

R-RANCH AT THE LAKE
RANCH OWNERS' ASSOCIATION
QUARTERLY BOARD OF DIRECTORS MEETING
FEBRUARY 26, 1994

The meeting was called to order by President Barry Bremner at 10:04 a.m. All Board members were present: Barry Bremner, Marc Brown, Jeff Dennis, Rosemary Epler, Eleanor Leard.

The minutes of the November 13, 1993 Board meeting were read and approved with two clarifications made: Don Jones stated that the employees all work a 40-hour week, but donate their pay for one hour to the Ranch; and Rosemary Epler stated that only financial recommendations had been made by the Security/Guest Pass Committee at the October 16, 1993 Special Budget Meeting. Other recommendations by the Committee would be forthcoming. Motioned by Brown, second by Bremner to approve the November 13, 1993 minutes as corrected. Approved 5-0 in favor.

Marc Brown gave the Treasurer's Report. He reviewed the Balance Sheet as of 12-31-93 and stated that we had gone over budget by \$8,500, which was less than 1%. He announced that Terry Plank would be assisting the office in collection of past due assessments. He also reviewed the Consolidated Cash Report of February 25, 1994.

Barry Bremner reported on the January 8, 1994 Owners' Meeting. It was held for the purpose of voting on changing Section 8 of the CC&R's "Rules and Regulations" to allow the Board of Directors the authority to change rules and regulations as needed without having to hold a special meeting of the ownership for each rule change under consideration. 605 owners voted in favor of the change, 82 owners voted against and 27 owners voted with no preference specified. Barry Bremner also read aloud a February 25, 1994 letter from R.O.A. Attorney Knutsen regarding quorum requirements stating that a sufficient amount of affirmative votes had been obtained to pass the above resolution as described in the absentee ballot.

Don Jones gave the Ranch Manager's report. In response to past concerns of fire danger, a prevention/containment/evacuation program is underway. The Ranch recently purchased a 1,500 gallon water tank truck which can hold 1-hour's worth of water for fire fighting purposes, for a price of \$809.00. The truck will also have several other uses on the Ranch besides fire fighting. Don discussed the '94 Budgeted Income Figures, and reported that Ranch employees are being cross trained in their job duties, i.e., the Lodge ladies are helping with security and cleaning bath houses. Don noted that all horses on the Ranch are now on the Pellet Program. Don thanked Dot Chavin for the curtain installed in the Lodge separating the fireplace room from the dance floor area. The curtain was installed to save money on lights/heating costs in the Lodge during the week when the larger section of the Lodge is unused. Awards were given to John Massei for donation of the plastic barrels used in the horse pastures as well as to Terry Bopp for all his hard work in the pastures. R-Country Store is now open 7 days a week, with the Lodge ladies

MAY 1 1994

Copies to:

I of
more
Ellie
Rosemary
Jeff
Don
R

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QUARTERLY BOARD OF DIRECTORS' MEETING
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opening it at set times during the week and Bonnie Brown working there on weekends. Thanks to Pat Buckman for the inventory control he did for the store.

Old Business

Ruth Parker, Comptroller discussed delinquent assessments, and collection/foreclosure status as she reviewed the "Delinquent Report" dated February 25, 1994 she had prepared with Terry Plank. A telephone campaign by Terry Plank was underway to delinquent owners. From 125 calls, he had secured promises of \$11,952.83, with 8 owners requesting monthly payment plans.

Barry Bremner stated that the Board was concentrating on collection of past due assessments and that if any owners in the audience knew of other owners delinquent in their assessments, to please have them contact the office or the Board directly.

Don Jones reported that Roger Gifford, the owner who had participated in the illegal pig hunt in December 1992 had been found guilty and sentenced to 60 days straight jail time.

Marc Brown reported on the Horse Owners' Ad Hoc Committee. Barry Bremner read aloud their proposals, "Proposed West Barn Guidelines (Rules), Stall Use and Maintenance" and "Proposed Shots and Worming Guedelines." Motioned by Brown, second by Leard to adopt the West Barn Guidelines effective March 1, 1994. Approved 5-0 in favor. Motioned by Dennis, second by Epler to adopt the Shots and Worming Guidelines effective March 1, 1994. The "Hold Harmless" agreements need to cover this proposal. Approved 5-0 in favor.

Barry Bremner read aloud a February 23, 1994 letter from Ranch Manager in which he passed on an owners comments about charging a Useage Fee for the exclusionary use of the West Pasture by approximately 35 owners. The letter was referred to the Horse Owners' Ad Hoc Committee for their recommendations, as well as a letter from an owner on rumor of a conversion of use of the pole barn as a holding area for horses requiring special care.

Jeff Dennis reported on Workman's Compensation Insurance and stated that of all the ranches, R-Ranch at the Lake has the lowest workman's compensation claims, which in turn saves owners money, and he complimented management for employee safety training.

Rosemary Epler reported on the Security Ad Hoc Committee's proposal to install a mechanical arm gate at the main office. Proposal tabled to the May 1994 meeting to obtain cost estimates of installing gate. Motioned by Brown, second by Leard to use the Horseman's Association trailer on a trial basis on Easter weekend for security to conduct basic check-in activities to alleviate congestion in the office. Outcome of proposal to be discussed at the May 1994 meeting. Approved 5-0 in favor.

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Guest Pass Committee's recommendations were tabled to the May 1994 meeting as the Board had not yet reviewed the proposals they had just been given. It was suggested that these proposals be included in the next newsletter for owners input/survey.

New Business

Barry Bremner read aloud Ranch Management's proposal to allow temporary golf cart storage behind the ROA office for use by owners while their R.V.'s are off the Ranch. Motioned by Dennis, second by Leard to approve this proposal. Approved 5-0 in favor. Paul Adams will organize parking placement.

Ruth Parker discussed her recommendation on delinquent horse board charges. She proposed a letter be sent requesting payment within 90 days or useage of the Ranch may be suspended or fines imposed. Motioned by Brown, second by Leard to have Ruth send out letter, as read. Approved 5-0 in favor.

Clarification of overdue accounts and use of Ranch was discussed by Rosemary Epler. The Board concurred that an owner delinquent on any account (assessments/fines/horse fees, etc.), can not come onto the Ranch, even if it's as a guest of another owner.

Regular meeting adjourned to Open Forum at 11:22 a.m.

Open Forum

Barry Bremner reported that Don Jones had requested a 4-day work week to take care of personal business. The Board approved this request, which would put Paul Adams in charge for three days, instead of two. Paul has been promoted to Ranch Superintendent. Don is taking a pay cut which will fund Paul's promotion.

Joan Strain thanked all the employees for donating their 40th hour of pay to the Ranch, said she wouldn't do it. She loves the store, thanked Don, wants equal assessments for equal useage.

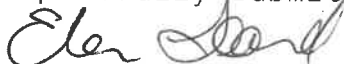
Al Rowland gave a letter to the Board dated February 23, 1994 regarding R.V. holding. The Board requested Mr. Rowland to prepare something for the newsletter to survey the ownership. This item was tabled to the May 1994 meeting.

Leonard Cramer asked if anyone was interested in participating in a golf cart parade for Memorial Day to contact him.

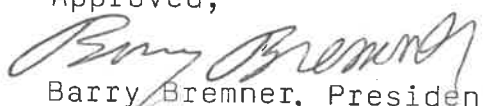
Motioned by Epler, Second by Brown to adjourn at 11:45 a.m.
Approved 5-0 in favor.

Next Board meeting was scheduled for Sunday, May 1, 1994 at 10:00 a.m. in the Lodge.

Respectfully Submitted,


Eleanor Leard, Secretary

Approved,


Barry Bremner, President

R-RANCH AT THE LAKE
EXECUTIVE COMMITTEE MEETING
FEBRUARY 26, 1994

The Executive Session was called to order at 9:10 a.m. by President Barry Bremner. All Board members were present, as well as Ranch Manager, Don Jones and Comptroller, Ruth Parker.

Board discussed Don Jones proposal for a schedule change of a 4 day work week, a decrease in salary, an increase in Paul Adams salary to go with promotion to Ranch Superintendent. Motioned by Dennis, Second by Brown to approve proposal effective March 1, 1994. Approved 5-0 in favor.


Barry read aloud letter from Fish and Game regarding Roger Gifford's jail sentence for illegal pig hunt in December 1992.

Barry read aloud letter from Attorney Knutsen dated February 25, 1994 relating to the January 8, 1994 meeting. He will read this letter at the Board meeting following Executive Session.

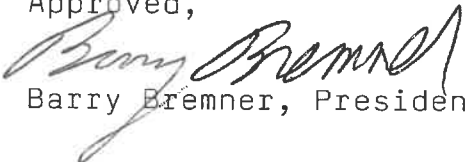
Delinquent assessment collections/legal fees discussed. The costs paid out to attorney vs. actual amounts collected do not appear to be worthwhile. Terry Plank has been hired to help with collections. His telephone efforts so far have been beneficial.

Meeting adjourned at 9:47 a.m. to Quarterly Board Meeting scheduled at 10:00 a.m.

Respectfully Submitted,


Eleanor Leard, Secretary

Approved,


Barry Bremner, President

R-RANCH AT THE LAKE OWNERS' ASSOCIATION
QUARTERLY BOARD OF DIRECTORS MEETING
FEBRUARY 26, 1994

Don Jones
Yonkersville
9AA-1365

BOARD MEETING HIGHLIGHTS

The meeting was called to order by President Barry Bremner at 10:04 a.m. All Board members were present. The minutes of the November 13, 1993 Board meeting were read and approved with two clarifications made.

