

**R-Ranch in the Mountains
Board of Director's
November 16, 2024
Agenda**

- I. CALL TO ORDER**– Randy Mercier, President
- II. OPENING PRAYER**- Monica Hunt, Treasurer
- III. PLEDGE OF ALLEGIANCE**- Ashley Spenner, Vice President
- IV. REVIEW/APPROVE/AMEND/ACCEPT AGENDA**
- V. SUSPEND READING** October 2024 BOD Meeting Minutes
- VI. APPROVE/AMEND/ACCEPT** October 2024 BOD Meeting Minutes

VII. REPORTS – Attached where submitted.

- a. **Executive Director's Report** – Paul Abrams – See attached.
 - October 2024 Department Reports
 - Executive Director Requests for Board Approval
 - October 2024 Old Business Reports
 - Upcoming/Ongoing Projects/Events
- b. **President's Report** – Randy Mercier

STANDING COMMITTEE REPORTS – Attached where submitted.

- 1. Finance Committee** – Kori Roddy (Chair) (Board Liaison: Monica Hunt) See attached.
- 2. Covenants/Bylaws/P&G's Committee** – Open Position (Chair) (Board Liaison: Randy Mercier) – Nothing to report.
- 3. Owner's Concerns Committee** – Tracey Hennessee (Chair) (No Board Liaison Required) – Nothing to report.
- 4. Land Use/Fire Wise Committee** – Stacey Bailey (Chair) (Board Liaison: Lance Leuliette) – Nothing to report.
- 5. Accommodations Committee** – Jeff Martin (Chair) (Board Liaison: Jeffrey Kimmel) – See attached.
- 6. Events Committee** – Tia-Michael Westbrook (Co-Chair) (Board Liaison: Johnny Hooper)
 - R "Ranch Hands" Update

- Lake Zwerner Hike Sunday, November 17th at 1:00pm
 - Bible Study Sessions beginning in January 2025
7. **Marketing Committee** – Tiffany Searcy (Co-Chair) (Board Liaison: Debi Chandler) – No report.
8. **Strategic Planning Committee** – Shawn McHugh (Chair) (Board Liaison: Ashley Spenner)
- Strategic Planning Committee meeting schedule
 - Strategic Goals, Objectives and Strategies
 - Strategic Plan Goals – Key Points
9. **Rodeo Committee** – Valorie Lottes (Chair) (No Board Liaison Required) – Nothing to report.
10. **Nominating Committee** – Chris Deos (Chair) (No Board Liaison Required) – Nothing to report.

VIII. OLD BUSINESS

- Side-by-Side/MPOHV
- Picnic Table Replacement Plan
- Good Standing Definition Revision
- Mission Statements Review/Approval

IX. NEW BUSINESS

- No New Business

X. OPEN DISCUSSION- Questions submitted by Owners.

XI. ADJOURN GENERAL MEETING

Time: _____

The next meeting of the R-Ranch BOD will be held on January 18, 2025, at 9:30am in the Board Room.

XII. EXECUTIVE SESSION – Yes

XIII. WORKING SESSION – No

November 16, 2024

Board of Directors Meeting 9:30 a.m.

Print Name	Signature/Owner #
WILLIAM ANGELUS	William Angelus 0042
Jeff Martin	Jeff Mar 1212
Alex Griffin	Alex Griffin 1800
Barbara Hall	Barbara Hall 0007
Tiffany Searcy	T Searcy 0877
Lyn Burton	Lyn Burton 0682



November 2024 Board of Directors Meeting
Executive Director Report
As of November 12, 2024

1. October 2024 Department Reports:

- a. Front Desk Monthly Statistics
- b. Security Monthly Statistics
- c. Housekeeping Report
- d. Maintenance Report
- e. Stables Report
- f. Sales, Events, Marketing Report
- g. Financial Report

2. Executive Director Request for Board Approval

- a. Pool Table vs. Ping Pong Table
- b. Additional Amenity Upgrades/Soccer Nets
- c. Chapel Pasture Erosion Repair

3. October 2024 Old Business Report:

- a. P & G's on Side by Sides and MPHOV's
- b. Meeting with Sherriff's Department/Noise Ordinance
- c. Employee Uniform Update
- d. RV Storage Update and Processes

4. Upcoming/Ongoing Projects/Events:

- a. Chamber of Commerce Dinner - 11/21 at 5:00pm
- b. Breakfast w/ Santa – December 7th at 8:00 am
- c. Christmas Parade – Dec.13 set up, Dec. 14 is the parade
- d. New Years Eve Party Dec. 31st
- e. Boom Truck Rental Week of November 11-15th



FRONT OFFICE REPORT

2024 Front Office Statistics	Aug.	Sept.	Oct.	Nov.	Dec.
RV Moves	10	4	7		
Gate Counts	1855	1432	1687		
Owner Complaints	N/A	N/A	4		
Gate Cards Issued	4	1	9		
Rainbow Lake Cabins owner / guests /CTC	100/88/1	42/27	88/52/4		
Chapel Hill Cabin Owner Rentals	15	29	13		
Chapel Hill Cabin Guest Rentals	19	3	18		
Merchandise Sales	14	37	23		
Food & Beverage Sales	714	859	829		
Owners Signed In	N/A	154	210		
Guests Signed In	357	240	187		
Amenity Sign Outs	91	50	39		
Ice Sales	75	50	62		
Firewood Sales	16	14	37		
Propane Salesby Gallon	142.5	153.4	241.5		
Events	0	3	1		
Weddings	2	6	5		

SECURITY REPORT

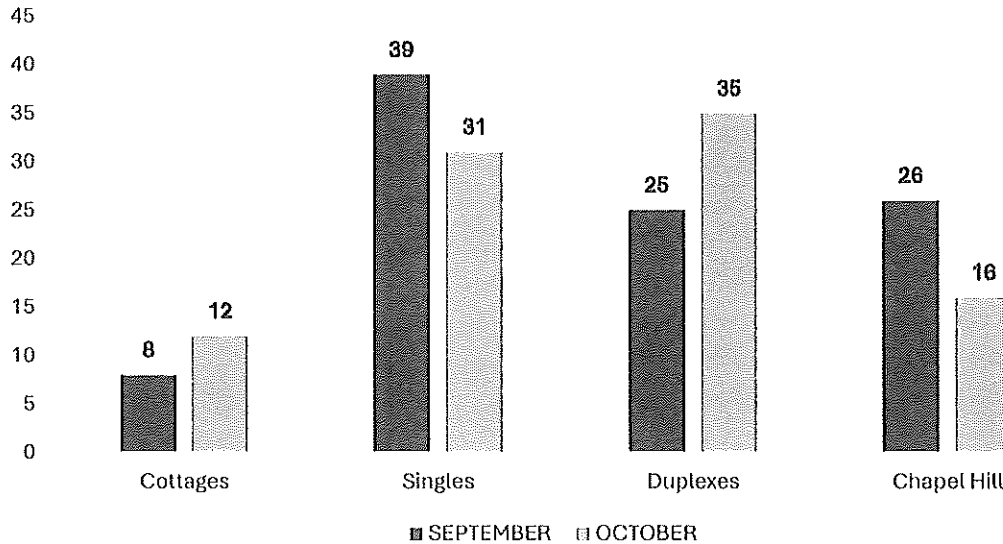
2024 Security Monthly Stats	Oct.	Nov.	Dec.
Patrol Miles	707		
Owner Involved Incidents	1		
Fires	0		
Tresspasing (Fishing, Common area, etc.)	3		
Auto Accidents (Cars, RV's, etc.)	2		
Property Damage (Common Areas, Trees,etc.)	2		
Assist Government Agency	1		
Medicals	0		
Unsecured property/Open Doors	1		
Lodge/Wedding Incidents	2		
Citations Written	0		
Noise Complaints	1		
Animal Complaints	0		



Lighting Issues (Buildings, lots, etc.)	1		
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HOUSEKEEPING REPORT

Housekeeping Cleaning Report



- Housekeeping also replaced the queen mattress and frame in 814.
- They replaced one twin frame and mattress in 806.
- They replaced mattresses in 956 and the couch due to pests.

