburse	586.40	1,033.00	(446.60)	5,262.69	7,151.00	(1,888.31)
Interest Income	14.54	8.63	5.91	102.22	69.36	32.86
Owner Fines & Fees	795.00	187.79	607.21	1,640.80	1,959.78	(318.98)
Late Fees & Finance Charges	641.35	1,522.10	(880.75)	11,655.27	21,296.52	(9,641.25)
Ownership Sales	0.00	2,495.00	(2,495.00)	17,900.00	12,442.17	5,457.83
Ownership Transfers	1,686.00	1,536.00	150.00	29,209.52	32,585.00	(3,375.48)
RV Moves	280.00	443.17	(163.17)	5,211.88	5,753.96	(542.08)
Pet Fees	60.00	143.33	(83.33)	780.00	1,698.33	(918.33)
Day Use Income	20.00	0.00	20.00	1,057.50	565.00	492.50
Sales - Ice	250.00	352.49	(102.49)	2,806.29	3,206.02	(399.73)
Sales - Propane	332.24	832.73	(500.49)	5,238.15	5,938.21	(700.06)
Sales - Souvenirs	55.55	85.98	(30.43)	1,019.64	1,357.80	(338.16)
Sales - Firewood	0.00	255.31	(255.31)	320.00	1,328.08	(1,008.08)
Sales - Gate Cards	0.00	25.00	(25.00)	275.00	150.00	125.00
Sales - Store	516.03	756.23	(240.20)	7,506.50	8,010.89	(504.39)
Vending Income	15.00	130.53	(115.53)	2,253.25	2,446.36	(193.11)
RV RI - Monthly Adoption F	160.00	315.00	(155.00)	3,250.00	6,557.90	(3,307.90)
RV RI - Yearly Adoption Fee	3,735.60	6,600.00	(2,864.40)	53,140.60	57,600.00	(4,459.40)
RV RI - Guest & Group Fees	7,172.80	3,389.00	3,783.80	18,903.25	16,725.70	2,177.55
RV-6 Interest	0.00	0.00	0.00	16.71	13.07	3.64
Cabin RI - Adoption Fees	807.50	990.00	(182.50)	12,555.00	11,550.00	1,005.00
Cabin RI - Guest & Group Fe	5,274.16	3,886.40	1,387.76	29,035.89	27,684.36	1,351.53
Cabin RI - Cottage Fees	3,307.80	3,215.12	92.68	29,192.19	26,667.50	2,524.69
Cabin - Special Projects (DD)	0.00	0.00	0.00	0.00	35.00	(35.00)
Lodge RI - Wedding Fees	2,550.00	9,000.00	(6,450.00)	48,290.00	76,500.00	(28,210.00)
Lodge RI - Group Fees	4,325.00	1,000.00	3,325.00	16,230.50	8,000.00	8,230.50
Lodge RI - Miscellaneous Fe	0.00	0.00	0.00	180.00	272.53	(92.53)
RV Adopt - Infra/Cap Imp	3,735.60	6,600.00	(2,864.40)	53,140.60	57,600.00	(4,459.40)
Cabin Adopt - Infra/Cap Imp	807.50	990.00	(182.50)	13,305.00	11,550.00	1,755.00
Dam - Reserve Income	1.98	0.00	1.98	1.98	0.00	1.98
Dam - Interest	0.00	0.00	0.00	119.75	0.00	119.75
Stables RI - Riding Pass Fees	1,185.00	1,006.25	178.75	7,570.00	8,625.00	(1,055.00)
Stables RI - Stall Fees	0.00	0.00	0.00	65.00	150.00	(85.00)
Stables RI - Fundraiser Inco	10.00	0.00	10.00	967.00	600.00	367.00
Recovery of Bad Debt	0.00	0.00	0.00	2,533.84	0.00	2,533.84
Rodeo Income - Ticket Sales	0.00	0.00	0.00	32,969.15	30,800.00	2,169.15
Rodeo Income - Parking	0.00	0.00	0.00	2,884.99	3,200.00	(315.01)
Rodeo Income - Vendors	0.00	0.00	0.00	4,317.10	3,100.00	1,217.10
Rodeo Income - Sponsors	0.00	0.00	0.00	12,400.00	11,700.00	700.00
Rodeo Income - T Shirts	0.00	0.00	0.00	2,923.00	120.00	2,803.00
Miscellaneous Income	0.00	0.00	0.00	100.00	0.00	100.00
<b>Total Revenues</b>	<b>186,761.80</b>	<b>240,899.48</b>	<b>(54,137.68)</b>	<b>1,644,182.8</b>	<b>1,687,771.8</b>	<b>(43,589.05)</b>
<b>Cost of Sales</b>						
<b>Total Cost of Sales</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Gross Profit</b>	<b>186,761.80</b>	<b>240,899.48</b>	<b>(54,137.68)</b>	<b>1,644,182.8</b>	<b>1,687,771.8</b>	<b>(43,589.05)</b>

For Management Purposes Only

R-Ranch In The Mountain®  
Income Statement  
Compared with Budget  
For the Ten Months Ending October 31, 2019

	Month Actual	Month Budget	Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Expenses						
Employee - Payroll/Salary Ex	44,195.49	48,390.00	(4,194.51)	488,986.41	532,288.00	(43,301.59)
Employee - Payroll Tax Expe	3,606.76	4,606.73	(999.97)	44,155.39	50,673.84	(6,518.45)
Employee - Payroll Fees & E	394.63	719.00	(324.37)	6,243.27	5,551.86	691.41
Employee - Benefits	1,183.06	4,900.00	(3,716.94)	37,267.26	47,000.00	(9,732.74)
Employee - Workers Comp I	2,758.00	3,647.00	(889.00)	23,720.98	39,857.00	(16,136.02)
Commission Expenses	979.18	2,335.93	(1,356.75)	16,788.52	14,366.39	2,422.13
Admin - Accounting Fees	0.00	0.00	0.00	5,325.00	5,625.00	(300.00)
Admin - Bank Fees	28.50	133.73	(105.23)	216.50	742.51	(526.01)
Admin - Business Fees	0.00	13.33	(13.33)	1,437.50	1,596.12	(158.62)
Admin - Computer Expense	328.42	792.51	(464.09)	11,922.15	8,974.77	2,947.38
Admin - Dues & Subscriptio	373.92	71.23	302.69	3,108.09	477.48	2,630.61
Admin - Emp Develop & Tra	199.00	0.00	199.00	449.00	0.00	449.00
Admin - Gifts	0.00	20.00	(20.00)	1,100.69	200.00	900.69
Admin - Legal Fees	(4.65)	50.00	(54.65)	(4.65)	250.00	(254.65)
Admin - Operate Merchant F	(881.23)	0.00	(881.23)	(1,124.48)	0.00	(1,124.48)
Admin - Mileage Reimburse	0.00	37.00	(37.00)	450.80	370.00	80.80
Admin - Office Build Rep/M	9.19	0.00	9.19	5,770.73	0.00	5,770.73
Admin - Office Expense	242.86	423.35	(180.49)	3,704.62	4,798.09	(1,093.47)
Admin - Printing / Copying E	345.60	528.79	(183.19)	5,903.54	5,489.85	413.69
Admin - Cell Phone Expense	214.96	180.00	34.96	1,957.60	1,800.00	157.60
Admin - Shipping / Postage	0.00	250.00	(250.00)	4,058.22	5,150.00	(1,091.78)
Admin - Telephone / Cable E	616.42	1,450.00	(833.58)	12,750.84	14,500.00	(1,749.16)
Cleaning - Supply Expense	543.92	630.00	(86.08)	5,563.38	4,085.00	1,478.38
GPM - Equip Rental Expense	34.24	34.00	0.24	618.86	1,090.41	(471.55)
GPM - Equip Repair Expense	708.63	1,200.00	(491.37)	12,059.67	12,580.00	(520.33)
GPM - Cabin Repair & Main	131.22	375.00	(243.78)	1,826.81	1,125.00	701.81
GPM - Fence / Pasture Expen	109.98	0.00	109.98	12,487.45	5,200.00	7,287.45
GPM - Fuel Expense	2,208.52	2,000.00	208.52	12,626.73	11,900.00	726.73
GPM - General Maintenance	357.87	400.00	(42.13)	2,265.30	6,600.00	(4,334.70)
GPM - Grounds/Property Re	0.00	1,500.00	(1,500.00)	7,053.76	8,705.00	(1,651.24)
GPM - Keys & Locks	6.43	25.00	(18.57)	72.63	125.00	(52.37)
GPM - Lawn Svc & Landsca	3,447.50	3,500.00	(52.50)	41,626.43	41,500.00	126.43
GPM - Lodge Pool Chemical	213.01	100.00	113.01	5,946.23	6,400.00	(453.77)
GPM- Lodge Pool Repair &	0.00	90.00	(90.00)	10,147.91	7,640.00	2,507.91
GPM - Lodge Rep/Maint	604.24	1,000.00	(395.76)	7,272.46	4,000.00	3,272.46
GPM - Lodge Kitchen Rep/	0.00	0.00	0.00	966.39	80.00	886.39
GPM - Pest Control Services	767.77	0.00	767.77	2,274.51	2,163.00	111.51
GPM - Road Repair Expense	0.00	0.00	0.00	13,959.05	10,800.00	3,159.05
GPM - RV Repair & Maint E	50.55	0.00	50.55	638.28	0.00	638.28
GPM - Supplies Expense	780.08	100.00	680.08	3,548.61	900.00	2,648.61
GPM - Tools Expense	7.19	0.00	7.19	1,415.76	375.00	1,040.76
GPM - Vehicle Maint & Rep	206.80	900.00	(693.20)	7,732.99	7,200.00	532.99
GPM - Vehicle Tags & Titles	0.00	0.00	0.00	216.32	260.00	(43.68)
GPM - Maintenance Bldg Re	0.00	0.00	0.00	360.12	0.00	360.12
GPM - Operat Security Contr	1,232.00	1,381.78	(149.78)	13,468.11	13,817.80	(349.69)
GPM - RV Security Contract	1,232.00	1,381.78	(149.78)	13,468.14	13,817.80	(349.66)
GPM - Cabin Security Contra	1,232.00	1,381.78	(149.78)	13,468.11	13,817.80	(349.69)
GPM - Lodge Security Contr	1,232.00	1,381.78	(149.78)	11,664.12	13,817.80	(2,153.68)
Owner Events	718.95	500.00	218.95	3,747.83	2,350.00	1,397.83
Owners & Board Meeting Ex	0.00	5.00	(5.00)	315.29	245.00	70.29
Ownership Sales & Transfers	387.02	500.00	(112.98)	4,703.95	5,250.00	(546.05)
Sales & Market Expense	0.00	125.00	(125.00)	2,960.76	4,115.00	(1,154.24)
Sales Expense - Ice	232.33	327.14	(94.81)	1,766.24	1,756.47	9.77
Sales Expense - Propane	398.08	318.29	79.79	3,087.71	4,652.95	(1,565.24)
Sales Expense - Souvenirs	0.00	0.00	0.00	708.08	1,480.00	(771.92)