Marc Brown gave the Treasurer's Report. He reviewed the Balance Sheet as of 12-31-93 and the Consolidated Cash Report dated 2-25-94. He announced that Terry Plank will be assisting in collection of past due assessments.

Barry Bremner reported on the January 8, 1994 owners' meeting. It was held for the purpose of voting on changing Section 8 of the CC&R's "Rules and Regulations" to allow the Board of Directors the authority to change rules and regulations as needed without having to hold a special meeting of the ownership for each rule change under consideration. 605 owners voted in favor of the change, 82 owners voted against and 27 owners voted with no preference specified. Barry Bremner also read aloud a 2-25-94 letter from R.O.A. Attorney Knutsen regarding quorum requirements stating that a sufficient amount of affirmative votes in order to pass the above resolution as described in the absentee ballot was obtained.

Don Jones gave the Ranch Manager's report. In response to past concerns of fire danger a prevention/containment/evacuation program is underway. The Ranch recently purchased a 1,500 gallon water tank truck which can hold 1-hour's worth of water towards fire fighting for a price of \$809.00. The truck will also have several other uses on the Ranch besides fighting fires. Don discussed the '94 Budgeted Income Figures, and reported that Ranch employees are being cross trained, i.e., the Lodge ladies are helping with security and cleaning bath houses, and noted that all horses on the Ranch are now on the Pellet Program. Don thanked Dot Chauvin for the curtain installed in the Lodge separating the fireplace room from the dance floor area. The curtain was installed to save money on lights/heating in the Lodge during the week when the larger section of the Lodge is unused. Awards were given to John Massel for donation of the plastic barrels used in the horse pastures, as well as to Terry Bop for all of his hard work. R-Country Store is now open 7 days a week, with the Lodge ladies opening up the store weekdays at 8 and 11 a.m. and 2 p.m. and Bonnie Brown working in the store on weekends.

Old Business: Ruth Parker, Comptroller discussed delinquent assessments collections/foreclosures.

Don Jones reported that the owner who had participated in the illegal pig hunt had been found guilty and sentenced to 60 days straight jail time. The Board approved 5-0 in favor of adopting the Horse Ad Hoc Committee's recommendations for Proposed West Barn Guidelines (rules) Stall Use and Maintenance and their Proposed Shots and Worming Guidelines. Jeff Dennis reported on Workman's Compensation Insurance and stated that of all the ranches, R-Ranch at the Lake has the lowest workman's compensations claims, which in turn, saves the owners' money, and he complimented management for the ranch employee safety training. Rosemary Epler reported on the Ad-Hoc Security Committee's recommendations as well as the Guest Pass Committee's recommendation. The Board approved 5-0 in favor of using the Horsemen's Association trailer temporarily on the next major weekend for a trail basis for security to conduct basic check in activities of owners to alleviate congestion in the office. Other Ad-Hoc Security and Guest Pass measures were tabled until the May Board Meeting as the Board had not had time to review those recommendations.

New Business: Board approved 5-0 in favor of allowing temporary golf cart storage behind the ROA office where owners can park their golf carts while their R.V.'s are off the Ranch. Board approved 5-0 in favor of Ruth Parker's recommendation to send letter to owners with overdue horse boarding charges, usage of the Ranch may be suspended until the debt is paid. The Board confirmed that an owner who is delinquent on any account cannot come on the Ranch, even as a guest of another owner.

Regular meeting adjourned to Open Forum at 11:22 a.m. The next Quarterly Board of Directors meeting was scheduled for Sunday, May 1, 1994 at 10:00 a.m. in the Lodge.

Respectfully Submitted,

Eleanor Leard, Board Secretary *EL*

R-RANCH AT THE LAKE
Ranch Owners' Association
1962 Capell Valley Road
Napa, CA 94558
Telephone (707) 252-0140
Fax (707) 252-0143

Date: _____
To: _____ Owner # _____
From: ROA Comptroller
Subject: Overdue Horse Boarding Charges
Balance Due \$ _____

This notice is to remind you that your horse board charges are now more than one month overdue.

If board bills are not paid within thirty days, any or all of the following penalties will be imposed depending on the circumstances you cite in your response to this notice:

1. Your usage of the Ranch may be suspended until the debt is paid.
2. Your boarding space in the West Pasture as well as your tack locker may be forfeited and your horse placed in isolation at an additional charge of \$25.00 per week until the following (item #3) can be obtained.
3. The Ranch may seek a judgement in small claims court to sell your horse to satisfy the indebtedness. (Note: this is in the boarding agreement you signed.)

To avoid the foregoing penalties, please respond to this office within thirty days of the date of this notice by paying the entire balance owed or with a written request for a payment plan citing any extenuating circumstances involved for ROA Board review.

Sincerely,

Ruth A. Parker
Comptroller

Date: February 26, 1994
To: ROA Board of Directors
From: Ranch Management
Subject: Temporary Golf Cart Parking

We request board approval for a site where owners can park their golf-type-carts while their RV's are off the Ranch. Currently cart owners must either find another owner willing to provide space or rent a trailer to remove the cart from the ranch when their RV occupancy time expires.

The area we recommend for temporary parking is behind the ROA office adjacent to the spaces occupied by the horse trailers. Carts would have to be reasonably clean and in working order to qualify for space usage.

We feel that golf carts are actually beneficial to the Ranch . Most appear to generate less exhaust fumes than cars and trucks; but more important, our owners enjoy them which is what the Ranch is all about.

May we have your approval to proceed.

Don Jones
Ranch Manager

PROPOSED SHOTS AND WORMING GUIDELINES

- 1.) Ranch will make a arrangements for shots and/or worming dates with the vet.
- 2.) Ranch will send out notification of shots and/or worming date in the monthly board bills at least 30 days prior to the date set.
- 3.) Owner or person designated by owner will be at the pasture at the specified time.
- 4.) The owner or designated person will catch their horse and bring it to the holding area. Owner or designated person will then be let into the holding area by the volunteer gate person. For safety reasons, no more than four horses and four owners or designated persons will be allowed in the holding area at one time. There will be a volunteer available in the holding area to assist, if necessary.
- 5.) The owner or designated person may take their horse to the vetting area and assist as required in the administration of the medication. There will be volunteer available to assist the vet if the owner or designated person doesn't care to assist the vet with the horse in the vetting area. Only one horse will be allowed in the vetting area at a time. (The resident veterinarian will make the final determination over any safety requirements concerning owners' horses.)
- 6.) With the halter and lead rope attached, the horse will be led to the outlet gate and turned over to the owner or designated person to turn the horse into the pasture area.
- 7.) For safety reasons, only owners or designated persons will be allowed with their horse in the holding or vetting areas unless they are designated volunteers in the above procedures. (Volunteers will have a current "Hold Harmless" agreement on file at the office.)
- 8.) If an owner or designated person is unable to bring their horse in for medication; that owner may give permission to a qualified volunteer who will, for a \$10.00 donation to our "green and grow" program, catch and bring in that owner's horse. If a horse is not medicated at the set time that owner will be totally responsible to make their own arrangements with the vet within 30 days, or the unmedicated horse will have to be removed from the ranch for the protection of all animals.
- 9.) Dogs and small children should not be brought to worming/shots sessions.

PROPOSED WEST BARN GUIDELINES (Rules)
STALL USE AND MAINTENANCE

R-Ranch has designated this facility for horse owners usage and it is the obligation of horse owners to keep the facility neat and clean.

- 1.) Owners who board horses on the Ranch **MUST** follow Ranch rules and show consideration for other owners.
- 2.) A stall signup sheet is on a clipboard at the end of the tackroom and stalls are on a first-come, first-served basis. When a stall is vacated you must sign out on the clipboard with the date, time vacated and condition of the stall.
- 3.) Owners are responsible for maintaining the West Barn's cleanliness. When an owner uses a stall it is to be kept clean and looking good at all times (use ash when floor is wet).
- 4.) You are expected to clean up after your horse at all times; in stall and within 20 feet of the barn. Your stall must be cleaned upon vacating (as failure to do so will result in penalties).
- 5.) Owners are also responsible for sweeping out the barn and tack locker area. The locker area of the barn **MUST** also be kept free of debris in the aisle. The owners must keep the entire locker area clean as well as maintaining neatness in each individual locker. (Take your turn "sweeping up" your barn.)
- 6.) No saddling or grooming of horses in the barn aisle.
- 7.) Horses are not to be left in stalls for extended periods of time unless necessary. If the owner departs the Ranch the wranglers **MUST** be notified and a note put on the chalkboard provided giving details and information about who to contact to act on owner's behalf.
- 8.) From Memorial Day to Labor Day stall sign ups will be made only by horse owners or a designated person (paperwork on file).
- 9.) Stalls should be vacated by 10 PM every evening from Memorial Day to Labor Day unless other reasons prevail (illness, injury, parade, etc.). "Vacating" refers to removal of **ALL** personal belongings, tack, signs, etc.
- 10.) All ground level stall doors are to be kept closed and latched at night. Tackroom door, end barn doors and bathroom doors must also be closed to deter "critters" from entering the barn at night (kitties are OK).
- 11.) These guidelines can be "self-policed" by horse owners. Flagrant disregard of barn rules will be reported to a wrangler. If the problem is confirmed the wrangler will report violation(s) to his superior (Paul) and if he concurs the ranch will take appropriate action.
- 12.) The West Barn requires that horse owners exhibit cooperation and good common "Horse Sense".