MAINTENANCE REPORT

Vehicle Status: Overall Status: We have 9/9 working vehicles. In the month of October there were zero (0) out of normal service emergencies and no (0) normal scheduled service performed.

- The backhoe was serviced and with a water pump replacement, belt tensioner pulley was replaced, the boom arm linkage ball joints were also replaced.
- The skid steer is failing and needs to be replaced. Could sell ours for approximately \$7,000 and purchase a used one that is in great shape for approximately \$67,000.

Maintenance Recurring Tasks:

- Continued Grass Cutting of Maintenance Teams Responsible Areas: Rainbow Cabins, Road Banks and Treatment Plant Areas



- Continued Maintenance to the Pool: Service of UV Light System, Daily Chemical Level Checks and Cleaning of Pool; Bottom, Walls and Deck
- Work Orders were assessed and completed. 5 in total.

Projects Completed:

- Chapel: Felled multiple dead trees, reworked and graded lawn side for better water runoff into ditch line, sowed and seeded for grass, restructured handrails and front porch steps, reworked and cleaned out walkway and sitting area of the Memorial Garden
- Chapel Hill: Regraded roadway towards back end of cabins between 949-946(???) and had rock laid down
- Lodge: Rehung fallen gutter on backside of kitchen area above pool deck
- RV 211: Electrical Panel upgrade from 30 to 50 AMP service \
- RV5: Multiple dead trees fell throughout the RV Sites
- Cabin 809: Front sliding glass door replacement
- Horse Trails: Graded and cut trails for behind Barn Staffs limb trimming

STABLES REPORT

Type of Riding Pass	Sold	Refunded	Gross Sales	Refunds	Net Sales
Riding Pass - Trail	24	0	\$960.00	\$0.00	\$960.00
Riding Pass - Corral	9	0	\$180.00	\$0.00	\$180.00
TOTAL	33	0	\$1,140.00	\$0.00	\$1,140.00

Equipment Overview: The manure spreader broke from old age and parts needed to be replaced. An order has been placed for the required parts and maintenance and stables will make the repairs. The total cost of this was \$850.00

F-350: Safety/Reliability issues

- We are still having intermittent trouble starting the truck. This is due to a worn-out steering column, a malfunctioning start/neutral switch, and /or a malfunctioning starter solenoid.
- ** The engine is still intermittently surging / losing power while driving.
- *** **Both Rear Windows are still inoperable***. This makes it very miserable for staff/passengers in the back seat and has for the past several years.**

Horses Update: Farrier / Hoof Care:



- The interval between Farrier service to shoe or trim horses is still averaging 5-6 weeks for shod horses and 8-10 weeks for barefoot horses. The frequency will start to decrease with the onset of Fall/Winter due to slower hoof growth.
- Vet: Still need to schedule several horses that will need their teeth floated.

Projects:

Hay Rings:

- We refurbished four (4) of our six (6) hay rings. The sheet metal skirting had multiple broken welds and was pulling away / curling out posing a risk of cutting the horses. If you recall this is how Skywalker cut his eye last year.
- Nick did a nice job welding the skirting back in place. It would seem to be an easy task but galvanized metal and the fact that it is so thin made this task difficult.

Pasture Fence Painting:

I've ordered enough paint to get started. We will start with the Corral fencing at the Stable to figure out the best COA to use getting the pasture fencing treated.

SALES, EVENTS, & MARKETING REPORT

Sales

YTD Leads 30Sept24	670	October Leads	104
YTD Total New Sales	7	October New Sales	0
YTD Total 1 yr. Option	3	October 1yr Option	1
YTD Transfers	39	October Transfers	6

October was a busy month in sales. We saw a lot of interest as well, following our booth at Dahlonega Gold Rush. Front desk had multiple stop by wanting tours. Plan for next year will include having owner ambassadors that can take people who stop in for a tour.

Marketing

Dahlonega Gold Rush

Now that we finally have new marketing photography, we ordered a new pull-up banner, backdrop, and rack cards leading into our marketing campaign. We also had Koozies and pens to hand out as swag. Some of the leftover rack cards were taken to the Dahlonega Welcome Center which is one of the busiest welcome centers in the state. We gained 38 leads from just Gold Rush alone. Tiffany



Searcy also appeared at a Trunk or Treat with a booth which gained 6 leads. Now we will look on converting more of those leads into sales.



Social Media Down overall in posted content due to busy fall schedule and lack of fall photography content. Both myself and Paul at the end of October used our personal camera equipment to photograph and video so may have content moving forward during peak color.

Community Engagement

The Ranch Hands committee (under the direction of the events committee) now has a donation box in the front office that will remain up through October to gather personal hygiene items for The Community Helping Place. They also designed a scarecrow which was on Scare on the Square to represent the Ranch.



Events

Owner Events

October Owners Weekend seemed to go extremely well. Huge thank you to all of those people who helped with kid's karaoke, pumpkin carving, chili cookoff and the Halloween Party. We also had a friend donate use of decorations for the party which made it a little over the top compared to the previous year. We hope to continue to improve owner events as you are the reason we continue to exist.



Private Events & Weddings

We are working on recruiting more private events and group events here to fill gaps in the normal wedding season. Perhaps more Mon-Fri vacancies that may can be filled.

Current weddings report:

October 2024

	Wedding Wire	The Knot	HCTG	Wix	Phone	Total
Inquiries	5	1	4	18	7	36
Tours	1	2	0	6	2	11
Bookings	2			1	1	2

Total price for
weddings booked
this month
*not including
cleaning or
security fee*

\$12,800

Deposits
Collected
this month

\$3,200

November Weddings

3

**Final Balance
Payments
Collected this
month**

\$17,650



EXECUTIVE DIRECTOR REPORT

Items in Need of Replacement	Vendor Name	Product/Material	Quote Total
Chapel Pasture Erosion	Wayne's Culvert & Equipment Sales	24 Inch x 30 foot HDPE Plastic corr	\$896.40
Pool Table	Websteraunt.com	Mizerak P5423W2 Dakota 8' Slatron Billiard	\$1,279.00
Ping Pong Table	Cornilleou.com	510M OUTDOOR Stationary Table	\$2,199.99
Railroad logs around RV sites/bathhouses	Local Lumber yard \$45 a log/rebar	Landscaping/Border Railroad Logs x	\$2,250.00
Paint for Parking Spaces/Playgrounds	Home Depot \$29.58 a gallon x 10	Flat Yellow Exterior Traffic Striping P	\$295.80
	Miscellaneous brushes/tools/etc.		\$500.00
		Total Cost	\$7,420.39
Wages being saved through Dec.			\$5,220.40 w/o plng pong
Macie		\$3,600	
Tony (Maintenance)		\$5,100	
Total		\$8,700	

October 2024 Old Business Report

- P & G's on Side by Sides and MPHOV's – Still developing the wording to incorporate Lumpkin County laws/verbiage, and also want to poll the Ranch in an upcoming survey.
- Meeting with Sherriff's Department/Noise Ordinance – Meeting held on Friday, November 15th to discuss. More information to follow.
- Employee Uniform Update – All employees have been issued their uniforms and the staff really likes them and were happy when they received it.
- RV Storage Update and Processes – Audit procedure is in the works. Upon an initial audit and assessment here is the below stats. I recommend securing it for the unforeseeable future out of safety concerns.