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Sales Expense - Gate Cards	0.00	0.00	0.00	383.06	900.00	(516.94)
Sales Expense - Firewood	0.00	0.00	0.00	0.00	500.00	(500.00)
Sales Expense - Store	845.60	500.00	345.60	4,293.55	5,623.94	(1,330.39)
Sporting Equipment	0.00	300.00	(300.00)	0.00	300.00	(300.00)
Stables - Feed	1,638.94	500.00	1,138.94	13,449.80	11,300.00	2,149.80
Stables - Ferrier Expense	1,200.00	1,025.00	175.00	10,720.00	11,350.00	(630.00)
Stables - General Expense	292.48	300.00	(7.52)	2,334.12	2,299.58	34.54
Stables - Repair & Maintena	6,296.27	2,750.00	3,546.27	8,008.59	11,850.00	(3,841.41)
Stables - Tack & Equipment	159.04	50.00	109.04	8,314.29	7,850.00	464.29
Stables - Vet Fees / Medicine	1,899.75	1,300.00	599.75	12,444.43	10,935.00	1,509.43
Stables - Jr. Wrangler Expens	0.00	0.00	0.00	721.42	600.00	121.42
Stables - Horses	0.00	0.00	0.00	1,940.00	0.00	1,940.00
Stables - Tools	0.00	200.00	(200.00)	79.84	400.00	(320.16)
RV - Bath Houses	0.00	0.00	0.00	785.26	1,300.00	(514.74)
RV - Pad Improvements	23.37	0.00	23.37	1,941.14	2,000.00	(58.86)
RV - Grounds	0.00	0.00	0.00	2,945.47	5,000.00	(2,054.53)
RV - Roads	0.00	0.00	0.00	3,645.28	850.00	2,795.28
RV - Improvements	0.00	0.00	0.00	2,157.71	650.00	1,507.71
RV - Miscellaneous	0.00	0.00	0.00	(20.55)	0.00	(20.55)
Cabin - Bath Houses	0.00	1,000.00	(1,000.00)	1,462.55	2,300.00	(837.45)
Cabin - Rainbow Cabins	151.38	380.00	(228.62)	4,903.70	2,920.00	1,983.70
Cabin - Chapel Hill Cabins	0.00	30.00	(30.00)	1,014.98	1,410.00	(395.02)
Cabin - Cottages	0.00	250.00	(250.00)	132.49	3,580.00	(3,447.51)
Cabin - Grounds	0.00	100.00	(100.00)	3,534.88	1,000.00	2,534.88
Cabin - Roads	0.00	1,700.00	(1,700.00)	8,193.78	6,750.00	1,443.78
Cabin - Improvements	0.00	0.00	0.00	1,777.14	3,634.00	(1,856.86)
Lodge - Event Decor/Improv	354.27	0.00	354.27	5,838.63	2,014.00	3,824.63
Lodge - Event Coord/Staff	1,643.00	1,150.00	493.00	12,350.41	9,850.00	2,500.41
Lodge - Event Clean/Supply	514.11	40.00	474.11	675.71	400.00	275.71
Lodge - Event Security	120.00	150.00	(30.00)	1,099.00	600.00	499.00
Lodge - Event Improvements	0.00	0.00	0.00	362.24	0.00	362.24
Lodge - Event Marketing	50.00	100.00	(50.00)	1,033.94	614.81	419.13
Dam Expenses	131.08	131.08	0.00	90,604.27	90,604.27	0.00
Legal Expenses	0.00	0.00	0.00	3,265.00	0.00	3,265.00
Rodeo Expense - Stock Contr	0.00	0.00	0.00	4,000.00	4,000.00	0.00
Rodeo Exp - 4L Ticket Split	0.00	0.00	0.00	15,614.19	14,100.00	1,514.19
Rodeo Expense - Prize Mone	0.00	0.00	0.00	4,500.00	4,000.00	500.00
Rodeo Expense - Advertising	0.00	0.00	0.00	289.75	1,368.10	(1,078.35)
Rodeo Expense - Security &	0.00	0.00	0.00	1,160.00	1,280.00	(120.00)
Rodeo Expense - Seating	0.00	0.00	0.00	4,000.00	5,000.00	(1,000.00)
Rodeo Expense - Sanitation	0.00	0.00	0.00	1,575.00	1,250.00	325.00
Rodeo Expense - T-Shirts	0.00	0.00	0.00	2,448.27	2,100.00	348.27
Rodeo Expense - Sponsors E	0.00	0.00	0.00	269.68	360.00	(90.32)
Rodeo Expense - In-House E	0.00	0.00	0.00	17,112.75	4,000.00	13,112.75
Rodeo Expense - Upgrades	(1,500.00)	0.00	(1,500.00)	8,682.98	750.00	7,932.98
Rodeo Exp - Insurance (Rain	0.00	0.00	0.00	0.00	328.00	(328.00)
Rodeo Expense - Merchant F	0.00	0.00	0.00	1,195.50	1,000.00	195.50
Rodeo Expense - Supplies	0.00	0.00	0.00	294.89	580.00	(285.11)
Utilities - Electricity-Opera	2,178.01	1,661.54	516.47	26,526.95	24,201.60	2,325.35
Utilities - Electricity-RV	5,777.79	5,284.16	493.63	53,364.19	53,893.72	(529.53)
Utilities - Electricity-Cabins	2,171.49	1,581.13	590.36	36,688.90	46,201.19	(9,512.29)
Utilities - Electricity-Lodge	2,009.64	2,000.00	9.64	18,339.98	20,078.90	(1,738.92)
Utilities - Propane-Operating	0.00	212.00	(212.00)	5,355.57	6,158.85	(803.28)
Utilities - Propane-RV	0.00	210.47	(210.47)	1,489.54	2,183.57	(694.03)
Utilities - Propane-Cabins	0.00	212.00	(212.00)	726.64	1,826.27	(1,099.63)
Utilities - Propane-Lodge	0.00	1,578.43	(1,578.43)	7,561.34	9,246.80	(1,685.46)
Utilities O - Sewer Treat Plnt	3,942.65	0.00	3,942.65	7,890.37	1,500.00	6,390.37

For Management Purposes Only

R-Ranch In The Mountain®  
Income Statement  
Compared with Budget  
For the Ten Months Ending October 31, 2019

	Month Actual	Month Budget	Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance
Utilities RV- Sewer Treat Pln	0.00	200.00	(200.00)	802.51	1,600.00	(797.49)
Utilities C - Sewer Treat Plnt	0.00	200.00	(200.00)	0.00	1,600.00	(1,600.00)
Utilities - Trash Removal	0.00	930.00	(930.00)	9,468.00	9,790.00	(322.00)
Utilities - Water Testing Fees	35.01	619.73	(584.72)	2,918.70	5,707.07	(2,788.37)
Utilities - Water Treatment R	63.45	0.00	63.45	6,407.06	6,959.81	(552.75)
Insurance - Property	0.00	7,200.00	(7,200.00)	74,575.00	72,000.00	2,575.00
Property Taxes	7,169.40	10,000.00	(2,830.60)	76,369.40	100,000.00	(23,630.60)
Operating - Infrastructure	714.44	0.00	714.44	12,533.77	0.00	12,533.77
RV - Infrastructure	13,520.92	2,084.00	11,436.92	25,894.44	40,830.00	(14,935.56)
Cabin - Infrastructure	810.97	0.00	810.97	10,574.35	0.00	10,574.35
Lodge - Infrastructure	0.00	0.00	0.00	50.04	0.00	50.04
RV 6 Expense	0.00	0.00	0.00	10,000.00	0.00	10,000.00
<b>Total Expenses</b>	<u>123,645.50</u>	<u>133,634.69</u>	<u>(9,989.19)</u>	<u>1,553,297.8</u>	<u>1,590,839.4</u>	<u>(37,541.56)</u>
<b>Net Operating Income</b>	<u>63,116.30</u>	<u>107,264.79</u>	<u>(44,148.49)</u>	<u>90,884.98</u>	<u>96,932.47</u>	<u>(6,047.49)</u>
<b>Other Income/Expense</b>						
Bad Debt Expense	<u>22,042.48</u>	<u>0.00</u>	<u>22,042.48</u>	<u>216,223.62</u>	<u>0.00</u>	<u>216,223.62</u>
<b>Net Income</b>	<u>\$ 41,073.82</u>	<u>\$ 107,264.79</u>	<u>(66,190.97)</u>	<u>\$ (125,338.64)</u>	<u>\$ 96,932.47</u>	<u>(222,271.11)</u>

R-Ranch In The Mountain®  
Balance Sheet  
October 31, 2019

ASSETS

Current Assets		
Petty Cash	\$	200.00
Register Cash		300.00
Operating Bank Account		273,281.39
Lodge Bank Account		8,500.73
Cabin Project Bank Account		55,648.20
Property Tax Escrow Bank Acct		95,586.01
Payroll Bank Account		2,674.52
Rodeo Project Bank Account		17,113.41
Rainbow Dam Bank Account		14,184.67
Cap Imp/Legal Account		132,912.03
RV Bank Account		167,830.55
RV-6 Project Bank Account		1,772.05
Accounts Receivable		408,217.96
Allowance for Doubtful Account		(155,762.41)
Prepaid Expenses		4,286.70
		<hr/>
Total Current Assets		1,026,745.81
Property and Equipment		
Furniture & Fixtures		118,469.31
Vehicles		33,182.00
Machinery & Equipment		431,028.46
Horses & Sports Equipment		61,007.14
Buildings and Improvements		1,531,774.26
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		(1,290,496.48)
		<hr/>
Total Property and Equipment		1,152,177.01
Other Assets		
Unsold Ranch Memberships		756,470.00
		<hr/>
Total Other Assets		756,470.00
		<hr/>
Total Assets	\$	<u><u>2,935,392.82</u></u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$	135.25
Sales Tax Payable		497.64
Accrued Property Tax		93,601.40
Special Purchases Earmarked		(188.59)
Prepaid Assessments		27,231.27
Prepaid Electric		784.98
Other Payables		404.91
		<hr/>
Total Current Liabilities		122,466.86
Long-Term Liabilities		