2.26.94

ROSEMARY EPLER
32452 Elizabeth Way
Union City, CA 94587
(510) 489-3105

Mr. Barry Bremner
President, Board of Directors
R-Ranch at the Lake
1962 Capell Valley Road
Napa, CA

Dear Mr. Bremner:

The Ad Hoc Committee formed in August, 1993 to review policies and fees in the area of Guest Use, Group Use, and Security has met several times since I was appointed Chairperson. Recommendations regarding fee increases were presented to the Board in October in order to have any approved changes included in the new budget. Following are the final recommendations from this committee.

1. **PROBLEM:** GROUPS RESERVE HORSES FOR TRAIL RIDES; RIDERS DO NOT SHOW UP AT ALL, OR SHOW UP AT TIMES NOT RESERVED. This causes many problems for the stable staff as well as for owners wishing to ride.

SUGGESTION: REQUIRE PREPAYMENT FOR HORSE PASSES WHEN GROUP RIDES ARE BOOKED. PASSES SHOULD HAVE DATE/TIME/OWNER # ON THEM. FEES TO BE NON-REFUNDABLE UNLESS CANCELED 24 HRS. IN ADVANCE. (DON JONES NOTED THAT WE CANNOT ALWAYS ACCOMMODATE THE NUMBER OF RIDERS REQUESTED WHEN GROUPS ARE BOOKED. SUGGEST THAT WE REQUIRE PRE-PAYMENT FOR THE MINIMUM # OF RIDERS (SAY 5 PER TRAIL RIDE)).

2. **PROBLEM:** CURRENT POLICY IS THAT GRANDCHILD ASSOCIATES CAN BRING THEIR PARENTS ONTO THE RANCH WITHOUT GUEST PASSES AND WITHOUT THE OWNER OF THE SHARE BEING ON THE RANCH. THIS DISCRIMINATES AGAINST OWNERS WITH ASSOC. OVER 26 WHO DO NOT HAVE CHILDREN, AS THEIR ASSOCIATES MUST NOW USE GUEST PASSES. ALSO DISCRIMINATES AGAINST OWNERS ASSOCIATES WHO ARE ONLY ALLOWED TO BRING GUESTS UP FOR DAY USE AT AGE 16; ASSOCIATES UNDER 16 CANNOT BE ON RANCH WITHOUT PARENT.

SUGGESTION: REMOVE THIS STIPULATION. GRANDCHILDREN WHO ARE ASSOCIATES WILL NOT BE ALLOWED TO BRING PARENTS ON TO RANCH WITHOUT OWNER OF SHARE BEING ON RANCH. GRANDCHILD PARENTS WILL BE REQUIRED TO USE GUEST PASSES.

3. **PROBLEM:** CURRENTLY, ASSOCIATES 18 & OVER ARE ALLOWED TWO GUESTS. MANY USERS IN THIS CATEGORY ARE COUPLES AND WISH TO BRING ANOTHER COUPLE WITH THEM. SINCE THEY ARE NOT ALLOWED THREE GUESTS, MAY "SNEAK" AN EXTRA PERSON ONTO RANCH.

SUGGESTION: ALLOW ASSOCIATES 18 & OVER TO BRING THREE GUESTS PER VISIT. LIMIT OF 6 GUESTS PER SHARE PER VISIT WILL REMAIN IN FORCE. SUGGEST THAT WE TRY THIS FOR A "SEASON" AND ASSESS AT NOVEMBER, 1994 MEETING.

Mr. Barry Bremner
February 26, 1994
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4. **PROBLEM:** MANY OWNERS HAD SUGGESTED A TIERED SYSTEM IN WHICH IMMEDIATE FAMILY (ORIG. OWNER & THEIR SONS/DAUGHTERS) REQUIRE NO GUEST PASSES, EVEN OVER AGE 26; BE ALLOWED TO USE RANCH WITHOUT OWNER OF SHARE BEING PRESENT. SPOUSES AND CHILDREN OVER 16 WOULD REQUIRE PASS.

SUGGESTION: ALLOWING ASSOCIATES OVER 26 TO HAVE CONTINUED FREE USE OF RANCH WOULD EFFECTIVELY INCREASE THE OWNER BASE OVER THE GUARANTEED 1800 OWNER FAMILIES WITHOUT INCREASING INCOME FROM INCREASED ASSESSMENTS OR GUEST PASS FEES.

ALTERNATE SUGGESTION TO "FREE USE INDEFINITELY" IS THAT EACH OWNER BE ALLOWED 6 "FREE" GUESTS PER YEAR. ISSUE NO PASSES; NON-TRANSFERABLE AND WOULD NOT CARRY OVER FROM YEAR TO YEAR. WOULD HAVE A CREDIT ACCOUNT OF UP TO SIX GUESTS.

SUGGESTION #2 WOULD BE TO ALLOW HALF PRICE PASSES FOR IMMEDIATE FAMILY MEMBERS (FORMER ASSOCIATES?). ALLOWING EVERYONE 6 FREE GUESTS ELIMINATES BONUS TO PAY EARLY ASSESSMENTS AND RANCH CAN USE THIS EARLY INCOME.

5. **SUGGESTION THAT WE INITIATE A TWO HOUR PASS THAT COULD BE USED FOR GUESTS COMING FOR SHORT VISITS ONLY. OFFICE WOULD COLLECT FEE FOR EACH GUEST (\$10.00 CURRENTLY) AND WOULD PUT DATE AND TIME ON THE CAR WINDOW TAG. IT TAG RETURNED WITHIN TWO HOUR LIMIT, AND GUESTS LEAVE RANCH, THE FEE COLLECTED WOULD BE RETURNED. SUGGEST ALTERNATE COLOR TAG FROM CURRENT DAY USE TAGS.**
6. **SECURITY:** Review briefly (notes attached) recommendations from committee regarding electric arm at gate; security booth; fencing; etc.

The committee respectfully requests that these suggestions be considered for implementation as soon as possible. Possibly consider tabling item #4 and requesting input from entire ownership as this item could have a sever financial impact on the Ranch. Suggest an article in newsletter requesting input and informing of next meeting.

Thank you for your consideration of these items.

Respectfully,

Rosemary Epler
Chairperson

Caroline Aiken & Clyde Doane presented following suggestions for security:

GATE AT CURRENT ROA OFFICE TO BE CALLED MAIN GATE.

1. Phase 1 - Mechanical arm type gate to be installed at main gate for traffic control and control over unauthorized entry. John Epler to check if mechanism currently in place can be salvaged. Clyde Doane to get second price for an arm to compare with pricing Don Jones got in May, 1993. Suggest that one gate be installed at present with control in main ROA office and second control in temporary guard booth suggested below.

Clyde received two quotes for security arm gate. Quote of \$3,870.00 for labor & materials. Second quote of approx. \$2,500.00 for gate only (Ranch provide labor). Don to check if labor can be provided by Maintenance/or local. Check vertical swing of gate; height. Check electricity at gate.

Phase 1 - Temporarily move the Horsemen's Association announce booth to the main gate area and place it at the edge of the road where it forks to the parking area beside the office. Suggest that this be done on the next busy weekend as a trial before any money is expended to move the empty building at the old gate or pursue another type of permanent building.

Place a security person or office person in this building equipped with a portable phone; guest passes & horse riding passes; petty cash to make change; a listing of owners who are current in assessments; window tags and a log.

This person would greet each car and determine their status/needs. Window tags, guest/riding pass sales and activity lists would be handled at this booth.

Any person needing to pay assessments; register a trailer, or needing ID pictures, etc. would be asked to park and go into the main building.

GROUP FEELS THAT THIS WOULD ELIMINATE MAJOR CONGESTION INSIDE THE OFFICE ON BUSY WEEKENDS. AS IT IS NOW, THE ENTIRE OFFICE STAFF IS DISRUPTED AND KEPT FROM THEIR DUTIES WHENEVER AN OWNER COMES INTO THE OFFICE. GROUP FEELS THAT THE PRODUCTIVITY OF THE OFFICE WOULD BE INCREASED WITH LESS DISRUPTION.

Suggestion is that this be tried for busy weekends and summer weekends.

Agreed that we would try this on Easter weekend. Tina to donate red aprons with pockets for guard to wear to hold change, passes, etc.

2. Fencing along back side of property. Sub-committee feels that this is cost prohibitive for the near future. Group also feels that the money saved from catching a few "sneaks" would not warrant the expense which is estimated from \$6,000 to ? depending on type of fence, height, length, etc.

Suggestion is to repair existing fencing with the new wire being used in horse pastures.

For security, it is suggested that we use volunteers in busy months to act as security (place in upper loop; at top of campground and in lower area behind Bath House #8). Place signs in campgrounds that security is present (similar to plan used last year with Mr. C)

Suggested that we install 2-3 arch lites along the back fence to light this area. Will research types of lights available. Want to get something that will not light up all trailers, but will light the fence. Will get pricing for lights with timers and well as ones with motion sensors. This type would only come on when someone was present.

Presented pricing for one type of light and suggestion for mounting. Gave information to Don Jones for further pricing. Will also check on labor to install poles; electricity, etc.

Suggest that we initiate a walking patrol on busy weekends instead of using trucks. Security could park and walk various areas of the cabins and campgrounds. To often, the sound of the vehicle approaching stops activity & noise until the guard leaves. This walking patrol could also check the bathrooms for supplies, cleaning requirement, etc. Should also walk the barn areas, arena, etc.

Suggest that we check into having the Highway Patrol cruise the Ranch occasionally on long weekends. They used to do this and it may be possible if we call and invite them.