Information on status of items in RV storage. Bottom line is everything in RV Storage minus 3 x RVs have not been signed off on according to the RV Storage Agreement in the last six months.

Some have not been checked on in many years. Some have been checked on recently but not in the last six months. At least not signed off on the RV Storage sheet in the book at the front office.

Total # of RVs: 71
 Total # of Trailers: 7
 Total # of Golf Carts: 19

Total # of RVs without Owner Numbers: 9 (1 is a new owner that just had it delivered)
 Total # of Trailers without Owner Numbers: 1
 Total # of Golf Carts without Owner Numbers or Tarped so Owner numbers aren't visible: 9



Upcoming/Ongoing Projects/Events

- Chamber of Commerce Dinner - 11/21 at 5:00pm
- Breakfast w/ Santa – December 7th at 8:00 am
- Christmas Parade – Dec.13 set up, Dec. 14 is the parade
- New Years Eve Party Dec. 31st
- Boom Truck Rental Week of November 11-15th

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

Active	743	755	760	722	733	729	758	776	752	610	659	
Option Program					6	6	8	8	8	8	8	
Suspended	86	68	63	88	72	80	51	44	61	203	155	
TOTAL:	829	823	823	810	811	815	817	828	821	821	822	0
Collections	33	40	38	58	57	53	49	43	43	43	43	
TOTAL UNITS	862	863	861	868	868	868	866	871	864	864	865	0
Status as of:	1/15/21	2/18/21	3/18/21	4/22/21	5/13/21	6/18/21	7/16/21	8/20/21	9/16/21	10/21/21	11/17/21	

Active	677	699	705	609	645	678	692	711	697	578	636	
Option Program	7	6	5	3	3	3	3	4	4	7	6	
Suspended	118	101	90	189	142	112	102	89	100	211	152	
TOTAL:	802	806	800	801	790	793	797	804	801	796	794	0
Collections	63	54	56	55	55	55	55	53	53	53	52	
TOTAL UNITS	865	860	856	856	845	848	852	857	854	849	846	0
Status as of:	1/12/22	2/18/22	3/16/22	4/22/22	5/18/22	6/17/22	7/14/22	8/17/22	9/14/22	10/19/22	11/16/22	

Active	647	628	651	574	608		657	647	644	560	542	
Option Program	10	11	11	12	12		14	12	9	8	8	
Suspended	98	111	77	158	123		78	86	88	167	178	
TOTAL:	755	750	739	744	743	0	749	745	741	735	728	0
Bankruptcy	1	1	1	1	1		4	3	1	1	1	
Collections	65	84	82	81	80		72	72	71	72	72	
TOTAL UNITS	820	835	821	825	823	0	821	817	812	807	800	0
Status as of:	1/19/23	2/16/23	3/16/23	4/20/23	5/17/23		7/14/23	8/16/23	9/14/23	10/19/23	11/16/23	

Active	603	606	599	565	586	595	595	595	593	515	537	
Option Program	8	8	7	5	4	4	3	3	3	3	3	
Suspended	78	65	72	108	84	56	51	52	49	126	104	
TOTAL:	689	679	678	678	674	655	649	650	645	644	644	0
Bankruptcy	2	2	2	2	2	1	3	3	3	2	2	
Collections	89	90	90	82	82	95	95	95	89	87	87	
TOTAL UNITS	780	771	768	760	756	750	747	745	734	731	731	0
Status as of:	1/19/24	2/16/24	3/14/24	4/26/24	5/17/24	6/12/24	7/12/24	8/9/24	9/18/24	10/23/24	11/12/24	

R-Ranch in the Mountains®

Budget vs. Actuals: 2024 Budget - FY24 P&L

October 2024

	OCT 2024			TOTAL		
	ACTUAL	BUDGET	% OF BUDGET	ACTUAL	BUDGET	% OF BUDGET
Income						
4000 Admin - Assessments	149,714.14	72,000.00	207.94 %	\$149,714.14	\$72,000.00	207.94 %
4001 Admin - Assessments - DBP		9,000.00		\$0.00	\$9,000.00	0.00%
4002 Admin - Child Rights	1,333.34	0.00		\$1,333.34	\$0.00	0.00%
4004 Admin - Interest	33.23	5.00	664.60 %	\$33.23	\$5.00	664.60 %
4006 Admin - Fines & Fees	1.45	100.00	1.45 %	\$1.45	\$100.00	1.45 %
4007 Admin - Collection Fees - Recouped	158.20			\$158.20	\$0.00	0.00%
4008 Admin - Late Fees & FC	4,690.62	600.00	781.77 %	\$4,690.62	\$600.00	781.77 %
4010 Admin - Ownership Sales	(912.50)	3,785.00	(24.11 %)	\$ (912.50)	\$3,785.00	(24.11 %)
4012 Admin - Ownership Transfers	(5,498.00)	3,800.00	(144.68 %)	\$ (5,498.00)	\$3,800.00	(144.68 %)
4014 Admin - Day Use		0.00		\$0.00	\$0.00	0.00%
4016 Admin - Sales - Ice	240.00	380.00	63.16 %	\$240.00	\$380.00	63.16 %
4018 Admin - Sales - Propane	868.70	1,200.00	72.39 %	\$868.70	\$1,200.00	72.39 %
4020 Admin - Sales - Souvenirs	(883.48)	116.00	(761.62 %)	\$ (883.48)	\$116.00	(761.62 %)
4022 Admin - Sales - Firewood	296.00	140.00	211.43 %	\$296.00	\$140.00	211.43 %
4024 Admin - Sales - Gate Cards	225.00	50.00	450.00 %	\$225.00	\$50.00	450.00 %
4026 Admin - Sales - Store	1,061.77	900.00	117.97 %	\$1,061.77	\$900.00	117.97 %
4028 Admin - Vending Income		120.00		\$0.00	\$120.00	0.00%
4029 Admin - Golf Cart Rental		300.00		\$0.00	\$300.00	0.00%
4030 Admin - Stables - Rldng Pass	1,032.80	1,100.00	93.89 %	\$1,032.80	\$1,100.00	93.89 %
4032 Admin - Stables - Stall Fees		0.00		\$0.00	\$0.00	0.00%
4034 Admin - Stables - Fundraiser		0.00		\$0.00	\$0.00	0.00%
4036 Admin - Recovery of Bad Debt	2,220.00	300.00	740.00 %	\$2,220.00	\$300.00	740.00 %
4038 Admin - RV Adoptions	2,400.00	8,400.00	28.57 %	\$2,400.00	\$8,400.00	28.57 %
4040 Admin - Cabin Adoptions	1,192.50	1,080.00	110.42 %	\$1,192.50	\$1,080.00	110.42 %
4041 Admin - Lodge Income		0.00		\$0.00	\$0.00	0.00%
4042 Admin - RV Moves	615.47	900.00	68.39 %	\$615.47	\$900.00	68.39 %
4046 Admin - Sponsored Events		600.00		\$0.00	\$600.00	0.00%
4048 Admin - Pet Fees	60.00	100.00	60.00 %	\$60.00	\$100.00	60.00 %
4050 Admin - Misc		0.00		\$0.00	\$0.00	0.00%
4200 RV - Reservation	7,076.00	8,224.00	86.04 %	\$7,076.00	\$8,224.00	86.04 %
4202 RV - Electric - Quarterly	7,365.22	7,200.00	102.29 %	\$7,365.22	\$7,200.00	102.29 %
4208 RV - Yearly Adoptions	800.00	2,800.00	28.57 %	\$800.00	\$2,800.00	28.57 %
4210 RV - Guest & Group	1,527.00	4,339.00	35.19 %	\$1,527.00	\$4,339.00	35.19 %
4212 RV - Interest		1.00		\$0.00	\$1.00	0.00%
4300 Cabin - Reservation	5,010.00	2,600.00	192.69 %	\$5,010.00	\$2,600.00	192.69 %
4302 Cabin - Electric - Quarterly	1,212.10	988.00	122.68 %	\$1,212.10	\$988.00	122.68 %
4306 Cabin - Adoptions	1,987.50	1,800.00	110.42 %	\$1,987.50	\$1,800.00	110.42 %
4308 Cabin - Guest & Group	4,345.00	5,400.00	80.46 %	\$4,345.00	\$5,400.00	80.46 %
4310 Cabin - Cottage	4,835.00	3,207.00	150.76 %	\$4,835.00	\$3,207.00	150.76 %
4400 Lodge - Weddings	19,125.00	12,000.00	159.38 %	\$19,125.00	\$12,000.00	159.38 %
4401 Lodge - Wedding - Members		2,000.00		\$0.00	\$2,000.00	0.00%
4402 Lodge - Events	1,100.00	813.00	135.30 %	\$1,100.00	\$813.00	135.30 %
4403 Lodge - Events - Members	1,600.00	100.00	1,600.00 %	\$1,600.00	\$100.00	1,600.00 %
4500 Capital Improve - RV	800.00	2,400.00	33.33 %	\$800.00	\$2,400.00	33.33 %
4502 Capital Improve - Cabins	795.00	720.00	110.42 %	\$795.00	\$720.00	110.42 %
4504 Capital Imp - Interest	120.09			\$120.09	\$0.00	0.00%
4600 Legal - Admin	9,005.50			\$9,005.50	\$0.00	0.00%
4700 Rodeo - Tickets		0.00		\$0.00	\$0.00	0.00%
4702 Rodeo - Parking		0.00		\$0.00	\$0.00	0.00%