Unaudited - For Management Purposes Only

R-Ranch In The Mountain®  
Balance Sheet  
October 31, 2019

Total Long-Term Liabilities		<u>0.00</u>
Total Liabilities		122,466.86
Capital		
Lodge Retained Earning	114,029.32	
RV Retained Earnings	176,067.78	
RV 6 Retained Earnings	93,672.97	
Cabin Retained Earning	117,338.80	
Stable Retained Earnings	16,177.37	
Infrastructure Retained Earn	16,415.49	
Legal Retained Earnings	23,995.81	
Dam Retained Earnings	250,289.62	
Undesignated Net Assets	2,130,393.15	
Current Year Net Assets Change	<u>(125,338.64)</u>	
Total Capital		<u>2,813,041.67</u>
Total Liabilities & Capital	\$	<u><u>2,935,508.53</u></u>

R-Ranch In The Mountain®  
Statement of Cash Flow  
For the ten Months Ended October 31, 2019

	Current Month	Year to Date
Cash Flows from operating activities		
Net Income	\$ 41,073.82	\$ (125,338.64)
Adjustments to reconcile net income to net cash provided by operating activities		
Accounts Receivable	25.00	68,394.00
Allowance for Doubtful Account	22,042.48	155,762.41
Prepaid Expenses	2,143.33	(4,286.70)
Accounts Payable	0.00	135.25
Sales Tax Payable	113.55	386.88
Accrued Property Tax	7,169.40	76,369.40
Special Purchases Earmarked	0.00	(188.59)
Prepaid Assessments	4,430.23	(7,016.93)
Prepaid Electric	784.98	784.98
Other Payables	0.00	(993.69)
	<hr/>	<hr/>
Total Adjustments	36,708.97	289,347.01
	<hr/>	<hr/>
Net Cash provided by Operations	77,782.79	164,008.37
	<hr/>	<hr/>
Cash Flows from investing activities		
Used For		
RODEO ATM	0.00	(5,180.00)
	<hr/>	<hr/>
Net cash used in investing	0.00	(5,180.00)
	<hr/>	<hr/>
Cash Flows from financing activities		
Proceeds From		
Used For		
	<hr/>	<hr/>
Net cash used in financing	0.00	0.00
	<hr/>	<hr/>
Net increase <decrease> in cash	\$ 77,782.79	\$ 158,828.37
	<hr/> <hr/>	<hr/> <hr/>
Summary		
Cash Balance at End of Period	\$ 770,003.56	\$ 770,003.56
Cash Balance at Beg of Period	(692,336.48)	(610,467.80)
	<hr/>	<hr/>
Net Increase <Decrease> in Cash	\$ 77,667.08	\$ 159,535.76
	<hr/> <hr/>	<hr/> <hr/>

October and partial November 2019

Collections and other tasks: Summary for the month of October:

1. Chapel Hill Adoptions (All adoptions including CHIG members):
  - A. No renewals this month.
  
2. Quarterly Meter Readings and Billing:
  - A. Corrected, printed, and mailed 83 invoices for 3<sup>rd</sup> quarter electric bills.
  
3. Collections Summary:
  - A. Deed Back Program-Added 1 owner to the list.
  - B. Collection Total September 19 through October 22: **\$17,496.87.**
  - C. Brought 14 owners back to active status.

**PEACHTREE CUSTOMER ACCOUNT STATUS/ UNIT STATUS**

Active	755	791	808	825	795	839	735	769	814	828	817	837	665	727	765
Suspended	265	229	208	191	224	174	270	246	202	188	202	186	355	296	252
Litigation	81	81	86	88	86	94	94	93	102	102	102	101	111	109	109
Howe	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11
R-Ranch/Invent	190	188	191	187	185	188	198	191	184	185	183	180	178	177	183
BD W/O	90	90	88	88	88	83	82	82	77	77	77	77	71	71	71
Hardship	8	9	7	7	8	6	5	4	6	5	5	5	6	6	6
Bankruptcy	10	11	11	12	12	13	13	13	13	13	12	12	12	12	12
Closed	168	168	168	169	169	170	170	169	169	169	169	169	169	169	169
Research/Problem	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22
<b>TOTAL UNITS</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>
Status as of:	10/23/15	11/20/15	12/18/15	1/16/16	2/19/16	3/18/16	4/22/16	5/20/16	6/24/16	7/15/16	8/19/16	9/16/16	10/21/16	11/18/16	12/16/16

**PEACHTREE CUSTOMER ACCOUNT STATUS/ UNIT STATUS**

Active	782	786	815	703	775	800	810	802	828	700	685	735	792	783	831
Suspended	245	213	198	308	240	218	211	225	201	331	347	304	259	313	252
Litigation	108	132	130	129	128	126	123	122	121	120	115	110	108	45	43
R-Ranch/Invent	174	178	166	164	161	159	159	155	157	156	0	0	0	0	0
BD W/O	71	71	71	71	71	71	69	69	69	69	70	69	70	71	70
Hardship	6	6	6	12	11	13	14	14	10	10	5	5	3	7	6
Bankruptcy	11	11	11	11	11	10	10	9	9	9	14	14	12	9	7
Closed	169	169	169	169	169	169	170	170	171	171	171	171	172	173	172
Research/Problem	22	22	22	22	22	22	22	22	22	22	22	22	21	21	21
<b>TOTAL UNITS</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1601</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1600</b>	<b>1247</b>	<b>1441</b>	<b>1448</b>	<b>1433</b>	<b>1402</b>
Status as of:	1/20/17	2/17/17	3/17/17	4/21/17	5/19/17	6/19/17	7/14/17	8/18/17	9/22/17	10/20/17	11/17/17	12/21/17	1/19/18	2/16/18	3/16/18

Goal is 1200 units

Active	773	802	830	840	822	832	735	760	784	797	781	805	731	751	793
Suspended	283	258	221	203	217	200	292	259	235	221	234	212	258	239	200
<b>TOTAL UNITS</b>	<b>1056</b>	<b>1060</b>	<b>1051</b>	<b>1043</b>	<b>1039</b>	<b>1032</b>	<b>1027</b>	<b>1019</b>	<b>1019</b>	<b>1018</b>	<b>1015</b>	<b>1017</b>	<b>989</b>	<b>990</b>	<b>993</b>
Status as of:	4/27/18	5/18/18	6/22/18	7/21/18	8/17/18	9/14/18	10/26/18	11/16/18	12/23/18	1/18/19	2/15/19	3/15/19	4/27/19	5/17/19	6/14/19

Goal is 1200 units

Active	807	793	819	734	753										
Suspended	186	205	24	109	87										
<b>TOTAL UNITS</b>	<b>993</b>	<b>998</b>	<b>843</b>	<b>843</b>	<b>840</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Status as of:	7/19/19	8/16/19	9/20/19	10/25/19	11/15/19										

Goal is 1200 units



- October was fast and furious. Lots of comings and goings.
- Another Owner's weekend came and went. It was a great success with lots of fun events and a great band.
- Dade County retired firefighters held their annual reunion. Went very smoothly and they have voted once again to come back to the Ranch for 2020.
- We are still struggling to find a 3<sup>rd</sup> housekeeper and a FT worker for the stables. We are barely surviving, but the worry is our current workers will get burned out. Looking at every possible outlet and means and hope to have answers soon.
- Maintenance worked draining in RV4 and RV5 with the help of an outside contractor to fix drainage issues and clear clogged drainpipes. Everything seems to be working correctly with our recent rains.
- The company that helped with our air release valves in our pressurized mains came back out and is working on giving us a quote to replace all the valves that are in non-working order and are 30+ years old. This causes stress on the lift stations and can lead to great problems.
- We did fix one of our pumps at the ball field lift station that was not working correctly. The flapper valve had to be replaced and the motor board was fixed due to some electrical issues.
- We have ordered new chlorination pumps for our water wells. We are hoping they will be in soon.
- Worked with Finance committee to help finalize the proposed budget to present to the board.
- Working with departments on completing all projects and purchases for 2019, will analyze the budget going into November to see where we stand.
- Stable gutters and fascia were completed.
- Working with the accommodations committee to replace the Stable House decks.
- Working with our accounting department to finalize a plan and goals to begin the "official" deed cleanup project. Still working to sort through deeds to "categorize" them to be able to work them efficiently. We have brought back in about 7 deeds so far.
- Project updates: (to be updated at Owner's meeting)
  - 1) Rainbow – minor drainage issues being corrected as they are recognized, landscaping, fish
  - 2) WiFi – Phase 1 completed and Phase 2 complete. Still looking to work out any known bugs.
  - 3) RV Expansion – presented at Owner meeting, next step is "townhall" in March. Financing ideas.
  - 4) Chapel Hill – Phase 1 finished before years end and phase 2 will start after. Identify Phase 2 cabins.
  - 5) Land Conservation – Ron update later
  - 6) Asset Management – Ron update later

## OCT. MAINT. Report

Finished break room for barn

Began Trimming Roadways RV #5 ALSO RV #7

ALSO RV #2 bath house. Reworked Injector pumps

for drinking water Cleared All Colverts Creeks

\* Road Colverts, Removed concrete pipe from

Feeder Creek At Rainbow Lake Started Tool crib for shop

ALSO Tool crib for owners behind shop

Trimmed Creek banks ALSO Trimmed Trees Around Treatment

Plant Replaced Hot Water Heater in Cabin #33

# R-Ranch Stable Report

OCTOBER 2019

## Summary:

October was a pretty good month for us at the Stables. We set a new all-time high for #s of Riders AND Passes in one day. On SAT, OCT 12<sup>th</sup> we had 63 Riders with 27 Passes...all on 1 day!!! (42 Riders is a busy day). Despite being down a Wrangler the Stable Team did a great job along with some very appreciated help from a few owners! Our Previous record rider # was 61. We were well on glide path to meet or exceed our 5-Year Average Rider #... right up until Tropical storm Nestor brought us all that rain. So we finished off a little below average.

We continue to work a man down but hope to resolve that soon. It's good to have Troy back as well.

Steve and his Maintenance team continue to provide critical help when needed despite their work load. I just want to thank them here as well so that all of you see we are a team of teams.

What we thought was a forever home for Dodge ended up being a 5-day home. He's a handsome little guy that was just a little too much for his new elderly owner. He is back with our herd and we continue to look for a good home for him.

With the grass going away and lower temperatures we have started to put out hay in the pastures. We are trying some new procedures in order to (IOT) reduce wasted hay.