3. Employee suggestions:

All Ranch vehicles should be marked with permanent ID tag that is visible at a glance.

Employees private vehicles need to have an ID tag also. Carol Hardesty made a sample using foam core board, R-Ranch stickers and clear contact paper. Approx. 5" x 7", could be placed on dash of vehicle. Cost is minimal. Rules to be placed on backside. Don Jones approved minimal expense to make enough ID tags for current employees.

Guests of employees must have window tag on vehicles same as all other guests. Suggest that they be a different color than regular window tags. Would have recap of minimum rules on back for easy reference. To be implemented.

Following suggestions for employee guests:

- Limit employee guest stays to two weeks
- Can use cabin or camp site if available; must pay same fee as other guests.
- Employee guests should pay to horseback ride (Do they now?)

FOR SECURITY OF ALL OWNERS, CB IN OFFICE AND AT OTHER LOCATIONS ON RANCH SHOULD BE KEPT ON A PUBLISHED CHANNEL FOR EMERGENCIES. RANCH EMPLOYEES/SECURITY USES DIFFERENT RADIO SETUP NOW BUT CB SHOULD BE KEPT ON FOR EMERGENCIES. CB TO BE KEPT ON AND SQUELCH TURNED DOWN SO CALLS CAN BE HEARD. OWNERS IN CAMPGROUND/CABINS WHO HAVE CB'S MAY DISPLAY A SIGN ON THEIR VEHICLE SO OTHER OWNERS MAY MAKE CALLS IN EMERGENCY.

BOARD MEETING HIGHLIGHTS

The meeting was called to order by President Barry Bremner at 10:04 a.m. All Board members were present. The minutes of the November 13, 1993 Board meeting were read and approved with two clarifications made.

Marc Brown gave the Treasurer's Report. He reviewed the Balance Sheet as of 12-31-93 and the Consolidated Cash Report dated 2-25-94. He announced that Terry Plank will be assisting in collection of past due assessments.

Barry Bremner reported on the January 8, 1994 owners' meeting. It was held for the purpose of voting on changing Section 8 of the CC&R's "Rules and Regulations" to allow the Board of Directors the authority to change rules and regulations as needed without having to hold a special meeting of the ownership for each rule change under consideration. 605 owners voted in favor of the change, 82 owners voted against and 27 owners voted with no preference specified. Barry Bremner also read aloud a 2-25-94 letter from R.O.A. Attorney Knutsen regarding quorum requirements stating that a sufficient amount of affirmative votes in order to pass the above resolution as described in the absentee ballot was obtained.

Don Jones gave the Ranch Manager's report. In response to past concerns of fire danger a prevention/containment/evacuation program is underway. The Ranch recently purchased a 1,500 gallon water tank truck which can hold 1-hour's worth of water towards fire fighting for a price of \$809.00. The truck will also have several other uses on the Ranch besides fighting fires. Don discussed the '94 Budgeted Income Figures, and reported that Ranch employees are being cross trained, i.e., the Lodge ladies are helping with security and cleaning bath houses, and noted that all horses on the Ranch are now on the Pellet Program. Don thanked Dot Chauvin for the curtain installed in the Lodge separating the fireplace room from the dance floor area. The curtain was installed to save money on lights/heating in the Lodge during the week when the larger section of the Lodge is unused. Awards were given to John Massei for donation of the plastic barrels used in the horse pastures, as well as to Terry Bop for all of his hard work. R-Country Store is now open 7 days a week, with the Lodge ladies opening up the store weekdays at 8 and 11 a.m. and 2 p.m. and Bonnie Brown working in the store on weekends.

Old Business: Ruth Parker, Comptroller discussed delinquent assessments collections/foreclosures.

Don Jones reported that the owner who had participated in the illegal pig hunt had been found guilty and sentenced to 60 days straight jail time. The Board approved 5-0 in favor of adopting the Horse Ad Hoc Committee's recommendations for Proposed West Barn Guidelines (rules) Stall Use and Maintenance and their Proposed Shots and Worming Guidelines. Jeff Dennis reported on Workman's Compensation Insurance and stated that of all the ranches, R-Ranch at the Lake has the lowest workman's compensations claims, which in turn, saves the owners' money, and he complimented management for the ranch employee safety training. Rosemary Epler reported on the Ad-Hoc Security Committee's recommendations as well as the Guest Pass Committee's recommendation. The Board approved 5-0 in favor of using the Horsemen's Association trailer temporarily on the next major weekend for a trail basis for security to conduct basic check in activities of owners to alleviate congestion in the office. Other Ad-Hoc Security and Guest Pass measures were tabled until the May Board Meeting as the Board had not had time to review those recommendations.

New Business: Board approved 5-0 in favor of allowing temporary golf cart storage behind the ROA office where owners can park their golf carts while their R.V.'s are off the Ranch. Board approved 5-0 in favor of Ruth Parker's recommendation to send letter to owners with overdue horse boarding charges, usage of the Ranch may be suspended until the debt is paid. The Board confirmed that an owner who is delinquent on any account cannot come on the Ranch, even as a guest of another owner.

Regular meeting adjourned to Open Forum at 11:22 a.m. The next Quarterly Board of Directors meeting was scheduled for Sunday May 1 1994 at 10:00

2-26-94

Executive meeting - 9 AM called to order 9:10

Don's schedule / Paul's pay increase & title change.
Jett: ^{no office:} 4 day week / 2,000. - increase for controller & secretary.

approved
5-0 { Don: 4 day week / reduce expense by 2500. -
Paul: Increase salary by 2500. -
Both eff. 3-1-94.

Results of trial of Broce / Gifford. Action by
board? Share / board delinquent - Lisa will
transfer horse to Ranch for board balance.

CLP's vote - OK per attorney.

Delinquencies - Don. Suggested 1) Jett foreclose
on our shares & pay us assess. 2) ROA goes
directly to S/C service. w/loan o/s: ROA shouldn't
file lien - it will be wiped out. If Lts forecloses
if ROA forecloses, we get share w/O/S loan.
After Lts forecloses, ROA should take other
avenues to collect charge off's, such as S/C
or Abstract of Judgment.

Jess: Sample letter re: delinquent assess; owner to deed to Ltd & ~~the~~ Ltd. will pay off assess.

Agreed w/ Gayle - 11 shares Ltd. to take back.
(Which?) Get list of cashed-out shares.

General Meeting - 10 AM. called to order 10:10 AM

Ellie - Minutes ^{of} 11-13-93 Meeting. Approved 5-0

Mar - Financial Report - Bal Sheet as of 12-31-93. Cash Report of 2-25-94.

Barry - 1-8-94 Meeting re: By-Laws amendment. Section 8 deleted from By-Laws & added to Rule Book.

Don - '94 projects.

Awards to J. Masser - unlimited Reporting for '94. T Bepp - Plaque & 100.- cash.

Ruth - delinquent report - Terry helping w/ collections.

Barry - Collections is Number One priority
Foreclosure is a reality.

Don - Update on legal action re: pig hunting
against Perry Bruce & ~~James~~ Gifford.

Marc - Horse Committee

West Barn Guidelines - approved 5-0.
effective 3-1-94.

Shots & warming guidelines: approved 5-0
effective 3-1-94.

Marc - Horse Committee Chairman re: Usage see
Rosemary referred to letter from owner dated
8-93.

Barry: tabled for action by Horse Committee.

Rosemary = Security Committee

Jeff - W/long experience - 4 Ranches.

We did good. Barry congratulated
Paul for keeping our claims down.

Rosemary - Security of Group use -

~~Investigate~~ cost of automatic gate.

① Motion to approve gate - look into cost of automatic one. Mechanism for old gate is STILL THERE.

② Trial program - both to gate for security & registration. Approved 5-0.
Tabled other recommendations for review by Board & comments from owners.

Don - Land parking - Approved by Board
8/3-1-94.

Ref - Delinquent Board accounts letter -
Approved 5-0.

Rosemary - Usage / Overdue accounts.
Owners delinquent in assess cannot use Ranch
as Owner OR AS A GUEST.

Adjourn - Open Forum

Barry - Announced 4 day work week for
Don / new title "Ranch Superintendent"
for Paul & raise. ^{8 pay est}

Thank you Steve?
Joan Strain - 40th hour program - snack bar
improved menu. New cabins. Equal
access. - usage - representation. [Time for Joan to
run for the Board]

* concerned owners - 91 - Gretchen, Nancy, & Kathy

Al Rowland = letter dtd. 2-23-94 Call
for comments from owners. Tabled til
* May - put in Newsletter.

Ken Cramer - Gold cart parade - Enter by
talking to him.

Lynn Walt - Boarders delinquency 90 day = too
much. - 5/6 30 days.

Next meeting: Sunday 5-1-94 10 AM.