	OCT 2024			TOTAL		
	ACTUAL	BUDGET	% OF BUDGET	ACTUAL	BUDGET	% OF BUDGET
4704 Rodeo - Vendors		0.00		\$0.00	\$0.00	0.00%
4706 Rodeo - Sponsors		0.00		\$0.00	\$0.00	0.00%
4710 Rodeo - Souvenirs	(1,283.75)	0.00		\$ (1,283.75)	\$0.00	0.00%
4712 Rodeo - Refreshments		0.00		\$0.00	\$0.00	0.00%
4900 Admin - Open Credits	5,274.89			\$5,274.89	\$0.00	0.00%
Non Profit Income	10.50			\$10.50	\$0.00	0.00%
Total Income	\$229,554.29	\$159,568.00	143.86 %	\$229,554.29	\$159,568.00	143.86 %
GROSS PROFIT	\$229,554.29	\$159,568.00	143.86 %	\$229,554.29	\$159,568.00	143.86 %
Expenses						
6000 Employee - Payroll/Salary	65,060.52	98,076.00	66.34 %	\$65,060.52	\$98,076.00	66.34 %
6002 Employee - Payroll Tax	5,320.51	9,337.00	56.98 %	\$5,320.51	\$9,337.00	56.98 %
6004 Employee - Payroll Fees & Exp	2,571.25	1,373.00	187.27 %	\$2,571.25	\$1,373.00	187.27 %
6006 Employee - Benefits	6,888.88	9,478.00	72.68 %	\$6,888.88	\$9,478.00	72.68 %
6007 Employee - IRA		1,000.00		\$0.00	\$1,000.00	0.00%
6008 Employee - Workers Comp	2,679.00	3,603.00	74.35 %	\$2,679.00	\$3,603.00	74.35 %
6012 Admin - Accounting Fees	3,020.00	0.00		\$3,020.00	\$0.00	0.00%
6014 Admin - Bank Fees	39.80	52.00	76.54 %	\$39.80	\$52.00	76.54 %
6016 Admin - Business Fees		0.00		\$0.00	\$0.00	0.00%
6018 Admin - IT /Internet /Phone	2,005.09	4,000.00	50.13 %	\$2,005.09	\$4,000.00	50.13 %
6020 Admin - Dues & Subscriptions	45.94	1,187.00	3.87 %	\$45.94	\$1,187.00	3.87 %
6022 Admin - Emp Develop & Training	148.02	200.00	74.01 %	\$148.02	\$200.00	74.01 %
6024 Admin - Acknowledgements	66.44	50.00	132.88 %	\$66.44	\$50.00	132.88 %
6026 Admin - Merchant Services	(1,188.92)	0.00		\$ (1,188.92)	\$0.00	0.00%
6028 Admin - Mileage Reimbursement		12.00		\$0.00	\$12.00	0.00%
6030 Admin - Office Build M&R		46.00		\$0.00	\$46.00	0.00%
6032 Admin - Office Expense	152.26	278.00	54.77 %	\$152.26	\$278.00	54.77 %
6034 Admin - Printing / Copying	1,269.91	556.00	228.40 %	\$1,269.91	\$556.00	228.40 %
6036 Admin - Shipping / Postage	5.99	140.00	4.28 %	\$5.99	\$140.00	4.28 %
6044 Admin - Insurance - PL&A		0.00		\$0.00	\$0.00	0.00%
6046 Admin - Property Taxes	9,159.00	9,000.00	101.77 %	\$9,159.00	\$9,000.00	101.77 %
6048 Admin - Sales - Ice Exp	274.20	373.00	73.51 %	\$274.20	\$373.00	73.51 %
6050 Admin - Sales - Propane Exp		521.00		\$0.00	\$521.00	0.00%
6052 Admin - Sales - Souvenirs Exp		0.00		\$0.00	\$0.00	0.00%
6054 Admin - Sales - Gate Cards Exp		0.00		\$0.00	\$0.00	0.00%
6056 Admin - Sales - Firewood Exp		0.00		\$0.00	\$0.00	0.00%
6058 Admin - Sales - Store Exp	773.43	459.00	168.50 %	\$773.43	\$459.00	168.50 %
6059 Admin - Golf Cart Rental Exp		445.00		\$0.00	\$445.00	0.00%
6060 Admin - Sporting Equipment		0.00		\$0.00	\$0.00	0.00%
6062 GPM - Equip Rental	302.40	40.00	756.00 %	\$302.40	\$40.00	756.00 %
6064 GPM - Equip Repair	557.31	484.00	115.15 %	\$557.31	\$484.00	115.15 %
6066 GPM - Fence / Pasture	54.81	289.00	18.97 %	\$54.81	\$289.00	18.97 %
6068 GPM - Fuel	1,478.20	2,400.00	61.59 %	\$1,478.20	\$2,400.00	61.59 %
6070 GPM - General Maintenance	597.81	400.00	149.45 %	\$597.81	\$400.00	149.45 %
6072 GPM - Grounds / Property Repair	63.01	1,200.00	5.25 %	\$63.01	\$1,200.00	5.25 %
6074 GPM - Keys & Locks	14.22	10.00	142.20 %	\$14.22	\$10.00	142.20 %
6076 GPM - Lawn & Landscape Svc	10,560.00	10,560.00	100.00 %	\$10,560.00	\$10,560.00	100.00 %
6078 GPM - Pool Chemicals	(588.39)	200.00	(294.20 %)	\$ (588.39)	\$200.00	(294.20 %)
6080 GPM - Pool M&R		36.00		\$0.00	\$36.00	0.00%
6082 GPM - Pest Control Services	464.77	346.00	134.33 %	\$464.77	\$346.00	134.33 %
6084 GPM - Roads M&R		0.00		\$0.00	\$0.00	0.00%
6086 GPM - Supplies	374.29	400.00	93.57 %	\$374.29	\$400.00	93.57 %
6088 GPM - Tools		500.00		\$0.00	\$500.00	0.00%
6090 GPM - Vehicle M&R	3,811.16	1,400.00	272.23 %	\$3,811.16	\$1,400.00	272.23 %
6092 GPM - Vehicle Tags & Titles		0.00		\$0.00	\$0.00	0.00%
6094 GPM - Maint. Bldg M&R	21.58	0.00		\$21.58	\$0.00	0.00%
6095 GPM - Safety	252.20	150.00	168.13 %	\$252.20	\$150.00	168.13 %