## Events:

- ❖ OCT 05: Birthday Group Ride (Angela Davis #0767):
  - Ms. Angela Davis hosted a Birthday ride for her Teenage daughter and some of her friends.
  - After a bit of coaching in the corral all the kids were able to participate in a trial ride. Everyone had a good time including our staff. We hope to see them again.
- ❖ Mid-OCT: Fall School Break:
  - SAT OCT 12<sup>th</sup> We set a new Record High for # of riders and Riding Passes on a given day, 63 & 27 respectively.

## Projects:

- ❖ Trails:
  - We continue clearing/re-clearing our Trails as weather events dictate.
  - Specific Trail's status is shown in the Trail Status table further down in this report.
- ❖ Drainage:
  - Back Pasture: Steve and his guys replaced an inadequate culvert that kept resulting in washed out equipment crossing site.
  - Gooch Gap Trail: Steve and his guys replaced a damaged culvert. It posed a significant risk to horses and/or riders.
  - Upper Creek Trail: I emplaced a culvert on Upper Creek Trail to diminish the mushy area on our access to the Eastern Trails. Steve will work the area more once it dries out better.

# R-Ranch Stable Report

## OCTOBER 2019

### Projects continued:

#### ❖ Fencing/Pastures:

- Barn Pasture:
  - NSTR.
- Back Pasture:
  - Replaced inadequate culvert as briefed above.
- Office Pasture:
  - Put out three (3) Hay Rings on the Western end.
- Rainbow Pasture:
  - Continuing to use Rainbow East and West to graze a herd for 2-4 days a time. They are too small to leave a herd on any longer.
  - We hope to run the four (4) strands of High Tension wire in NOV.
  - The center half of the pasture remains unusable as a pasture until grass is established.
- Lodge Pasture:
  - Reopened for grazing.
- Chapel Hill:
  - We removed the two (2) remaining walls to the Run-in/Shelter to allow more horses to access the hay we put out.
  - We put out three (3) Hay Rings. Two (2) under the shelter and one near the shelter.
  - We still need to add a single stand of electrified slick wire at the top to prevent the horses from re-damaging the fence and ensuring their containment.
- Old Owner's Pasture:
  - I removed a large tree that fell across the fence.
  - We still need to add a single stand of electrified slick wire at the top to prevent the horses from re-damaging the fence and ensuring their containment.

### Maintenance:

- ❖ F-350:
  - Tires will need to be replaced in the next few months.
- ❖ Kubota ATV:
  - Service completed AT 550 operating hours. Next service due at 650 hrs.
  - Need to replace air filters and spark plug.
  - Rear tires are getting pretty worn and will need to be replaced in a few months.
- ❖ Chainsaws:
  - NSTR
- ❖ Stock Trailer
  - NSTR.
- ❖ Manure Wagon:
  - Still works great.
  - We will service it every 50 hours of use.

# R-Ranch Stable Report

## OCTOBER 2019

### Equine Care:

#### ❖ Dewormer: (Due again NOV 2019)

- We deworm quarterly, the next treatment will be Mid NOV 2019 following the 1<sup>st</sup> hard frost.

#### ❖ Vaccine: (Due again APR 2020)

- We administered the 5-Way Semi-annual Vaccine to all our horses on **SEP 30th, 2019**. This protects them from:
  - Eastern Equine Encephalitis (EEE).
  - Western Equine Encephalitis (WEE).
  - Tetanus.
  - Rhino (EHV 1 & 4).
  - Influenza.
  - West Nile virus.

#### ❖ Farrier / Hoof Care:

- As anticipated with the arrival of Fall our interval between shoeing has increased to between 7 & 8 weeks. We currently have six (6) horse we are able to keep barefoot. I've attached the Horseshoeing List as Encl-2.

#### ❖ Vet:

- The Herd as a whole is in good health. We continue to have two (2) horses that are having some respiratory difficulty. We are treating them with meds and are look forward to their recovery.
- As usual this time of year we are seeing an increase in cases of Rain Rot and pastern dermatitis. Most cases are remedied with cleansing and topical meds.
- Currently there are no significant injuries or illnesses.

### Herd development/training:

- Our herd count remains at 32. (See Encl-1 Horse Roster & Ride Times).
- We have brought all horses "On Line" except one (1) that we are taking our time with but are quite hopeful. Our average herd age is 15.3.
- We have also been able to down grade several horses in our Experience categories. With the additions we've made this year and the development of our herd we have 2x Corral Horses, 8x Beginners, 13x Intermediate, 8x Experienced, and 1x Off Line/Accessing/Developing.

# R-Ranch Stable Report

OCTOBER 2019

Rider & Pass #s:

2019								2014-2018 Average (5-Year Ave.)					
Month	Month Riders	Month Passes	Year Riders	Year Passes	TREND				Month	Month Riders	Month Passes	Year Riders	Year Passes
					MR	MP	YR	YP					
JAN	61	2	61	2					JAN	119	16	119	16
FEB	64	0	125	2					FEB	104	11	202	24
MAR	177	26	302	28					MAR	156	21	370	45
APR	215	40	517	68					APR	353	53	721	98
MAY	236	21	753	89					MAY	311	45	1037	143
JUN	291	33	1,044	122					JUN	344	50	1380	194
JUL	368	46	1,412	168					JUL	499	70	1879	264
AUG	255	25	1,667	193					AUG	261	26	2111	290
SEP	309	48	1,976	241					SEP	309	40	2386	333
OCT	206	42	2,182	283					OCT	287	38	2664	411
NOV									NOV	237	32	2902	443
DEC									DEC	62	5	2968	448

KEY	
	: Above Average
	: Equal to Average
	: Below Average

# R-Ranch Stable Report

OCTOBER 2019

**Trail Status:**

Western Sector (8)			
Trail Name	Status	Last Ridden / Cleared	Remarks
Ridge Loop			
Ridge			
Cotton			
Gary's Loop			
Waterfall			Cleared 2.5-3 Miles of Extensive tree damage
Knee Knocker			
Indian Mound			
Wild Turkey			
Eastern Sector (13)			
Trail Name	Status	Last Ridden / Cleared	Remarks
High Meadow			
Satterfield			
Jarad			
Burnt Out			
RV-7 Bypass			
Nemo			
Crystal			
Pennywise			
Nickum's Blunder			
Rustic; Outer & Inner Loops			
Archery			Fallen Trees
Wagon Wheel			Fallen Trees
Upper Creek Side			We need to fill a few holes
Southern Sector (6)			
Trail Name	Status	Last Ridden / Cleared	Remarks
Rainbow			
Ed Owen			> 2 Weeks since last Ridden / Cleared
Tire Tree			> 2 Weeks since last Ridden / Cleared
Gooch Gap			
Piano			
Lake			

**KEY:**

# R-Ranch Stable Report

OCTOBER 2019

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:**

IVO = In vicinity of  
NSTR = Nothing significant to report  
OOA = On or about  
TBD = To be determined

**Enclosures:**

Encl-1: Horse Roster (recommend "By Herd" tab/sheet).  
Encl-2: Farrier List (2017)

FARRIER LIST

As of: OCT 31, 2019

Status	Horse	#	9/5/2019	9/12/2019	9/19/2019	9/26/2019	10/3/2019	10/10/2019	10/17/2019	10/24/2019	10/31/2019
	Captain	1	1-WK	2-WK	3-WK	4-WK	5-WK	70	1-WK	2-WK	3-WK
	Chili	2	3-WK	4-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK	70
	Ed	3	70	1-WK	2-WK	3-WK	4-WK	5-WK	6-WK	7-WK	70
	Fancy	4	4-WK	5-WK	70	1-WK	2-WK	70	1-WK	2-WK	3-WK
	Feather	5	5-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK	6-WK	7-WK
Barefoot	Frodo	6	8-WK	9-WK	10-WK	11-WK	12-WK	12-WK	13-WK	14-WK	15-WK
	Jake	7	6-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK	70	1-WK
Barefoot	Klinger	8	7-WK	8-WK	9-WK	10-WK	11-WK	12-WK	13-WK	14-WK	15-WK
	Leonardo	9	70	1-WK	2-WK	3-WK	70	1-WK	2-WK	3-WK	4-WK
	Levi	10	2-WK	3-WK	4-WK	5-WK	6-WK	70	1-WK	2-WK	3-WK
	Pickles	11	5-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK	70	1-WK
Barefoot	Pita	12	5-WK	30	1-WK	2-WK	3-WK	4-WK	5-WK	6-WK	7-WK
Barefoot	Queenie	13	8-WK	9-WK	10-WK	40	1-WK	2-WK	3-WK	4-WK	5-WK
	Rain	14	5-WK	6-WK	70	4-WK	5-WK	70	1-WK	2-WK	3-WK
	Samson	15	1-WK	2-WK	3-WK	4-WK	5-WK	4-WK	5-WK	6-WK	7-WK
Barefoot	Skywalker	16	6-WK	30	1-WK	2-WK	3-WK	4-WK	5-WK	6-WK	7-WK
Barefoot	Spirit	17	30	1-WK	2-WK	3-WK	4-WK	5-WK	6-WK	7-WK	8-WK
	Cash	18	5-WK	6-WK	7-WK	8-WK	70	1-WK	2-WK	3-WK	4-WK
	Cooley	19	1-WK	2-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK	70
	Cougar	20	70	2-WK	3-WK	4-WK	5-WK	70	1-WK	2-WK	70
	Dakota	21	1-WK	2-WK	3-WK	4-WK	3-WK	4-WK	5-WK	70	1-WK
Barefoot	Dodge	22	5-WK	70	1-WK	2-WK	1-WK	2-WK	3-WK	4-WK	5-WK
	Fancy-Girl	23	4-WK	5-WK	6-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK
	Feona	24	1-WK	2-WK	3-WK	70	2-WK	3-WK	4-WK	5-WK	6-WK
	Jeb	25	1-WK	2-WK	3-WK	4-WK	70	1-WK	2-WK	3-WK	4-WK
	Leo	26	7-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK	70	1-WK
	Nugget	27	2-WK	3-WK	4-WK	5-WK	6-WK	70	1-WK	2-WK	3-WK
	Raquel	28	1-WK	2-WK	3-WK	4-WK	5-WK	6-WK	70	1-WK	2-WK
	Romeo	29	1-WK	2-WK	3-WK	4-WK	5-WK	6-WK	70	1-WK	2-WK
	Scarlett	30	50	4-WK	5-WK	6-WK	7-WK	8-WK	9-WK	10-WK	11-WK
	Scout	31	4-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK	70	1-WK
Barefoot	Tonka	32	12-WK	13-WK	14-WK	15-WK	30	1-WK	2-WK	3-WK	4-WK
	TJ	32	1-WK	2-WK	70	1-WK	2-WK	3-WK	4-WK	5-WK	6-WK