Adjourn 11:45

RANCH AT THE LAKE
RANCH OWNERS' ASSOCIATION
1962 CAPELL VALLEY ROAD
NAPA, CA 94558
(707) 252 - 0140

**QUARTERLY BOARD MEETING
AGENDA ITEMS
FEBRUARY 26, 1994**

9:00 AM EXECUTIVE COMMITTEE - LITIGATION/PERSONNEL - BARRY
BREMNER, CHAIRPERSON

10:00 AM CALL MEETING TO ORDER - BARRY BREMNER, PRESIDENT

MINUTES OF NOVEMBER 13, 1993 BOARD MEETING - ELLIE
LEARD, SECRETARY

FINANCIAL REPORT - MARC BROWN, TREASURER

REPORT ON JANUARY 8, 1994 OWNERS' MEETING - BARRY
BREMNER, PRESIDENT

PREVIEW OF 1994 RANCH OPERATIONS - DON JONES, RANCH
MANAGER

OLD BUSINESS

DELINQUENT ASSESSMENTS COLLECTIONS/FORECLOSURES -
RUTH PARKER, COMPTROLLER

COURT SENTENCE RE R. GIFFORD'S HUNTING VIOLATION - DON
JONES, RANCH MANAGER

HORSE OWNERS' AD-HOC COMMITTEE RECOMMENDATIONS -
MARC BROWN, CHAIRPERSON

WORKMAN'S COMP. EXPERIENCE ON THE FOUR "R" RANCHES -
JEFF DENNIS, BOARD MEMBER

RANCH SECURITY COMMITTEE PROPOSALS - ROSEMARY EPLER,
CHAIRPERSON

NEW BUSINESS

RECOMMENDATION RE GOLF CART PARKING - DON JONES,
RANCH MANAGER

RECOMMENDATION RE DELINQUENT HORSE BOARD - RUTH
PARKER, COMPTROLLER

CLARIFY: RANCH USAGE BY OWNERS WITH OVERDUE ACCTS. -
ROSEMARY EPLER, BOARD MEMBER

OPEN FORUM

12:00 PM CALL FOR ADJOURNMENT - BARRY BREMNER, PRESIDENT

R-Ranch at the Lake
Ranch Owners' Association
CONSOLIDATED CASH REPORT
As of February 25, 1994

Cash on Hand and In Banks:

	2/25/94	2/25/93
Checking Acct. (Napa Valley Bank)	53,989.77	39,277.58
Reserve Acct. I (Home S & L)	100,000.00	100,000.00
Reserve Acct. II (Napa Valley Bank)	20,443.74	52,511.18
Reserve Acct. III (Wells Fargo)	96,151.92	94,462.84
Reserve Acct. IV (Napa Valley Bank)	13,241.38	N/A
Restricted Acct. (Bank of America)	66,255.82	105,566.35
Restricted Acct. (S.F. Federal)	55,720.86	100,000.00
Teen/Youth Fund (Napa Valley Bank)	16,669.91	12,751.89
Petty Cash & Change Machine	1,800.00	1,800.00
Total Cash:	\$424,273.40	\$506,369.84

Assessments Receivable:

1983 (\$240.00 per share)	120.00	120.00
1984 (\$288.00 per share)	288.00	288.00
1985 (\$345.00 per share)	345.00	345.00
1986 (\$396.00 per share)	396.00	396.00
1987 (\$396.00 per share)	776.00	776.00
1988 (\$420.00 per share)	1,164.00	1,164.00
1989 (\$445.00 per share)	1,481.50	1,481.50
1990 (\$480.00 per share)	5,274.05	7,136.20
1991 (\$480.00 per share)	15,581.81	23,041.92
1992 (\$510.00 per share)	44,470.48	71,836.54
1993 (\$510.00 per share)	95,526.20	418,302.94
1994 (\$525.00 per share)	459,489.82	(3,556.58)
1995 Prepays	(403.77)	0.00
Total Assessments:	\$624,912.86	\$521,331.52

Prepaid assessments due to R-Ranch at the Lake, Ltd.	(\$95,500.00)	(\$137,500.00)
---	---------------	----------------

Net Assessment Balance:	\$529,412.86	\$383,831.52
Recovered Assessments Collected Year-to-Date:	\$0.00	\$273.40
Current Year's Assessments Received to Date:	\$189,553.88	\$277,201.86

YEAR-END REPORT: all figures are as of December 31, 1993 unless otherwise noted.

1. Assessments collected Year-to date:

1983-1990:	937.15
1991:	4,377.39
1992:	23,760.09
1993:	588,187.94
1994:	293,651.47
1995:	203.27
Recoveries:	<u>538.93</u>
Total:	911,656.24

1a. Assessments collected through 2-25-94:

This year:	189,553.88
Last year (2-25-93)	<u>277,201.86</u>
Difference:	(87,647.98)

We have received 31.6% less in current year's assessments this year than last year.

2. Assessments outstanding:

Delinquent:	1983-1990	10,789.55
	1991:	18,329.53
	1992:	49,031.64
	1993:	<u>96,510.27</u>
	Total Delinquent:	174,660.99
Current:	93 on payment pl	9,795.29
	Total:	184,456.28

3. Total expenses to date:

Actual:	888,015.38
Budget:	<u>879,553.00</u>
Overage:	8,462.38

Our expenses were 0.96% over budget (less than 1%).

4. Total assessments received this year vs. last year:

1993:	911,656.24
1992:	<u>874,936.12</u>
	36,720.12

We received 4.2% more in assessments in 1993 than in 1992.

5. Cash flow:

Total Receipts:	955,970.48
Total payments:	<u>973,678.40</u>
	17,707.92

We spent 1.85% more than we took in during 1993.

**R-RANCH AT THE LAKE RANCH OWNERS' ASSOCIATION
BALANCE SHEET
AS OF DECEMBER 31, 1993**

ASSETS		LIABILITIES	
CURRENT ASSETS		CURRENT LIABILITIES:	
Checking Account & Petty Cash	46,514.16	Prepaid Owners' Assessments	296,112.54
Reserve, Teen & Youth Funds	240,812.70	Accrued Payroll	13,994.85
Restricted Account	76,853.05	Accounts Payable: Trade	13,198.37
TOTAL CASH ON HAND & IN BANK	\$364,179.91	State Corporate Tax	2,279.00
ACCOUNTS RECEIVABLE		Worker's Comp. Premiums	1,341.66
Assessments	184,456.28	Cleaning Deposits	1,000.00
Less Reserve for Bad Debts	(51,413.23)	Payroll Taxes	841.58
Owners (legal fees)	15,991.83	Health Insurance Payable	486.35
Horse Board	2,057.57	R-Ranch at the Lake, Ltd.	362.02
Grow-Green-Graze	4,432.11	Employee Fund	210.11
Employees	897.90	Sales Tax Payable	192.05
TOTAL ACCOUNTS RECEIVABLE:	\$156,422.46	Other	24.45
PREPAID EXPENSES		TOTAL CURRENT LIABILITIES:	\$330,042.98
Worker's Comp.	578.00	LONG-TERM DEBT	
Fed. & State Tax Deposits	2,273.00	Note Payable: Napa Valley Bank	11,295.49
TOTAL PREPAIDS:	\$2,851.00	R-Ranch at the Lake, Ltd.	140,000.00
TOTAL CURRENT ASSETS:	\$523,453.37	Prepaid Assess. (R-Ranch Ltd.)	99,000.00
PROPERTY & EQUIPMENT		TOTAL LONG-TERM DEBT:	\$250,295.49
Land Improvements	92,908.24	TOTAL LIABILITIES:	\$580,338.47
Mobile Buildings	33,350.28		
Furniture & Fixtures	78,963.40		
Machinery & Equipment	113,497.12		
Vehicles	21,150.00		
Mobilehomes	56,815.15		
Stables Equip., Furn. & Fixtures	5,128.95		
Tack	5,059.22		
Horses	16,857.41		
Store Inventory	4,495.46		
Building Materials Inventory	96.61		
TOTAL:	428,321.84	FUND BALANCE	
LESS: Accumulated Depreciation	(211,050.00)	Assessment Income Accrued	918,000.00
TOTAL PROPERTY & EQUIPMENT:	\$217,271.84	Balance as of January 1, 1992	112,017.58
TOTAL ASSETS:	\$740,725.21	Excess of Expenses over Income	(869,630.84)
		TOTAL FUND BALANCE:	\$160,386.74
		TOTAL LIABILITIES & FUND BALANCE:	\$740,725.21

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**R-RANCH AT THE LAKE RANCH OWNERS' ASSOCIATION
EXPENSE REPORT AS OF DECEMBER 31, 1993**