	OCT 2024			TOTAL		
	ACTUAL	BUDGET	% OF BUDGET	ACTUAL	BUDGET	% OF BUDGET
6096 GPM - Operat Security Contract		0.00		\$0.00	\$0.00	0.00%
6098 Operating - Util - Electric	2,491.23	1,620.00	153.78 %	\$2,491.23	\$1,620.00	153.78 %
6100 Operating - Util - Propane	375.13	211.00	177.79 %	\$375.13	\$211.00	177.79 %
6104 Operating - Util - Trash	1,485.00	1,113.00	133.42 %	\$1,485.00	\$1,113.00	133.42 %
6106 Operating - Util - Wtr Sys M&R		1,250.00		\$0.00	\$1,250.00	0.00%
6108 Operating - Util - Wtr Trt M&R		700.00		\$0.00	\$700.00	0.00%
6112 Sales - Sales & Market Exp	1,890.00	1,400.00	135.00 %	\$1,890.00	\$1,400.00	135.00 %
6113 Sales - Mkt Comm Outreach		0.00		\$0.00	\$0.00	0.00%
6114 Housekeeping - Supplies	1,157.45	600.00	192.91 %	\$1,157.45	\$600.00	192.91 %
6116 Stables - Feed	1,257.11	900.00	139.68 %	\$1,257.11	\$900.00	139.68 %
6118 Stables - Ferrier	1,855.00	1,080.00	171.76 %	\$1,855.00	\$1,080.00	171.76 %
6120 Stables - General Expense	272.44	500.00	54.49 %	\$272.44	\$500.00	54.49 %
6122 Stables - M&R		180.00		\$0.00	\$180.00	0.00%
6124 Stables - Tack & Equipment	113.12	0.00		\$113.12	\$0.00	0.00%
6126 Stables - Vet Fees / Medicine	1,944.47	1,260.00	154.32 %	\$1,944.47	\$1,260.00	154.32 %
6128 Stables - Jr. Wrangler		0.00		\$0.00	\$0.00	0.00%
6130 Stables - Horses	(600.00)	0.00		\$ (600.00)	\$0.00	0.00%
6132 Stables - Tools		100.00		\$0.00	\$100.00	0.00%
6134 Owner - Events		500.00		\$0.00	\$500.00	0.00%
6136 Owner - Board/Meetings	5.57	10.00	55.70 %	\$5.57	\$10.00	55.70 %
6138 Owner - Sales & Transfers	(909.65)	620.00	(146.72 %)	\$ (909.65)	\$620.00	(146.72 %)
6142 Sponsored Events		0.00		\$0.00	\$0.00	0.00%
6200 RV - M&R		150.00		\$0.00	\$150.00	0.00%
6204 RV - Bath Houses		30.00		\$0.00	\$30.00	0.00%
6206 RV - Grounds		100.00		\$0.00	\$100.00	0.00%
6208 RV - Roads		0.00		\$0.00	\$0.00	0.00%
6210 RV - Utilities - Electric	10,588.49	4,967.00	213.18 %	\$10,588.49	\$4,967.00	213.18 %
6212 RV - Utilities - Propane		157.00		\$0.00	\$157.00	0.00%
6300 Cabin - M&R	744.86	125.00	595.89 %	\$744.86	\$125.00	595.89 %
6302 Cabin - Pest Control Svc		150.00		\$0.00	\$150.00	0.00%
6304 Cabin - Security Contract		0.00		\$0.00	\$0.00	0.00%
6306 Cabin - Bath Houses		378.00		\$0.00	\$378.00	0.00%
6310 Cabin - Chapel Hill	559.79	400.00	139.95 %	\$559.79	\$400.00	139.95 %
6312 Cabin - Cottages	140.46	246.00	57.10 %	\$140.46	\$246.00	57.10 %
6314 Cabin - Grounds		250.00		\$0.00	\$250.00	0.00%
6316 Cabin - Roads		839.00		\$0.00	\$839.00	0.00%
6318 Cabin - Special Projects	397.02			\$397.02	\$0.00	0.00%
6320 Cabin - Utilities - Electric	2,532.20	1,964.00	128.93 %	\$2,532.20	\$1,964.00	128.93 %
6322 Cabin - Utilities - Propane	204.04	235.00	86.83 %	\$204.04	\$235.00	86.83 %
6400 Lodge - M&R	209.04	1,200.00	17.42 %	\$209.04	\$1,200.00	17.42 %
6401 Lodge - Chapel M & R	42.70			\$42.70	\$0.00	0.00%
6402 Lodge - Kitchen M&R		100.00		\$0.00	\$100.00	0.00%
6403 Lodge - Pest Control		150.00		\$0.00	\$150.00	0.00%
6406 Lodge - Event Decor/Improve	16.20	600.00	2.70 %	\$16.20	\$600.00	2.70 %
6408 Lodge - Event Coord/Staff	6,795.00	3,000.00	226.50 %	\$6,795.00	\$3,000.00	226.50 %
6410 Lodge - Event Clean/Supply	2,452.09	1,600.00	153.26 %	\$2,452.09	\$1,600.00	153.26 %
6412 Lodge - Event Security		600.00		\$0.00	\$600.00	0.00%
6414 Lodge - Marketing	713.00	100.00	713.00 %	\$713.00	\$100.00	713.00 %
6416 Lodge - Utilities - Electric		1,530.00		\$0.00	\$1,530.00	0.00%
6418 Lodge - Utilities - Propane	531.41	915.00	58.08 %	\$531.41	\$915.00	58.08 %
6428 Lodge - Tax		0.00		\$0.00	\$0.00	0.00%
6600 Legal - Admin Exp		1,271.00		\$0.00	\$1,271.00	0.00%
6602 Legal - GPM		0.00		\$0.00	\$0.00	0.00%
6700 Rodeo - Stock Contract		0.00		\$0.00	\$0.00	0.00%
6702 Rodeo - 4L Ticket Split		0.00		\$0.00	\$0.00	0.00%
6704 Rodeo - Prize Money		0.00		\$0.00	\$0.00	0.00%