Total: \$290.00 \$480.00 \$560.00 \$350.00 \$540.00 \$0.00 \$0.00 \$420.00

Key 1:

A = Acrylic
T = Trim
S = Shoe
SW = Shoe + Wedge
BS = Bar shoe
4S = 4 Shoes
DH = Draft horse
DR = Draft Reset

Key 2:

: Projected for Farrier / Monitor
: Scheduled for Farrier / Shod
: Charge Carried Forward

# Sales & Marketing Report

October 2019

## Sales:

New Sales – 1                      YTD Total – 12

Transfers – 3                      YTD Total – 36

## In the pipeline:

New Sales – 2

Transfers – 4

## Tour Feedback:

### The Good:

Easily the most common, the scenery.	The amenities (specifically the lodge and pool).	The size and condition of the RV section.	The price.	
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### The Bad:

The poor condition of the tiny homes and cabins.	The condition of certain RVs (dirty, lots of junk surrounding them).	Not enough RV storage (this was actually a deal breaker for about 4 sales).	Not enough amenities and no food options (other than front office snacks) on the property.	The condition of some of the concrete slabs in the RV section.
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Calls (for new leads only): 32

Emails (for new leads only): 29

Tours: 6

## **Marketing:**

- Continuing to utilize Facebook and Instagram to create brand awareness through mostly unpaid, organic posts.
- Looking like we are going to probably end up with 1 sale from RV show.
- Fall blogs being created.
- Continuing advertising for corporate events in the lodge. Picking up some additional traffic and awareness through this.
- Getting ready to develop some winter / Christmas marketing plans.

## November 2019 Board Meeting - Lodge

October Income for 2019	
ing Cash Accounting	\$2,550
Events Cash Accounting	\$4,325
Misc. Cash Accounting	\$0
<b>Total Income for September 2019</b>	<b>\$6,875</b>

<b>Total Expenses for October 2019</b>	<b>\$3,286</b>
<b>Income - Expenses =</b>	<b>\$3,589</b>

Total Value of Weddings in 2019	
Total Budgeted Value of 2019 Weddings Projected	\$85,500
Total Value of 2019 Weddings already Booked	\$77,365
<b>Total amount yet to book</b>	<b>\$8,135</b>

Total Value of Events in 2019	
Total Budgeted Value of 2019 Events Projected	\$10,000
Total Value of 2019 Events already Booked	\$15,327
Total Value of 2019 Pavillion rental	\$1,371
<b>Amount booked to date</b>	<b>\$16,698</b>

### Contact Summary

Contacts:		32
	Emails	
	21	R-Ranch Web Site
	4	Here Comes the Guide
	5	Wedding Wire
	2	Wedding Spot
	0	Wedding Planner
	0	The Knot
	0	Referred by Friend
	0	Phone Calls
	0	Facebook
<b>Total</b>	<b>32</b>	

Of the contacts:	
32	Weddings
0	Church Groups
0	Party
0	Class
32	<b>Total</b>

Of the dates requested:	
18	dates were available
9	dates were not available
5	dates have not yet been chosen
32	<b>Total</b>

Tours Generated:		3 Tours
Source:	1 RRanch Web 1 HCTG 1 Wedding Spot	
Status of Tours:	0 Booked	2 In Consideration
		1 Not Interested

2019 Event Summary			Source of Wedding/events	
Weddings	15	3 owner weddings, 12 non owner weddings	RR Web	5
Events	19	(8 community)	Wedding Exp	2
RR Events	16	(16 Non-Revenue Owner Events)	HCTG	2
Pavillion rental	10	To Date: Total Value of Revenue projected: \$77365	Owner	5
<i>The R-Ranch non-revenue events are:</i>			Phone	2
Vet the Candidates, Meet the Candidates, Lottery, Meet & Greet the Candidates, April Owner's Weekend			Community	1
, Memorial Day, Independence , Labor Day, Lottery, Owner's Weekend Oct, Valentine, St. Patty,			Wedding Wire	1
Thanksgiving, Employee Appreciation Lunch, and New Year's Eve party, July 4th				
<i>R-Life parties will be in conjunction with R Ranch Holidays</i>			Total	44

does not include owner events

2020 Event Summary			Source of Wedding/events	
Weddings	4		RR Web	1
Events	1		Cham.Expo	
RR Events	16	Owner Events (NON REVENUE)	HCTG	1
	21	To Date: Total Value of Revenue projecte \$12,805	Owner	1
<i>The R-Ranch non-revenue events are:</i>			Phone	1
Vet the Candidates, Meet the Candidates, Lottery, Meet & Greet the Candidates, April Owner's Weekend,			Community	1
, Memorial Day, Independence, Labor Day, Lottery, Owner's Weekend Oct,			Wedding Wire	
Thanksgiving, Employee Appreciation Lunch, and New Year's Eve party				
<i>R-Life parties will be in conjunction with R-Ranch Holidays</i>			Total	5

does not include owner events

# Front Office Monthly Report October 2019

## RESERVATIONS

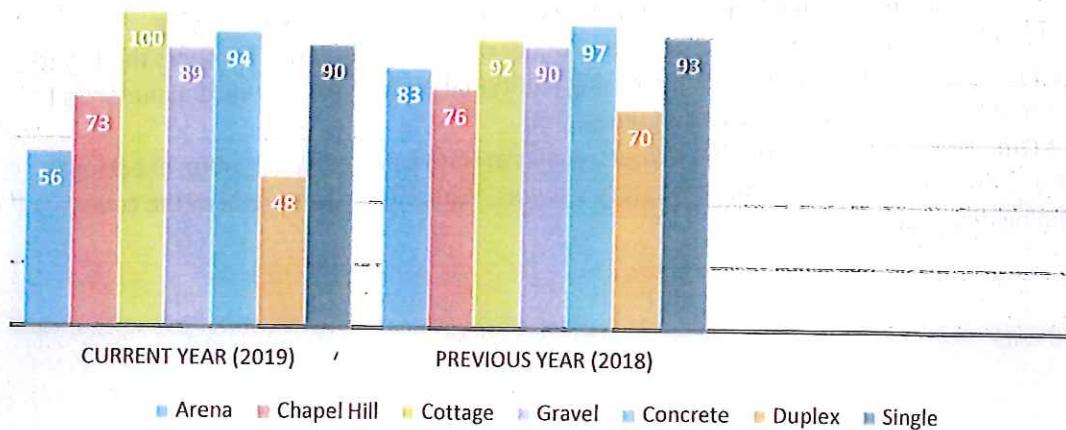
Adopted cabins: 36  
 Reservations for Cabins: 164  
 Chapel Hill: 83  
 Cottage: 12  
 Duplex: 24  
 Singles: 45

Adopted RV sites: 104  
 Reservations for RV: 263  
 RV Gravel Sites: 161  
 RV Concrete Sites: 102

## OCCUPANCY

DATE (2019)	ARENA	CHAPEL HILL	COTTAGE	RV GRAVEL	RV CONCRETE	DUPLEX RAINBOW	SINGLE RAINBOW
Oct 5 <sup>th</sup>	83%	68%	100%	97%	100%	60%	90%
Oct 12 <sup>th</sup>	42%	85%	100%	88%	96%	50%	100%
Oct 19 <sup>th</sup>	50%	70%	100%	86%	88%	20%	80%
Oct 26 <sup>th</sup>	50%	70%	100%	89%	94%	60%	90%

### Occupancy Averages for October 2019 vs 2018



# Front Office Monthly Report October 2019

## Analysis

- We see a slight downward trend from this time last year, with marked drops in the Arena (27%) and Rainbow Lake Duplexes (22%).
- The Cottages were at full occupancy every weekend in October, owing to Dade County and Owners' Weekend, along with several weddings and events.
- Despite some hiccups, the annual Dade County Reunion was successful, with the guests largely expressing satisfaction with their stay. The primary complaints involved site assignment and the overall condition of the Lodge, particularly the carpet (which we are hoping to replace).
- Overall, Reservations revenue is up almost \$8,000 from last month. This is owed in large part to Dade County, who we estimate to have spent over \$15000.00 over a 10-day period.

## Revenue

• Arena	\$1022.07
• RV Concrete	\$8755.00
• RV Gravel	\$14257.94
• Chapel Hill	\$4080.46
• Cottage	\$3898.00
• Duplex	\$2110.00
• Single	\$3192.00

**MONTHLY TOTAL** **\$37,315.47**

## Front Office Situation Report

- We are still operating under one license for the new Gate Card software. While buying additional licenses is a marked expense, operating under one license severely hampers the Front Office's efficiency. I would recommend purchasing additional licenses prior to next summer as I predict severe backlog during busy check-in times.
- The Front Office is receiving reports that owners/guests are not bringing linens when checking in to cabins and are sleeping directly on the mattress covers. Consequently, several of the covers are becoming dingy and stained.