	ACTUAL: YEAR-TO-DATE			BUDGET: YEAR-TO-DATE			VARIANCE OVER/(UNDER)	ACTUAL	PRIOR YEAR BUDGET	VARIANCE OVER/(UNDER)
	OPERATING	RESERVE	TOTAL	OPERATING	RESERVE	TOTAL				
INCOME:										
Assessments	911,656.24	0.00	911,656.24	918,000.00	0.00	918,000.00	(6,343.76)	874,936.12	918,000.00	(43,063.88)
Less Allowance for Bad Debts	(4,125.70)	0.00	(4,125.70)	(15,000.00)	0.00	(15,000.00)	10,874.30	(12,862.75)	(15,000.00)	2,137.25
Discount for Early Payment	(8,675.00)	0.00	(8,675.00)	(15,000.00)	0.00	(15,000.00)	6,325.00	(25,550.00)	(15,000.00)	(10,550.00)
Proceeds of Equipment Loan	12,767.63	0.00	12,767.63	0.00	0.00	0.00	12,767.63	0.00	0.00	0.00
Transfers from Reserve	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	44,347.31	0.00	44,347.31	44,650.00	0.00	44,650.00	(302.69)	50,240.31	62,200.00	(11,959.69)
TOTAL:	955,970.48	0.00	955,970.48	932,650.00	0.00	932,650.00	23,320.48	886,763.68	950,200.00	(63,436.32)
EXPENSES:										
PAYROLL (Except stables)	400,141.83	0.00	400,141.83	395,488.00	0.00	395,488.00	4,653.83	376,775.99	373,600.00	3,175.99
REPAIRS, MAINT. & SUPPLIES	67,199.62	42,908.76	110,108.38	43,000.00	51,011.00	94,011.00	16,097.38	128,615.50	114,050.00	14,565.50
UTILITIES	122,243.42	0.00	122,243.42	120,800.00	0.00	120,800.00	1,443.42	119,135.90	115,500.00	3,635.90
TAXES, LICENSES & INSURAN	126,854.10	0.00	126,854.10	144,950.00	0.00	144,950.00	(18,095.90)	127,215.16	138,620.00	(11,404.84)
OUTSIDE SERVICES	9,644.50	0.00	9,644.50	11,200.00	0.00	11,200.00	(1,555.50)	13,184.50	11,000.00	2,184.50
ENTERTAINMENT	14,806.99	0.00	14,806.99	19,700.00	0.00	19,700.00	(4,893.01)	18,458.91	20,200.00	(1,741.09)
FOOD OPERATION	3,687.00	0.00	3,687.00	2,000.00	0.00	2,000.00	1,687.00	1,825.79	2,700.00	(874.21)
STABLES OPERATION	79,175.55	8,279.63	87,455.18	69,012.00	12,000.00	81,012.00	6,443.18	78,771.98	87,700.00	(8,928.02)
MISCELLANEOUS	13,073.98	0.00	13,073.98	10,392.00	0.00	10,392.00	2,681.98	9,776.85	11,500.00	(1,723.15)
TOTAL EXPENSES	836,826.99	51,188.39	888,015.38	816,542.00	63,011.00	879,553.00	8,462.38	873,760.58	874,870.00	(1,109.42)
CAPITAL EXPENDITURES	21,303.92	28,745.63	50,049.55	5,400.00	22,660.00	28,060.00	21,989.55	41,319.54	42,130.00	(810.46)
NOTE PAYMENTS	43,472.14	0.00	43,472.14	45,108.00	0.00	45,108.00	(1,635.86)	45,225.25	51,700.00	(6,474.75)
TEEN & YOUTH FUNDS	5,687.14	(1,585.63)	4,101.51	5,600.00	(2,500.00)	3,100.00	1,001.51	1,514.30	1,000.00	514.30
RESERVES	66,388.21	(78,348.39)	(11,960.18)	60,000.00	(83,171.00)	(23,171.00)	11,210.82	12,335.09	(19,500.00)	31,835.09
TOTAL CASH OUTLAY:	973,678.40	0.00	973,678.40	932,650.00	0.00	932,650.00	41,028.40	974,154.76	950,200.00	23,954.76
NET CASH FLOW:	17,707.92	0.00	17,707.92	0.00	0.00	0.00	17,707.92	87,391.08	0.00	87,391.08

* ASSESSMENTS RECEIVED INCLUDES \$293,651.47 FOR 1994.

R-RANCH AT THE LAKE RANCH OWNERS' ASSOCIATION EXPENSE REPORT AS OF DECEMBER 31, 1993

	ACTUAL: YEAR-TO-DATE			BUDGET: YEAR-TO-DATE			TOTAL	VARIANCE OVER/(UNDER)	PRIOR YEAR		VARIANCE
	OPERATING	RESERVE	TOTAL	OPERATING	RESERVE	TOTAL			ACTUAL	BUDGET	
ASSESSMENT INCOME:											
1983 - 1990	937.15		937.15	0.00		0.00	0.00	937.15	13,813.84	0.00	13,813.84
1991	4,377.39		4,377.39	0.00		0.00	0.00	4,377.39	26,875.67	0.00	26,875.67
1992	23,760.09		23,760.09	0.00		0.00	0.00	23,760.09	626,204.52	0.00	626,204.52
1993: 1800 @ \$510.00 per share	588,187.94		588,187.94	0.00		0.00	0.00	(329,812.06)	203,740.20	0.00	(291,795.48)
1994 prepaid	293,651.47		293,651.47	0.00		0.00	0.00	293,651.47	2,257.80	0.00	2,257.80
1995 prepaid	203.27		203.27	0.00		0.00	0.00	203.27	0.00	0.00	203.27
Recovery of Bad Debts	538.93		538.93	0.00		0.00	0.00	538.93	2,044.09	0.00	2,044.09
TOTAL:	911,656.24		911,656.24	0.00		0.00	0.00	(6,343.76)	874,936.12	918,000.00	(43,063.88)
MISCELLANEOUS INCOME:											
Interest & Dividends	15,206.18		15,206.18	20,000.00		20,000.00	(4,793.82)	21,523.33	6,889.00	30,000.00	(8,476.67)
Service Charges	6,243.00		6,243.00	6,000.00		6,000.00	243.00	6,889.00	5,000.00	5,000.00	1,889.00
Guest Passes	11,418.00		11,418.00	7,000.00		7,000.00	4,418.00	8,069.15	4,500.00	4,500.00	3,569.15
Transfer Fees	1,050.00		1,050.00	800.00		800.00	250.00	1,050.00	1,000.00	1,000.00	50.00
Coin Machines	334.25		334.25	500.00		500.00	(165.75)	551.63	1,200.00	1,200.00	(648.37)
Youth & Teen Activities	7,113.25		7,113.25	7,500.00		7,500.00	(386.75)	8,861.75	7,500.00	7,500.00	1,361.75
Merchandise Sales	2,832.92		2,832.92	2,800.00		2,800.00	32.92	3,052.92	2,800.00	2,800.00	252.92
Other	149.71		149.71	50.00		50.00	99.71	242.53	10,200.00	10,200.00	(9,957.47)
TOTAL:	44,347.31		44,347.31	44,650.00		44,650.00	(302.69)	50,240.31	62,200.00	62,200.00	(11,959.69)
PAYROLL:											
Manager	26,943.82		26,943.82	24,000.00		24,000.00	2,943.82	23,176.86	30,750.00	30,750.00	(7,573.14)
Business Exp.: Don Jones	5,968.35		5,968.35	6,750.00		6,750.00	(781.65)	5,796.54	0.00	0.00	5,796.54
Wages Reimbursement	0.00		0.00	0.00		0.00	0.00	(901.03)	0.00	0.00	(901.03)
Maintenance & Security	161,753.13		161,753.13	157,038.00		157,038.00	4,715.13	151,817.58	137,650.00	137,650.00	14,167.58
Office	51,047.26		51,047.26	42,160.00		42,160.00	8,887.26	41,198.10	43,500.00	43,500.00	(2,301.90)
Lodge	42,616.93		42,616.93	42,808.00		42,808.00	(191.07)	42,200.76	38,200.00	38,200.00	4,000.76
Activities	993.00		993.00	1,152.00		1,152.00	(159.00)	1,716.40	6,500.00	6,500.00	(4,783.60)
Collections	5,649.07		5,649.07	14,560.00		14,560.00	(8,910.93)	14,236.68	15,000.00	15,000.00	(763.32)
Lifeguards	6,125.80		6,125.80	7,920.00		7,920.00	(1,794.20)	5,038.95	7,000.00	7,000.00	(1,961.05)
Payroll Taxes & W/Comp. Ins.	77,507.32		77,507.32	79,000.00		79,000.00	(1,492.68)	70,968.73	70,000.00	70,000.00	968.73
Health & Dental Insurance	21,537.15		21,537.15	20,100.00		20,100.00	1,437.15	21,526.42	25,000.00	25,000.00	(3,473.58)
TOTAL:	400,141.83		400,141.83	395,488.00		395,488.00	4,653.83	376,775.99	373,600.00	373,600.00	3,175.99
REPAIRS, MAINTENANCE & SUPPLIES:											
Cabins	10,520.95		10,520.95	2,000.00		2,000.00	8,520.95	7,759.92	16,000.00	16,000.00	(8,240.08)
Bathhouses	897.66		897.66	0.00		0.00	897.66	2,141.60	5,000.00	5,000.00	(2,858.40)
Grounds	(213.68)		(213.68)	1,000.00		1,000.00	(1,213.68)	27,521.03	14,550.00	14,550.00	12,971.03
Water System	4,956.00		4,956.00	1,500.00		1,500.00	3,456.00	7,758.94	4,000.00	4,000.00	3,758.94
Fences	639.26		639.26	500.00		500.00	139.26	5,011.88	0.00	0.00	5,011.88
Roads	0.00		0.00	0.00		0.00	(3,455.60)	1,004.35	10,000.00	10,000.00	(8,995.65)
Central Buildings	136.82		136.82	0.00		0.00	136.82	4,467.88	5,000.00	5,000.00	(532.12)
Office & Guard Shack	467.75		467.75	500.00		500.00	(32.25)	337.36	0.00	0.00	337.36
Store	1,303.66		1,303.66	500.00		500.00	(803.66)	432.09	500.00	500.00	(76.91)
Snack Bar	29.31		29.31	0.00		0.00	29.31	3,304.72	11,000.00	11,000.00	(7,695.28)
Houses & Mobilehomes	2,533.88		2,533.88	0.00		0.00	(2,320.69)	6,895.70	2,500.00	2,500.00	4,395.70
Swimming Pool	3,541.33		3,541.33	6,000.00		6,000.00	489.21	6,637.33	6,000.00	6,000.00	637.33
Vehicles	4,316.59		4,316.59	2,500.00		2,500.00	(1,860.64)	6,314.68	5,000.00	5,000.00	1,314.68
Machinery & Equipment	5,234.33		5,234.33	0.00		0.00	5,234.33	13,530.54	7,000.00	7,000.00	6,530.54
Office Equipment	2,488.63		2,488.63	3,000.00		3,000.00	(511.37)	3,066.86	2,000.00	2,000.00	1,066.86
Office Supplies	8,681.18		8,681.18	5,500.00		5,500.00	3,181.18	6,281.16	5,500.00	5,500.00	781.16
Janitorial Supplies	7,673.18		7,673.18	7,500.00		7,500.00	173.18	9,382.66	7,500.00	7,500.00	1,882.66
General Supplies	5,600.25		5,600.25	6,000.00		6,000.00	(399.75)	9,770.58	6,000.00	6,000.00	3,770.58
Gasoline	8,392.52		8,392.52	6,500.00		6,500.00	1,892.52	7,036.22	6,500.00	6,500.00	536.22
TOTAL:	67,199.62		67,199.62	43,000.00		43,000.00	16,097.38	128,615.50	114,050.00	114,050.00	14,565.50