	OCT 2024			TOTAL		
	ACTUAL	BUDGET	% OF BUDGET	ACTUAL	BUDGET	% OF BUDGET
6706 Rodeo - Advertising		0.00		\$0.00	\$0.00	0.00%
6708 Rodeo - Security & EMT		0.00		\$0.00	\$0.00	0.00%
6710 Rodeo - Seating		0.00		\$0.00	\$0.00	0.00%
6712 Rodeo - Sanitation		0.00		\$0.00	\$0.00	0.00%
6714 Rodeo - Souvenirs Expense		0.00		\$0.00	\$0.00	0.00%
6716 Rodeo - Sponsors Exp		0.00		\$0.00	\$0.00	0.00%
6718 Rodeo - In-House Exp		0.00		\$0.00	\$0.00	0.00%
6720 Rodeo - Projects & Improve		0.00		\$0.00	\$0.00	0.00%
6724 Rodeo - Rentals		0.00		\$0.00	\$0.00	0.00%
6726 Rodeo - Insurance		0.00		\$0.00	\$0.00	0.00%
6728 Rodeo - Refreshments Exp		0.00		\$0.00	\$0.00	0.00%
6730 Rodeo - Merchant Svc		0.00		\$0.00	\$0.00	0.00%
6732 Rodeo - Supplies		0.00		\$0.00	\$0.00	0.00%
6900 Bad Debt Expense	5,776.07			\$5,776.07	\$0.00	0.00%
Payment 1 (Conversion)	623.19			\$623.19	\$0.00	0.00%
QuickBooks Payments Fees	1,801.59			\$1,801.59	\$0.00	0.00%
Total Expenses	\$161,718.71	\$191,702.00	84.36 %	\$161,718.71	\$191,702.00	84.36 %
NET OPERATING INCOME	\$67,835.58	\$ (32,134.00)	(211.10 %)	\$67,835.58	\$ (32,134.00)	(211.10 %)
Other Income						
4503 Capitol Improve - Spc Assess	300.00	0.00		\$300.00	\$0.00	0.00%
Total Other Income	\$300.00	\$0.00	0.00%	\$300.00	\$0.00	0.00%
Other Expenses						
6110 Operating - Projects & Improve		0.00		\$0.00	\$0.00	0.00%
6216 RV - Projects & Improve		0.00		\$0.00	\$0.00	0.00%
6308 Cabin - Rainbow	704.63	257.00	274.18 %	\$704.63	\$257.00	274.18 %
6326 Cabin - Projects & Improve		0.00		\$0.00	\$0.00	0.00%
6424 Lodge - Projects & Improve	250.00	0.00		\$250.00	\$0.00	0.00%
6500 Capital - Infra Improve		0.00		\$0.00	\$0.00	0.00%
Total Other Expenses	\$954.63	\$257.00	371.45 %	\$954.63	\$257.00	371.45 %
NET OTHER INCOME	\$ (654.63)	\$ (257.00)	254.72 %	\$ (654.63)	\$ (257.00)	254.72 %
NET INCOME	\$67,180.95	\$ (32,391.00)	(207.41 %)	\$67,180.95	\$ (32,391.00)	(207.41 %)

R-Ranch in the Mountains

Balance Sheet

As of October 31, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1020 Operating Bank Account	254,148.27
1025 Lodge Bank Account	66,774.23
1030 Cabin Bank Account	38,839.82
1040 Property Tax Escrow Bank Acct	61,602.62
1045 Payroll Bank Account	40,296.81
1050 Rodeo Bank Account	47,911.81
1055 Capital Improvement / Infrast	191,281.34
1060 Legal Account	87,968.84
1065 RV Bank Account	109,692.83
1070 Operating Contingent	50,204.98
Total Bank Accounts	\$948,721.55
Other Current Assets	
1700 Accumulated Depreciation	-1,855,900.19
1900 Unsold Ranch Memberships	219,895.00
Prepaid Expenses	35,230.15
Uncategorized Asset	1.00
Undeposited Funds	6,633.83
Total Other Current Assets	\$ -1,594,220.21
Total Current Assets	\$ -645,498.66
Fixed Assets	
1530 Vehicles	44,251.00
1535 Machinery & Equipment	517,522.98
1540 Horses & Sports Equipment	87,627.64
1545 Buildings and Improvements	3,772,778.08
Total Fixed Assets	\$4,422,179.70
TOTAL ASSETS	\$3,776,681.04
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2050 Prepaid Assessments	0.00
2060 Sales Tax Payable	12.99
2070 Accrued Property Tax	92,965.00
2095 In-House ATM for Events	0.00
2350 Cabin - Refundable Deposit	10,230.00
2470 Prepaid - Other	0.00
Accrued Expenses	87,978.88
Accrued Payroll	20,526.54

	TOTAL
Total Other Current Liabilities	\$211,713.41
Total Current Liabilities	\$211,713.41
Total Liabilities	\$211,713.41
Equity	
3802 RV Retained Earnings	0.00
3905 Undesignated Net Assets	-12,960.36
Equity (Conversion)	871,618.76
Retained Earnings	2,552,938.41
Net Income	153,370.82
Total Equity	\$3,564,967.63
TOTAL LIABILITIES AND EQUITY	\$3,776,681.04

Accommodations November, 2024 board report:

Accommodations raised \$2,710 during the two-week period of the concert/bbq/hotdog fundraiser, the Big Green Egg fundraiser and the chili cookoff.

Planning for the interior bathroom improvements in bath houses 1, 2 and 3 are underway.

Need to discuss stocking of Rainbow cabins – how to sanitize esp. cups and silverware.

Accommodations is working with Marketing on short-term adoption program for Chapel Hill.

R-Ranch in The Mountains
Strategic Planning Committee
BOD Meeting 11.16.24

- 1) It has been a few months since we last met, looking to “restart” regular committee meetings in January 2025.
 - A) Proposing to schedule these meetings on the first Saturday of each month, 10am.
 - B)
- 2) Attached under separate document is where we currently stand with the Strategic Plan, which encompasses participation and execution from all committees as well as Staff.
- 3) Strategic Plan Goals – Key Points
 - A) Increase Ownerships
 - B) Annual Assessment / Special Assessment Increases to be based on the rates of inflation and the costs for infrastructure maintenance, repair, and/or replacement
 - C) Partner with local organizations
 - D) Improve/upgrade Owner amenities, services, and infrastructure through repair and/or replacement
 - E) Exercise Fiscal Responsibility
 - F) Environmental Responsibility

R-Ranch in the Mountains

Strategic Goals, Objectives, and Strategies

Goal 1 Increase Sales of Ownership Deeds Year-Over-Year between 2025-2029.

Objective 1.1. Eliminate owner attrition in 2025.

Strategy 1.1.1 Cease the Deedback Program immediately.