## November 2019 Report Accommodations Committee

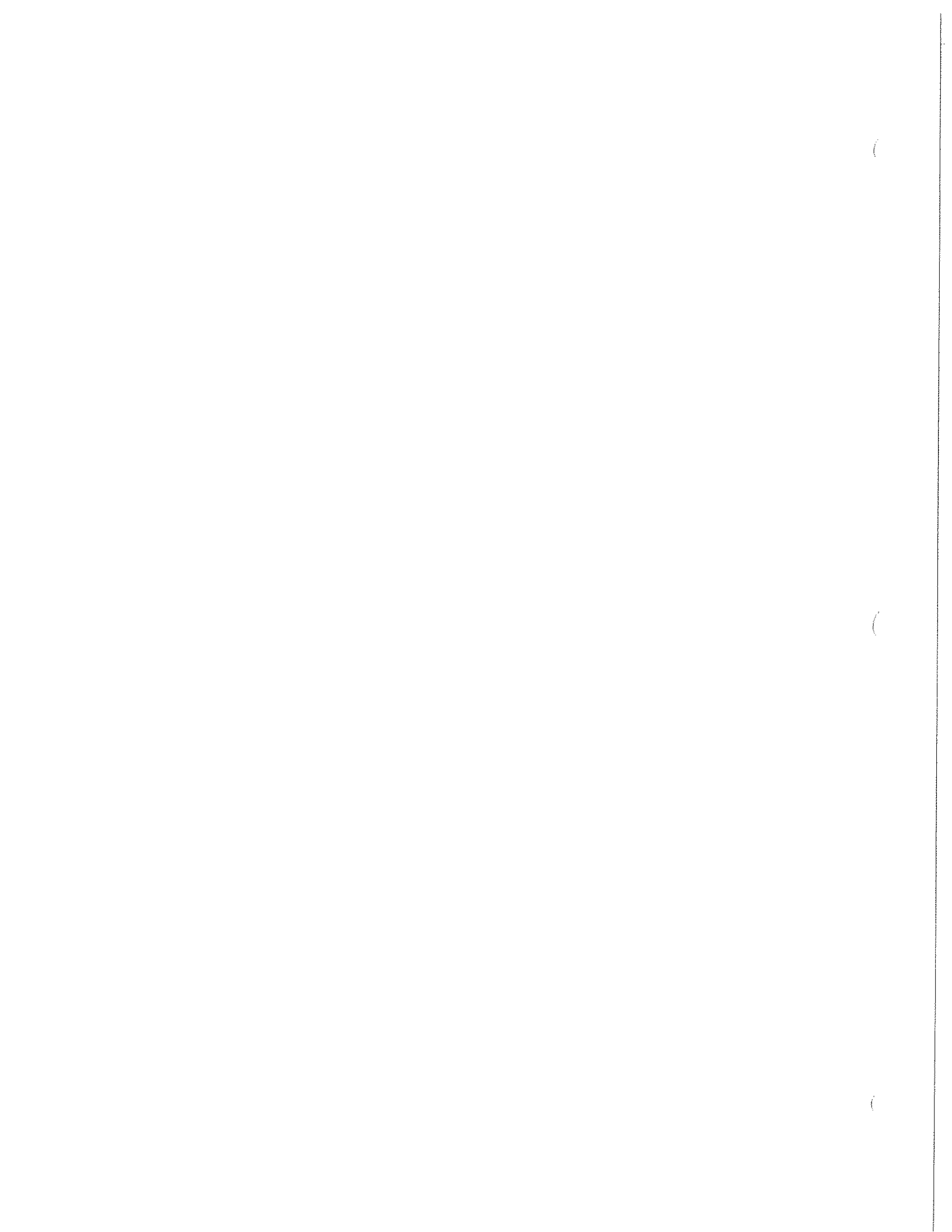
- November Lottery: Saturday 11/02/2019
  - 20 owners (including 2 Proxy)
  - 12 of 12 RV spots leased for one year
  - 2 Monthlies RV site
  - 0 Premium Cabin
  - 1 Partial Rehab Cabins
  - 0 Total Rehab Cabins
- December Lottery: 4 RV spots, 2 Premium cabin, 0 Partial Rehab Cabin and 2 Total rehab cabins

### Topics and Discussions during Committee Meeting:

- RV 2 and RV 4 Post are completed. (completed prior to Owners weekend)
- We have enough money left over from the fund raiser to complete RV1 and RV3 post.
  - We will purchase the post in November, cut in half, then all drying time before painting.
  - Plan is complete late winter / early Spring (to ensure RV2 and RV4 reflective numbers hold up in the winter)

Becky Mooney

Accommodation Committee - Chair



CHIG HISTORY TIMELINE

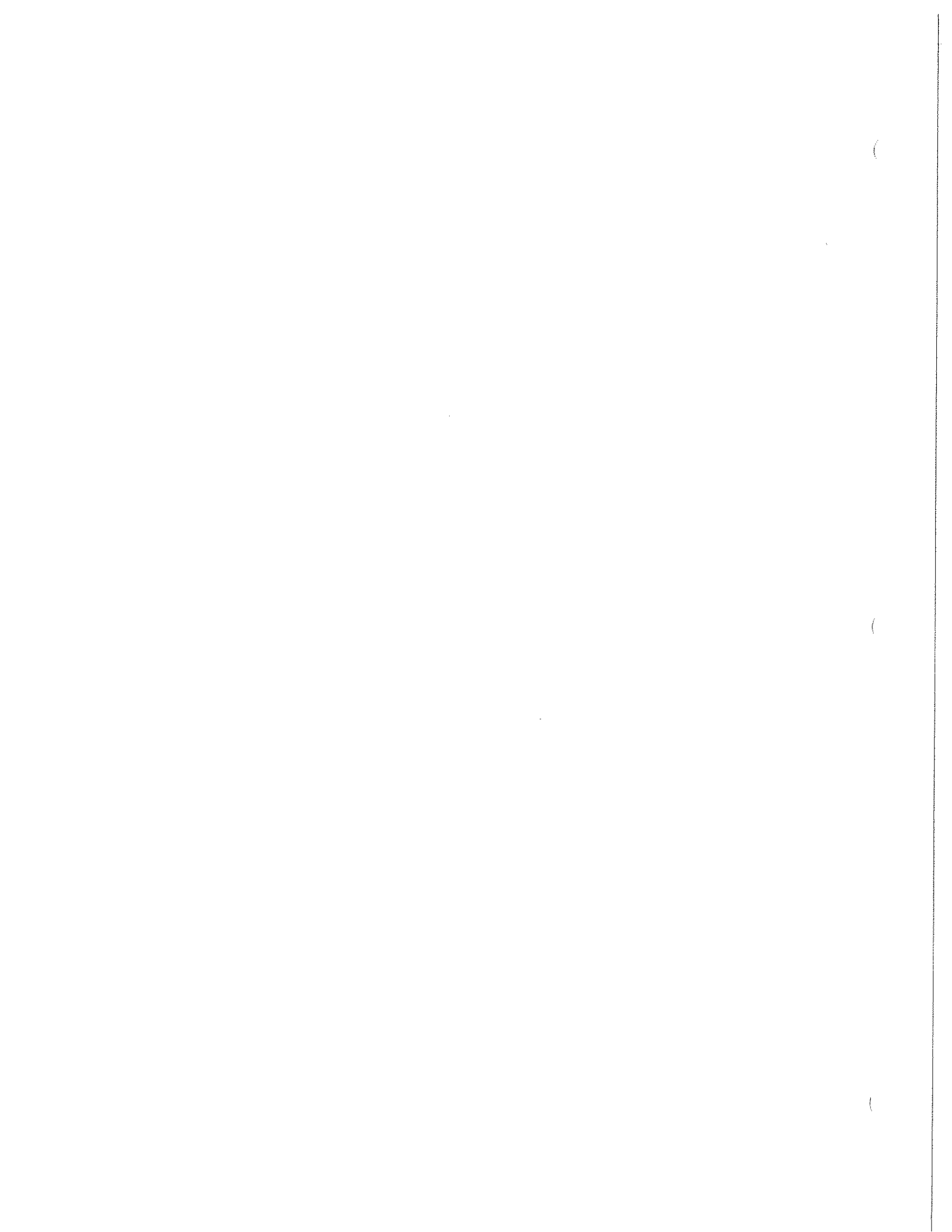
Date	Topic	Exhibit	Remarks	
3-Mar-09	ORIGINAL CHIG PROPOSAL	A	This is where the whole program was outlined and setup and approved by the board for one year.	IMPORTANT
23-Oct-09	CHIG REHABS	B	CHIG announced they started their 3rd rehab	
20-Feb-10	CHIG PROGRAM RENEWED	C	CHIG program was originally only approved for one year. this renewal extended to 2013.	IMPORTANT
21-Aug-10	CHIG UPDATE	D	Update starting work done. (4 cabins)	
23-Oct-10	CHIG UPDATE	E	CHIG announced 22 Owners (including spouses) in program	
23-Apr-11	CHIG UPDATE	F	CHIG working on cabins	
21-May-11	CHIG UPDATE	G	End of 2010 3 members removed. 5 joined; total of 16; CHIG update appeared as a Board Appointed Special Committee	IMPORTANT
1-Oct-11	CHIG UPDATE	H	Regular update	
17-Mar-12	CHIG UPDATE	I	fundraising update	
28-Apr-12	CHIG UPDATE	J	Regular update	
27-Oct-12	CHIG UPDATE	K	Regular update	
28-Apr-13	CHIG UPDATE	L	24 members (Owners and spouses)	
21-Sep-13	CHIG UPDATE	M	Regular update (still under special committees)	
1-May-14	CHIG UPDATE	N	Regular update- 18 members to-date 21 cabin rehabs completed ( still under board appointed committee)	
1-Oct-14	CHIG UPDATE	O	Cabin Rehabilitation Program Announced; announcement of possible 501c3 to raise money for cabins (never happened)	IMPORTANT
1-Jun-15	CHIG UPDATE	P	no real update - possible CHIG work in rainbow cabins	
1-Jul-16	CHIG UPDATE	Q	Anita asked Ranch to fund bit ticket terms to be repaid by CHIG ( still under board appointed committee)	
20-Aug-16	CHIG UPDATE	R	Refrigerators were purchased and put in cabins (CHIG bought?; air conditioners next)	
1-Feb-17	CHIG UPDATE	S	Tracy Henneese announced CHIG had met and will propose an enhanced program for cabin rehabs.	IMPORTANT
1-Apr-17	EX Director update	T	Executive Director report - announcement that Chris Deos and Tracy Henneese will be assuming parts of Anita's duties	IMPORTANT
18-Nov-17	CHIG UPDATE	U	CHIG update (under Old Business?) Anita to provide a CHIG list and point system and who worked and didn't (no point system)	IMPORTANT
23-Feb-18	Wendy update	V	no inspections; no oversight; CHIG members not fulfilling their requirements	
1-Aug-18	Eve Devane Update	W	80 hours per year or unit? NOT INCLUDING FUNDRAISERS (pluse 8 hours of fundraising additional) 14 Members	

2009 - hours not counted - 1st right of refusal + 7 years based on CHIG group completed proposed cabins per year

2010- program renewed for 3 years; individuals that made allotted improvements will receive an additional on year 1st right of refusal; + 7 years?

2014 - announced new program for cabin adoptions for rehabilitation (NOT CHIG)

\* no mention of individuals working X amount of hours to get an additional year; all work was based as a group on X amount of cabins rehabbed.



### Chapel Hill Adoption Program Part 3

Open to any owner in good standing (including RV'ers) who wishes to extend a "first right of refusal" on their current adoption. (Cabin or RV) Benefit is to have Chapel Hill Cabins in need of repair brought back to standard for Premium adoptions and reservations.

Owner in good standing can choose from a list of cabins provided by the Ranch, in which need work. There will be two levels: Tier 1 – moderate repair and Tier 2 – heavy repair. Cabins will be "adopted" at no extra cost to the Owner.