R-RANCH AT THE LAKE RANCH OWNERS' ASSOCIATION EXPENSE REPORT AS OF DECEMBER 31, 1993

	ACTUAL: YEAR-TO-DATE		BUDGET: YEAR-TO-DATE		TOTAL	VARIANCE OVER/(UNDER)	PRIOR YEAR		VARIANCE
	OPERATING	RESERVE	OPERATING	RESERVE			ACTUAL	BUDGET	
UTILITIES:									
Electricity	81,732.76		81,732.76		82,000.00	(267.24)	81,249.75	77,500.00	3,749.75
Propane & Kerosene	18,326.44		18,326.44		16,000.00	2,326.44	16,205.43	16,000.00	205.43
Garbage	18,297.97		18,297.97		20,000.00	(1,702.03)	18,170.17	20,000.00	(1,829.83)
Telephone	3,886.25		3,886.25		2,800.00	1,086.25	3,510.55	2,000.00	1,510.55
TOTAL:	122,243.42		122,243.42		120,800.00	1,443.42	119,135.90	115,500.00	3,635.90
TAXES, LICENSES & INSURANCE:									
Property Taxes	64,128.21		64,128.21		64,000.00	128.21	62,176.87	62,500.00	(323.13)
Business Permits	2,944.00		2,944.00		3,800.00	(856.00)	5,422.70	2,500.00	2,922.70
Vehicle Registration	1,097.00		1,097.00		1,200.00	(103.00)	1,174.94	750.00	424.94
Sales & Use Tax	109.00		109.00		200.00	(91.00)	157.00	870.00	(713.00)
Income Tax & Penalties	(996.91)		(996.91)		8,750.00	(9,746.91)	3,136.00	7,000.00	(3,864.00)
Liability Insurance	59,572.80		59,572.80		67,000.00	(7,427.20)	55,147.65	65,000.00	(9,852.35)
TOTAL:	126,854.10		126,854.10		144,950.00	(18,095.90)	127,215.16	138,620.00	(11,404.84)
OUTSIDE SERVICES									
Accounting Fees	6,500.00		6,500.00		7,000.00	(500.00)	9,579.50	8,000.00	1,579.50
Collection Fees & Costs	0.00		0.00		200.00	(200.00)	160.00	1,000.00	(840.00)
Legal Fees	3,144.50		3,144.50		4,000.00	(855.50)	3,445.00	2,000.00	1,445.00
TOTAL:	9,644.50		9,644.50		11,200.00	(1,555.50)	13,184.50	11,000.00	2,184.50
ENTERTAINMENT									
Bingo Income	(1,696.26)		(1,696.26)		(1,000.00)	(696.26)	(1,358.61)	(1,000.00)	(358.61)
Special Events Income	(95.86)		(95.86)		0.00	(95.86)	(173.50)	0.00	(173.50)
Bingo Events Expense	3,596.43		3,596.43		3,500.00	96.43	3,847.45	3,000.00	847.45
Bingo Supplies	94.65		94.65		200.00	(105.35)	321.61	200.00	121.61
Bands, Movies & Juice Boxes	12,908.03		12,908.03		17,000.00	(4,091.97)	15,821.96	18,000.00	(2,178.04)
TOTAL:	14,806.99		14,806.99		19,700.00	(4,893.01)	18,458.91	20,200.00	(1,741.09)
FOOD OPERATION									
Barbecues	(1,843.87)		(1,843.87)		(2,000.00)	156.13	(2,223.21)	(1,500.00)	(723.21)
Payroll: Snack Bar	1,287.00		1,287.00		0.00	1,287.00	0.00	0.00	1,287.00
Food/Kitchen Supplies	4,243.87		4,243.87		4,000.00	243.87	4,049.00	4,200.00	(151.00)
Store Merchandise	149.37		149.37		0.00	149.37	0.00	0.00	149.37
TOTAL:	3,687.00		3,687.00		2,000.00	1,687.00	1,825.79	2,700.00	(874.21)
STABLES OPERATION									
Riding Passes Income	(2,365.00)		(2,365.00)		(2,000.00)	(365.00)	(2,665.00)	(1,000.00)	(1,665.00)
BBO Rides Income	(952.90)		(952.90)		(500.00)	(452.90)	(548.15)	(500.00)	(48.15)
Boarding Income	(35,140.92)		(35,140.92)		(39,000.00)	3,859.08	(34,720.27)	(35,000.00)	279.73
Payroll	46,606.80		46,606.80		46,512.00	94.80	54,833.23	43,000.00	11,833.23
Repairs & Maintenance	680.84		4,680.84		0.00	680.84	4,757.28	12,000.00	(7,242.72)
Supplies & Tack	4,147.76		8,427.39		0.00	4,273.39	7,516.12	6,200.00	1,316.12
Vet & Farrier Fees	16,598.36		16,598.36		13,000.00	3,598.36	5,275.79	12,000.00	(6,724.21)
Feed	48,312.78		48,312.78		50,000.00	(1,687.22)	43,679.89	50,000.00	(6,320.11)
BBO Rides Expense	1,287.83		1,287.83		1,000.00	287.83	643.09	1,000.00	(356.91)
TOTAL:	79,175.55		87,455.18		69,012.00	6,443.18	78,771.98	87,700.00	(8,928.02)
MISCELLANEOUS									
Newsletter	4,090.09		4,090.09		3,500.00	590.09	3,936.93	3,000.00	936.93
Training & Education	75.00		75.00		500.00	(425.00)	35.80	700.00	(664.20)
Interest	582.34		582.34		1,092.00	(509.66)	695.22	3,000.00	(2,304.78)
Merchandise	897.78		897.78		1,500.00	(602.22)	1,200.29	1,000.00	200.29
Bank Service Charges	2,858.78		2,858.78		2,500.00	358.78	2,395.20	2,500.00	(104.80)
Employee Uniforms	1,458.25		1,458.25		1,000.00	458.25	198.37	1,000.00	(801.63)
Penalties	755.00		755.00		0.00	755.00	0.00	0.00	755.00
Other	2,356.74		2,356.74		300.00	2,056.74	1,315.04	300.00	1,015.04
TOTAL:	13,073.98		13,073.98		10,392.00	2,681.98	9,776.85	11,500.00	(1,723.15)

R-RANCH AT THE LAKE RANCH OWNERS' ASSOCIATION EXPENSE REPORT AS OF DECEMBER 31, 1993

	ACTUAL: YEAR-TO-DATE			BUDGET: YEAR-TO-DATE			VARIANCE OVER/(UNDER)	PRIOR YEAR ACTUAL	BUDGET OVER/ UNDER	VARIANCE OVER/(UNDER)
	OPERATING	RESERVE	TOTAL	OPERATING	RESERVE	TOTAL				
CAPITAL EXPENDITURES										
Furniture & Fixtures	1,865.51	4,700.00	6,565.51	0.00	4,700.00	4,700.00	9	10,541.46	19,500.00	8
Machinery & Equipment	15,213.01	6,085.63	21,298.64	3,400.00	0.00	3,400.00	10/1	9,376.48	0.00	0.00
Vehicles	850.00	0.00	850.00	0.00	0.00	0.00		2,145.00	0.00	2,145.00
Mobilehomes	1,237.00	17,960.00	19,197.00	0.00	17,960.00	17,960.00	11	17,960.00	14,130.00	9
Stables Equipment	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
Horses	2,138.40	0.00	2,138.40	2,000.00	0.00	2,000.00		138.40	2,000.00	0.00
Snack Bar Enclosure	0.00	0.00	0.00	0.00	0.00	0.00		0.00	1,500.00	1,500.00
Pole Barn	0.00	0.00	0.00	0.00	0.00	0.00		0.00	5,000.00	5,000.00
TOTAL:	21,303.92	28,745.63	50,049.55	5,400.00	22,660.00	28,060.00		21,989.55	42,130.00	(810.46)
NOTE PAYMENTS:										
Office Equipment Lease	0.00	0.00	0.00	0.00	0.00	0.00		0.00	6,000.00	(6,000.00)
Carry-all Lease	1,472.14	0.00	1,472.14	3,108.00	0.00	3,108.00	12	3,225.25	3,700.00	(474.75)
R-Ranch Ltd. (Ppd. Assess.)	42,000.00	0.00	42,000.00	42,000.00	0.00	42,000.00		42,000.00	42,000.00	0.00
TOTAL:	43,472.14	0.00	43,472.14	45,108.00	0.00	45,108.00		45,225.25	51,700.00	(6,474.75)
FOOTNOTES TO 1993 BUDGET:										
1. Big toys (2,500.00) charged to Teen/Youth funds.										
2. Storage lockers (1,000.00 from operating funds) in replaced cabins. Four winterized cabins. (14,000.00 from reserve).										
3. Remodel of bathhouses 1, 3 and 6 (6,000.00).										
4. Repair roads (5,000.00).										
5. Replace floor in store (850.00).										
6. Delivery and set-up of employee mobilehome (1,276.00 from operating funds).										
7. Replace engine in Carry-all car	1000.00	0.00	1000.00	0.00	0.00	0.00		0.00	1000.00	1000.00
Replace pump on fire truck	585.00	0.00	585.00	0.00	0.00	0.00		0.00	1000.00	1000.00
Replace rollers and bushings on Car	1800.00	0.00	1800.00	0.00	0.00	0.00		0.00	1000.00	1000.00
General	7000.00	0.00	7000.00	0.00	0.00	0.00		7500.00	7500.00	7500.00
	<u>10385.00</u>		<u>10385.00</u>					<u>7500.00</u>	<u>7500.00</u>	<u>14550.00</u>
FOOTNOTES TO 1992 BUDGET:										
1. Playground equipment (7,500.00) charged to teen/youth fund.										
2. Five new cabins (15,000.00) like the ones at Wild Horse, except without air conditioning.										
3. Grounds:										
Barbecues	1550.00	0.00	1550.00	0.00	0.00	0.00		0.00	1550.00	1550.00
Round-Up	3500.00	0.00	3500.00	0.00	0.00	0.00		0.00	3500.00	3500.00
Gravel for Campgrounds	1000.00	0.00	1000.00	0.00	0.00	0.00		0.00	1000.00	1000.00
General	1000.00	0.00	1000.00	0.00	0.00	0.00		0.00	1000.00	1000.00
Playground equipment	7500.00	0.00	7500.00	0.00	0.00	0.00		7500.00	7500.00	7500.00
General	<u>7050.00</u>		<u>7050.00</u>					<u>7500.00</u>	<u>7500.00</u>	<u>14550.00</u>
4. Re-surface roads (10,000.00).										
5. New roof for snack bar (10,000.00).										
6. Use tax on new trailer (870.00), based on purchase price of 12,000.00.										
7. Sand and rubber pellets for arena (10,000.00).										
8. 30 new picnic tables (5,000.00); pool furniture (14,500.00).										
9. New trailer for employee housing, including installation (14,130.00).										