Strategy 1.1.2 Utilize Transfer List to assist owners wishing to sell their deed.

Objective 1.2. Incrementally increase new ownerships annually by 3% starting in 2026.

Strategy 1.2.1 Develop and implement marketing, advertising, and recruiting campaigns that generate 1000 leads annually.

Strategy 1.2.2 Develop an effective Marketing Strategy that promotes the R-Ranch mission, vision, and values.

Tactic 1.2.2.1 Implement content upgrades throughout the R-Ranch marketing message in 2025 to turn 30% of website visitors into prospective sales leads.

Strategy 1.2.3 Develop an owner word-of-mouth campaign with an annual goal of 50 leads.

Strategy 1.2.4 Develop new owner deeds through recruiting campaigns with a monthly goal of 100 leads.

Tactic 1.2.4.1 Develop a plan to attend regional and national RV shows.

Tactic 1.2.4.2 Develop an onsite R-Ranch Open House Series.

Tactic 1.2.4.3 Enhance R-Ranch Tours; incorporate an overnight stay with new owner tours.

Strategy 1.2.5 Develop an R-Ranch Advertising Campaign with a monthly goal of 50 leads.

Tactic 1.2.5.1 Develop and publish advertisements through RV Trader, OHI, and equestrian publications.

Strategy 1.2.6 Increase new owner outreach through R-Ranch social media.

Tactic 1.2.6.1 Increase public website traffic by 35%.

Tactic 1.2.6.2 Increase Facebook posts and boost monthly ads by 25%.

Tactic 1.2.6.3 Increase Instagram posts by 25% monthly.

Strategy 1.2.7 Target Corporate Companies such as Home Depot, Coca-Cola, UPS, and other Georgia Based Fortuen 500 Companies for ownership possibilities.

Goal 2 Increase R-Ranch revenue through annual assessments and fees.

Objective 2.1. Develop an annual assessment strategy to support the strategic plan.

Strategy 2.1.1. Develop a comprehensive annual budget that provides an accurate examination of all R-Ranch operational revenue streams and expenditures.

Strategy 2.1.2 Examine and account for state and national economic inflation rates.

Strategy 2.1.3 Evaluate and incorporate Capital Improvement Projects.

Tactic 2.1.4.1 Conduct annual employee performance appraisals and wage analysis.

Objective 2.2. Evaluate Annual RV and Adoption Cabin Fees to ensure coverage of utilities and occupancy rates.

Objective 2.3. Evaluate annual public events and wedding rates to maintain competitiveness and increase profits.

Objective 2.4. Examine horseback riding income to determine if fees cover Stable operational costs.

Goal 3 Improve Partnership Development. Support targeted and sustainable strategic partnerships that advance R-Ranch opportunities at the local, regional, state, and national levels and develop a culture of long-term trust with all stakeholders.

Objective 3.1. Partner with local and state government organizations to collaborate, participate, and share best practices.

Strategy 3.1.1 R-Ranch Executive Leadership sits on local Chamber of Commerce and Rotary Committees.

Strategy 3.1.2 R-Ranch senior leaders are encouraged to participate in local professional organizations.

Strategy 3.1.2 Continue to promote the Ranch through the Dahlonega Nugget and Tourism agencies.

Strategy 3.1.3 Work directly with U.S. Military Organizations including Camp Frank D. Merrill, U.S. Army Ranger Association, North Georgia Vietnam Veterans Association, and major military installations in Georgia.

Strategy 3.1.4 Review and revise local service level agreements with all fleet and facility contractors.

Objective 3.3. Partner with local vineyards to promote collaboration in future musical festivals.

Goal 4 Improve Planning, Development, Maintenance, and Infrastructure.

The R-Ranch plans, develops, and maintains association-owned land, infrastructure, vehicles, equipment, and recreation amenities to meet owner expectations and the association's needs.

Objective 4.1 Develop a long-term capital improvement plan with a funding strategy.

Strategy 4.1.1 Owner and Association needs, desires, use, and priorities for amenities are solicited and responded to concerning capital improvement investment and reinvestment.

Strategy 4.1.2 Comprehensive needs analyses, feasibility studies, and conceptual plans to expand and/or enhance existing facilities, amenities, and infrastructure are developed and analyzed to guide capital improvement decisions.

Strategy 4.1.3 A facility and infrastructure assessment, rehabilitation, and replacement plan with associated cost estimates and the timeline for improvements are developed, prioritized, and implemented.

R-Ranch in the Mountain Draft Strategic Plan Goals,
Objectives, and Strategies

- Strategy 4.1.4 A long-term funding strategy and financial plan for capital improvement investment and reinvestment is developed and implemented.
- Objective 4.2. Improve Water and Wastewater Treatment Infra-Structure.
- Strategy 4.2.1 Continue to work with The Water Authority (TW) on monitoring and sampling both fresh water and wastewater for EPD compliance.
- Strategy 4.2.2 Develop a water and wastewater management standard operating procedure defining responsibility and authority between the TWA and the R-Ranch.
- Strategy 4.2.3 Complete a comprehensive inspection of the wastewater treatment plant spray fields and system. Determine replacement and maintenance costs.
- Strategy 4.2.4 Continue to improve and develop wastewater and sanitary sewer systems to reduce flooding, sewer backup, and the improvement in environmental quality.
- Objective 4.3. Enhance Fuel Management System and Processes
- Strategy 4.3.1 Develop a Fuel Management Standard Operating Procedure that is compliant with state regulations.
- Strategy 4.3.2 Research the cost and build of a permanent fuel station with hardware and pump station upgrades.
- Objective 4.4. Develop Standard Operating Procedures for Maintenance.
- Strategy 4.4.1 Includes vehicles, equipment, carpentry, plumbing, etc.
- Objective 4.5. Improve the Welcome Center
- Strategy 4.5.1 Maintain R-Ranch signage and first impression aesthetics.
- Strategy 4.5.2 Build a Conference Room that facilitates planning and meetings in a professional environment.
- Strategy 4.5.3 Replace an antiquated HV/AC system.
- Objective 4.6. Develop a program for replacement and maintenance of R-Ranch Facility Assets.
- Strategy 4.6.1 Complete a full conditions assessment of all R-Ranch facilities.
- Strategy 4.6.2 Develop a comprehensive replacement program for all facility assets based on asset lifecycles.
- Objective 4.7. Maintain & Improve Lodge & Pools Facilities.
- Strategy 4.7.1.1 Conduct a structural analysis of the Lodge.
- Strategy 4.7.2 Perform Lodge Roof and Gutter bids to replace the 30+ year-old systems.
- Strategy 4.7.3 Conduct a cost analysis of the Lodge and Pool House exterior shaker replacement.
- Strategy 4.7.4 Conduct a cost analysis in replacing the Lodge Boiler System.
- Objective 4.8. Ensure compliance with covenants, restrictions, and architectural standards.
- Strategy 4.8.1 The R-Ranch's covenants and architectural standards are maintained to ensure consistent cabin and RV development that preserves the aesthetic quality and property values within the R-Ranch.
- Strategy 4.8.2 Preserve the character of the R-Ranch through education, owner services, and enforcement of minimum standards that achieve compliance with the Covenants, Bylaws, Policies, and Guidelines.
- Strategy 4.8.3 Update R-Ranch governing documents to align with HB 220 Legislation and other best practices.

Strategy 4.8.4 Conduct quarterly reviews of Policies and Guidelines.