\* all substructure and roof repairs are the responsibility of the Ranch.

\*\* All work must be completed, inspected and passed NLT 30 days prior to lottery that cabin/site adoption would be included.

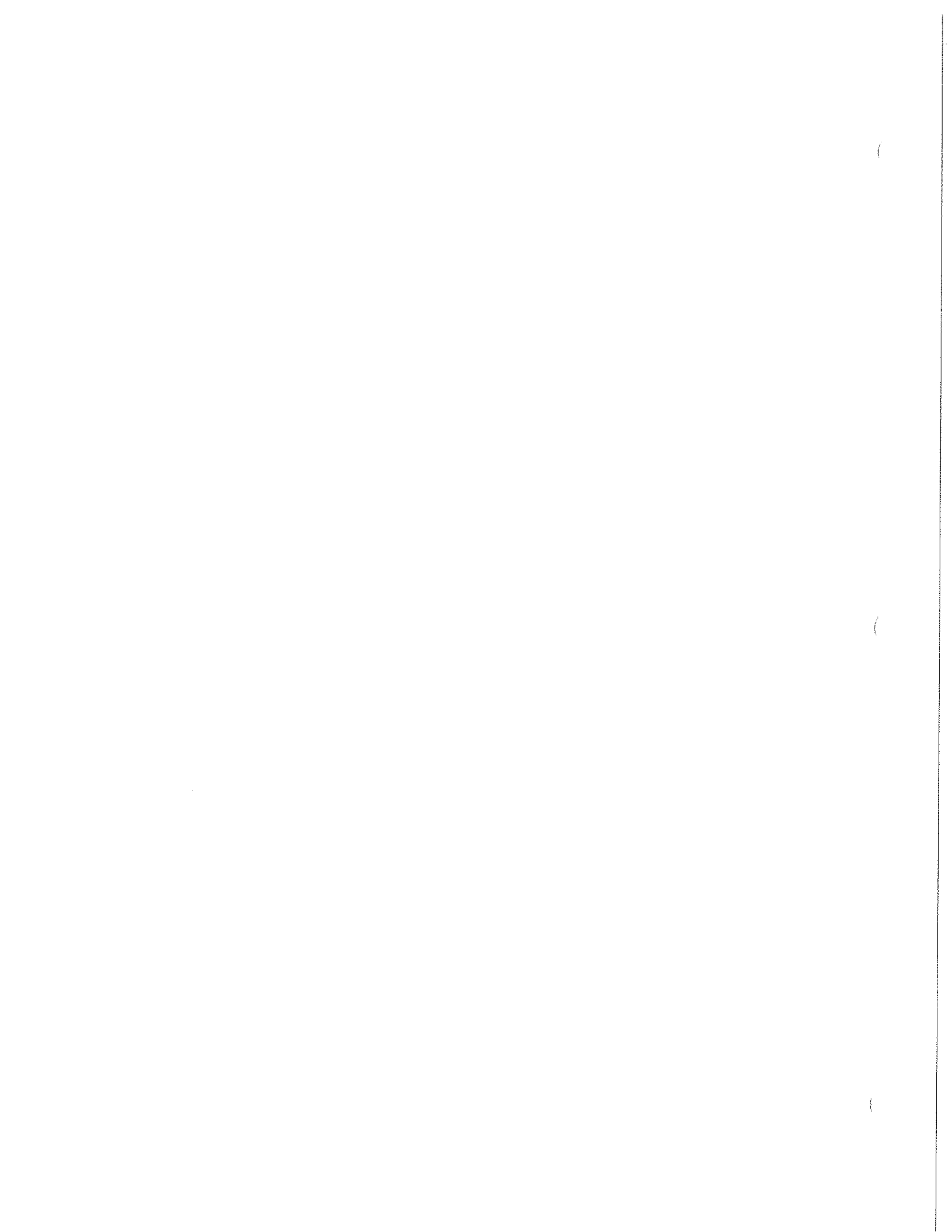
Tier 1 – Adoption will be for a period of six months. Adoption of a tier 1 cabin will require all repairs outlined by the Ranch per inspection sheet to be completed within a six-month timeframe. All work will be presented to the Ranch for approval and must be inspected periodically. Resulting benefit will be one-year "first right of refusal" for current adopted cabin/RV site at a reduced rate.

Tier 2 – Adoption will be for a period of 10 months. Adoption of a tier 2 cabin will require all repairs outlined by the Ranch per inspection sheet to be completed within a ten-month timeframe. All work will be presented to the Ranch for approval and must be inspected periodically. Resulting benefit will be two-year "first right of refusal" for current adopted cabin/RV site at a reduced rate.

- Any work for decks must be done to standard building codes.
- All electrical work must be done with a certified electrician and approved by the Ranch.

This program is limited in availability to cabins in need of repair per R-Ranch. Approval of 2<sup>nd</sup> Adoption will be per R-Ranch Executive Director.

If extreme interest in this program is to be found, cabins may be included in monthly lottery.



## Proposed New Ownership Program

This new program would be effective starting 1 Jan 2020.

The goal of this program is to realize that our business model that was created in 1983 is not necessary the best business model that should be practiced today for the Ranch to continue to succeed. This program is still keeping in mind the parameters of our Bylaws and Covenants.

In the three decades that R-Ranch has been in operation, the prime target demographic has changed from Baby Boomers and Gen X to Xennials (Crossover Generation) and Millennials. Studies have found the latter two generations are more mobile and less tied down. Homeownership has dropped within these groups mainly due to these statistics and only partly due to financials. Realizing this statistic and with more prospective Owners wanting just a membership and not the worry of having an undivided deeded interest in the property, the below program is proposed as a "pilot" program to increase our "Ownership" without the worry of being "tied down" to the Ranch.

"Owners in the is program should not be used for budgetary purposes and any income received should be used only for supplemental projects until it is decided whether the program will be converted to a permanent program or not.

Tier 1 buy-in:

\$1,495 plus pro-rated assessment. Normal "New Owner Sale".

Tier 2 buy-in:

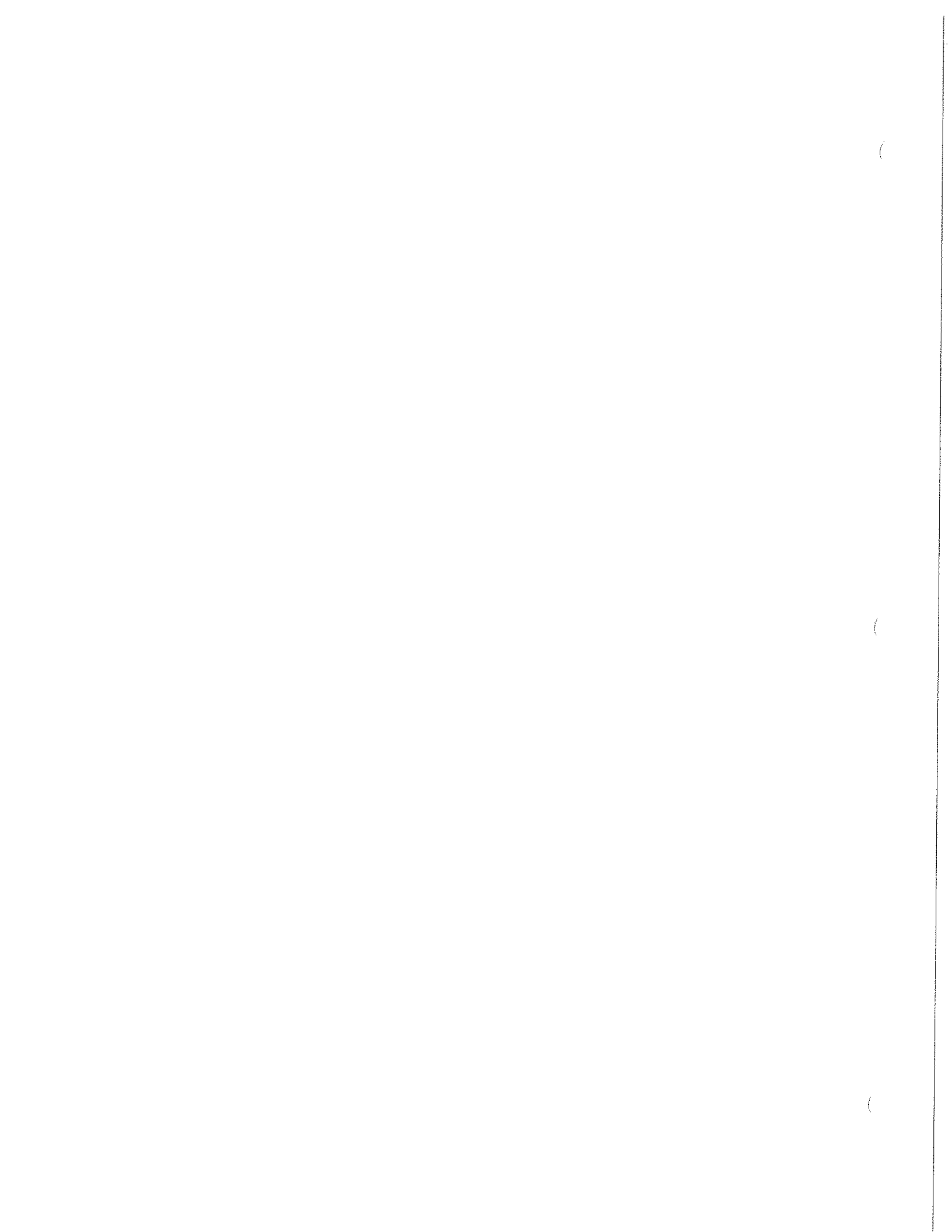
\$2,495 plus pro-rated assessment. This allows 36 months to "try" the Ranch. All assessments must be paid on time. If Owner decides they do not want to continue, the Ranch will take the deed back. All assessments paid are non-refundable, \$500 from "buy-in" will be refunded when deed is returned. If Owner chooses to continue to be an "Owner", all normal processes thereafter will apply to sell Ownership.

Tier 3 buy-in:

\$4,995 plus pro-rated assessment. This allows 12 months to "try" the Ranch. All assessments must be paid on time. If Owner decides they do not want to continue, the Ranch will take the deed back. All assessments paid are non-refundable, \$1,000 from "buy-in" will be refunded when deed is returned. If Owner chooses to continue to be an "Owner", all normal processes thereafter will apply to sell Ownership.

\* Thoughts to consider:

- can we limit "Owners" in the tier 2 & 3 programs from having "voting" rights?
- do we want "Owners" in the tier 2 & 3 programs to have access to the lottery?



# R-Ranch in the Mountains® Office Policy

## Collections

Background: R-Ranch as never had a strong collection policy for the staff to follow. Several attempts over the years were made to put one in place from 3<sup>rd</sup> party collection agencies to in-house litigation attempts. The main issue with attempting to collect a debt for R-Ranch is the deed that is bought by the Owner. When a deed is purchased, the Owner becomes a member of the association, but must maintain good standing with the association. The Bylaws allow the Ranch to put a "lien" on an Owner that is not in good standing that then allows the Ranch to foreclose on the deed to bring it back in the Ranch's name. At one time, accounts were "retired" and written off as bad debt, but no attempt was made to bring the deed back in the Ranch's name. Other times, judgements were made against Owners, with no follow up action. This has resulted in many deeds that are still outstanding.

Currently, there is no policy that "deters" Owners from walking away from their obligations and along with that, there is no repercussions if it does happen.

The collection policy should be a "two-pronged" approach: place policies in place that deter Owners from going into arrears and place policies in place that outlines a process to follow once an Owner does go into arrears.

### Credit Reporting Policy

Starting in 2020, we have researched the process to start "reporting" to the credit agencies on a monthly basis. There is a small cost, but we have the ability to report to Equifax and possibly Transunion on all accounts. This will be for all Owners whether in good standing or bad. We would have to apply and be accepted by the agencies to be able to do so. This would be a great deterrent and would seriously encourage Owners to keep in communication with the Ranch about their accounts.

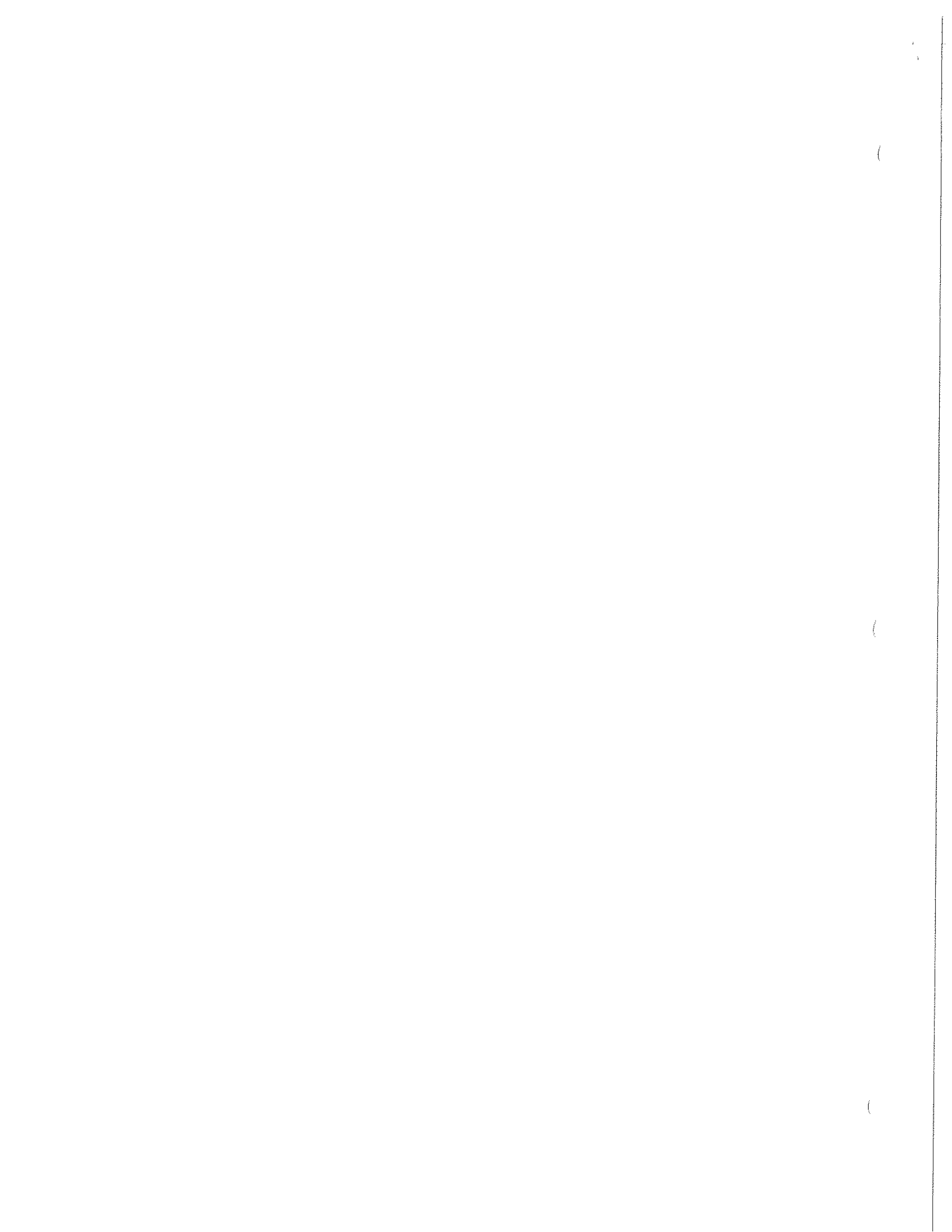
### Collections

Accounts receivable can start calling as a reminder for payments on the 16<sup>th</sup> day after an invoice is due. If attempts have failed, we proceed with sending out a 30, 60- and 90-day letter to remind Owners of their debt and the failed attempts to collect.

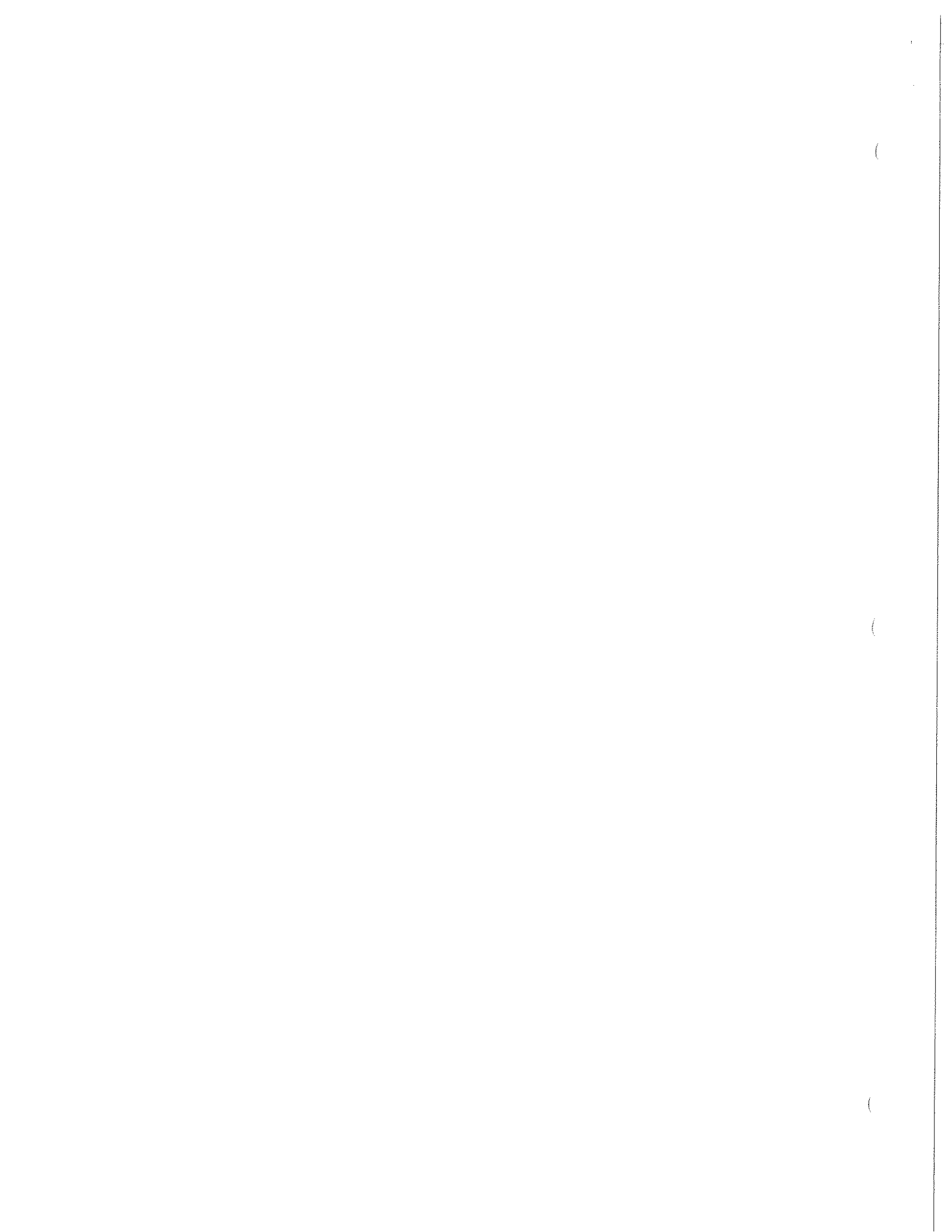
(new)

At 180 days, a letter to attempt to collect a debt is sent and a warning will be included that at 365 days, the account will be closed, and foreclosure proceedings will begin.

At 365 days (2<sup>nd</sup> missed assessment), certified letter sent out that foreclosure proceedings have begun.



- All attempts to settle the debt and the deed brought back in the Ranch's name will be made to avoid paying for a foreclosure.
- Possibility of use of a Private Investigator can be utilized to locate have the deed signed back over in cases of Owners that have disappeared or Owners that have passed away and the deed belongs to the estate. This option could be cheaper than a standard foreclosure.



# **R-Ranch in the Mountains® Office Policy**

## **Late Fees**

Background: In August 2011 board meeting, it was voted on and approved that the late fees (referring mainly to assessments) were to be set at \$50 if an account was 15 days past due. I believe this was based on the fact that at the time assessments were \$500 and the fee was set at 10%.

Currently, when an invoice is more than 15 days past due, the accounts receivable clerk will start calling as a reminder to pay. This costs the Ranch time and labor to conduct these calls continuously.

Proposal: All invoices on all accounts will be set at a net 15 from the due date. If invoices are not paid, a 10% late fee of the amount owed will be assessed. This will not change the interest applied as per the Bylaws.

This will be effective January 1<sup>st</sup>, 2020 and posted on all invoices and at the front office.