Objective 4.9. Establish and adhere to a vehicle and equipment cyclic replacement plan.

Objective 4.10. Identify and schedule future events to maximize the 35% outside/ public funding opportunities.

Strategy 4.10.1 Conduct a cost analysis for the building of a music stage on the R-Ranch pad.

Goal 5 Enrich Owner Amenities Improve the quality and quantity of owner amenities, leisure programs, security, and natural recreation areas that make the R-Ranch community a safe place to vacation and play.

Objective 5.1. Improve R-Ranch software technologies to enhance owner services.

Strategy 5.1.1 Provide RV and Cabin connection to state-run fiber lines.

Strategy 5.1.2 Upgrade internet and Wifi services throughout the R-Ranch property to increase coverage.

Strategy 5.1.3 Upgrade Newbook and Salesforce Software solutions to innovate, alleviate redundancies, and increase efficiencies.

Objective 5.2. Enhance security structures to reduce unwanted access to R-Ranch property.

Strategy 5.2.1 Build a Security Gate System at the entrance to the Rainbow Lake Complex.

Strategy 5.2.2 Increase video cameras at the pool, front gate, and other critical areas to deter poor behavior and increase security efforts.

Objective 5.3. Renovate & Improve Cabins & Other Rental Property

Strategy 5.3.1 Finalize the Adoption Cabin Standard Operating Procedures.

Strategy 5.3.2 Develop Chapel Hill Structural Standard Operating Procedure.

Strategy 5.3.3 Conduct a full analysis of Chapel Hill Cabins including structural support systems and undergirding to determine cost replacement.

Strategy 5.3.4 Conduct a full condition analysis of Rainbow Lake Cabins.

Strategy 5.3.5 Maintain an annual analysis of Rainbow Lake Cabin fixed assets.

Objective 5.4. Increase Available RV Sites.

Strategy 5.4.1 Complete a feasibility study and owner survey to determine interest in adding an eighth RV section.

Strategy 5.4.2 Perform a land survey to determine an appropriate location for the RV section.

Objective 5.5. Improve Equestrian Facilities & Experience.

Strategy 5.5.1. Seek state and federal equine grants to enhance stable and facility infrastructure and increase R-Ranch collaboration in the region.

Strategy 5.5.2 R-Ranch trails and open space systems are expanded and enhanced with an Open Space Master Plan.

Strategy 5.5.3 Enhance signage to educate users about wayfinding, safety, and trail cleanliness.

Strategy 5.5.4 Enhance the Stable Junior Wrangler Program to accommodate 30 wranglers per year.

Strategy 5.5.5 Increase the Herd Size from 27 to 36 horses to alleviate overworking and provide more options for owners.

Goal 6 High-Performing and Fiscally Responsible Organization. Enhance owner satisfaction through high-quality governance and management of the annual budget protecting owner investments and property assets.

Objective 6.1. Exercise Fiscal Responsibility and Transparency

Strategy 6.1.1 A balanced budget that adequately funds R-Ranch programs, services, amenities, and facility operations at appropriate and acceptable levels to the owners is developed, adopted, and maintained through a prudent combination of user fees and annual owner assessments.

Strategy 6.1.2 Adequate reserves are maintained to ensure the long-term fiscal health of the R-Ranch and address emergencies and economic fluctuations that affect the budget.

Strategy 6.1.3 Transparency in the annual budget process and with important decisions affecting owners and the operation of the R-Ranch is ensured through timely communication and owner engagement.

Strategy 6.1.4 A long-term financial plan for the R-Ranch is developed that forecasts future ongoing operational and capital expenses with projected revenues from Annual Assessments and owner fees as well as anticipating growth and impacts from new property development.

Strategy 6.1.5 New operational strategies are developed as warranted to improve cost-effectiveness, optimize utilization, and achieve a high level of owner satisfaction with amenities and services.

Objective 6.2. Cultivate an Effective and Dynamic Workforce.

Strategy 6.2.1 A capable and diverse workforce to manage, maintain, and operate the R-Ranch is attracted, developed, and retained.

Strategy 6.2.2 The R-Ranch organizational structure and staffing plan are assessed and evaluated relative to capability, efficiency, and effectiveness.

Strategy 6.2.3 Employee talent and core competencies are grown to meet the current and future needs of the R-Ranch through professional development, training, and succession planning.

Strategy 6.2.4 Reduce entry-level employee turnover rate by 50% annually.

Strategy 6.2.5 Fill open positions within 21 days of posting.

Objective 6.3. Adhere to good governance and management principles and practices.

Strategy 6.3.1 The R-Ranch annual budget is aligned with the adopted Strategic Plan and with annual work program goals and action plans as necessary and appropriate.

Strategy 6.3.2 Board and Committee development and governance effectiveness is evaluated and improved by providing education and training opportunities.

Strategy 6.3.3 Committee charters and mission statements are updated as appropriate to best meet the ongoing needs of the R-Ranch and the Board.

Strategy 6.3.4 The Board and staff monitor legislation and regulations that affect the R-Ranch and advocate for the interests of the Association at the local, State, or Federal level as warranted.

Strategy 6.3.5 Association governing documents are updated to comply with the Davis-Stirling Act and other laws and regulations.

Strategy 6.3.6 The R-Ranch maintains effective interagency relationships with the Lumpkin County governing bodies, Regional Water Quality Control Board, US Forest Service, Georgia Department of Fish and Wildlife, and neighboring landowners to maintain consistent services for the community.

Strategy 6.3.7 Update R-Ranch governing documents as needed to comply with Federal and State laws and to adhere to established best practices in homeowner association management.

Objective 6.4. Utilize technology to enhance effectiveness and efficiency.

Strategy 6.4.1 Technology tools and system software are expanded, enhanced, and implemented to support the user experience with R-Ranch services and amenities and improve efficiency and effectiveness.

Strategy 6.4.2 Data is utilized and leveraged to better understand owner and guest interactions with the R-Ranch and to guide decisions, improve results, and enhance service delivery.

Goal 7 Environmental Stewardship. Improve R-Ranch stewardship and sustainability of land management of its 830+ acres of developed property, open space, and natural resources.

Objective 7.1. Develop a comprehensive land use master plan and maintenance management plans.

Strategy 7.1.1 A 10-year master plan for land management is developed and implemented by integrating the developed and undeveloped portions of Association-owned lands.

Strategy 7.1.2 Maintenance management plans for fire prevention and safety, forestry, trails, greenbelts, common areas, and open space are developed and implemented.

Strategy 7.1.3 Investments and improvements are made in support of trails, habitat restoration, natural resource preservation, and mitigation of environmental hazards as well as to monitor compliance with permits and regulations

Objective 7.2. Improve land use management and Environmental Impacts.

Strategy 7.2.1 The growing and changing use of R-Ranch open space is effectively managed by protecting those areas and providing members with a quality experience.

Strategy 7.2.2 The R-Ranch is prepared for and effectively adapts to the impacts of climate change and seasonal weather changes that can affect operations and the health of the R-Ranch's natural resources.

Strategy 7.2.3 Sustainable initiatives to reduce the R-Ranch's carbon footprint are identified and implemented.

Strategy 7.2.4 Public understanding and appreciation of the need to preserve and protect R-Ranch natural resources is fostered, and public behavior is influenced towards responsible environmental stewardship through education, signage, use regulations, and policies.