FOOTNOTES TO 1993 PRELIMINARY EXPENSE REPORT (Figures are subject to adjustment by CPAs.)

A. OFFICE/COLLECTIONS PAYROLL: Collections person left her employment in May, and the person who replaced her was classified as "Office" instead of "Collections."

B. WATER SYSTEM R&M:

Cost of new well:	9,424.85
Water test:	750.00
Less insurance reimbursement:	(8,425.33)
Expense to complete new well:	1,749.52
Supplies to connect new water tank	463.13
Repairs to well #2	1,979.71
General repairs:	530.39
Water tests	233.25
Total	<u>4,956.00</u>

We had unusual expenses in this category, such as a major repair to well #2, and costs to complete the new well, over what the insurance paid.

C. R&M: MACHINERY & EQUIPMENT

Radios:	3,648.47
Carts (Mules, carry-alls, Cushman):	3,230.64
806 Tractor:	1,971.15
Caterpillar:	1,302.17
Satellite dishes & tuners:	1,120.18
Kubota tractor:	1,106.86
Ice machine & refrigeration:	1,095.69
Other (Chainsaws, weedcutters, etc.)	2,144.17
Total:	<u>15,619.33</u>

Repair expense for radios includes two new radios, and a second frequency on several sets.

D. OFFICE SUPPLIES:

Postage:	3202.16
Printing:	2644.73
Supplies:	2042.70
Computer supplies:	791.59
Total:	<u>8681.18</u>

Postage and printing are for items other than the newsletter which has its own expense account. We had an increase in both of these items, such as materials for the special board meeting to amend the By-Laws, and printing of new information books. Also, supplies for the new computer, laser printer and laminator are a substantial new expense.

E. BOARD INCOME:

Projected @ 50 horses billed based on \$65.00 each per month.
 Actual: A portion of each month's board bill (\$6.50 per horse) is deducted from income to offset the Ranch's expense for shots & worming.
 For example: \$65.00 less \$6.50 for shots & worming = 58.50 x 50 horses x 12 months = \$35,100.00.

F. VET & FARRIER FEES:

Farriers:	11,196.00
Vets:	5,402.36
Total:	<u>16,598.36</u>

The costs of shoeing increased from \$35.00 to \$40.00, and the cost of trimming (per horse) increased from \$15.00 to \$18.00.

G. PENALTIES: We were assessed a penalty of \$755.00 after inspection by CAL OSHA which was prompted by an anonymous complaint.

H. OTHER EXPENSE:

Fish for pond:	300.00
Cash loss when change machine was broken into:	653.00
Partial reimbursement of cash loss by insurance co.:	(287.00)
Cost of vehicle repair in lieu of insurance claim:	1,358.19
Substantial cash differences (petty cash):	150.00
Miscellaneous:	182.55
Total:	<u>2,356.74</u>

I. MACHINERY/EQUIPMENT:

Power snake:	1305.40
Foosball & Two air hockey games for teen center:	1585.63
Two new mules, offset by loan from Napa Valley Bank:	12707.61
One used "Mule":	4500.00
Satellite tuner & dish, purchased from E. Hepworth:	1200.00
Total:	<u>21298.64</u>

**R-RANCH AT THE LAKE RANCH OWNERS' ASSOCIATION
ASSESSMENT DETAIL AS OF DECEMBER 31, 1993**

	RECEIVED IN:												DISCOUNT TAKEN	CHARGED OFF	BALANCE AT 12-31-93	TOTAL BILLED			
	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993								
ASSESSMENT FOR:																			
1983	409,450.47	16,577.21	660.79	0.00	0.00	0.00	240.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,951.53	120.00	432,000.00
1984	161,254.03	327,109.13	12,627.13	2,063.14	380.00	88.00	288.00	144.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,158.57	288.00	518,400.00
1985	172.49	182,198.83	380,105.87	26,744.36	2,097.25	774.50	675.50	345.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27,541.20	345.00	621,000.00
1986	0.00	272.49	180,950.84	464,537.59	18,318.11	3,344.25	1,728.00	396.00	0.00	91.00	0.00	0.00	0.00	0.00	0.00	0.00	42,765.72	396.00	712,800.00
1987	0.00	0.00	324.00	199,620.81	435,381.58	26,966.97	4,319.23	683.00	0.00	396.00	0.00	0.00	0.00	0.00	0.00	0.00	44,332.41	776.00	712,800.00
1988	0.00	0.00	0.00	8.25	202,495.66	508,685.75	12,584.32	903.36	470.24	985.00	0.00	0.00	0.00	0.00	0.00	0.00	28,703.42	1,164.00	756,000.00
1989	0.00	0.00	0.00	0.00	698.27	212,744.28	541,665.42	12,511.92	2,170.26	3,218.45	0.00	0.00	0.00	0.00	0.00	0.00	26,509.90	1,481.50	801,000.00
1990	0.00	0.00	0.00	0.00	0.00	231.00	308,122.62	522,714.12	10,010.67	9,123.39	937.15	0.00	0.00	0.00	0.00	0.00	6,642.00	6,219.05	864,000.00
1991	0.00	0.00	0.00	0.00	0.00	0.00	232.10	270,925.31	535,920.64	26,875.67	4,377.39	0.00	0.00	0.00	0.00	0.00	7,339.36	18,329.53	864,000.00
1992	0.00	0.00	0.00	0.00	0.00	0.00	0.00	920.28	195,216.16	626,204.52	23,760.09	17,225.00	0.00	0.00	0.00	0.00	5,642.31	49,031.64	918,000.00
1993	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,730.00	203,740.20	588,187.94	17,000.00	0.00	0.00	0.00	0.00	1,036.30	106,305.56	918,000.00
1994	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,257.80	293,651.47	0.00	0.00	0.00	0.00	0.00	0.00	(295,909.27)	0.00
1995	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	203.27	0.00	0.00	0.00	0.00	0.00	0.00	(203.27)	0.00
TOTAL	570,876.99	526,157.66	574,668.63	692,974.15	659,370.87	752,834.75	869,855.19	809,542.99	745,517.97	872,892.03	910,914.04	34,225.00	209,622.72	(111,452.99)					8,118,000.00

DEPARTMENT OF FISH AND GAME

P.O. BOX 944209
SACRAMENTO, CA 94244-2090



February 9, 1994

Mr. Don Jones
A-Ranch At The Lake
1962 Capell Valley Rd.
Napa, CA 94558

Dear Mr. Jones:

Per your request for information regarding People vs. Roger Gifford and Perry Brace the case was adjudicated as follows:

Perry Brace - Entered into a plea bargain with the district attorney. He pled no contest to the charge of unlawful possession of one wild pig in exchange for dismissal of the unlawful take charge.
- He received a fine of \$540.00 plus \$25.00 in restitution. Also, one year summary probation.

Roger Gifford - After a lengthy court trial, Gifford was found guilty of unlawful possession of two wild pigs. The charge of unlawful take was dismissed.
- Gifford was ultimately sentenced to receive sixty days straight time in the county jail.
- Gifford indicated that he would appeal his conviction; however, as of this date a notice of appeal has not been received.

2 FINE ?
LATE

I have enclosed copies of sections 2000 and 2002 of the Fish and Game code for your reference. If you should have any questions, please do not hesitate to call.

Sincerely,

Sherry Howell
Fish and Game Warden, #258

THOMAS E. KNUTSEN

LAW OFFICES OF
THOMAS KNUTSEN
3900 NEWPARK MALL ROAD, THIRD FLOOR
NEWARK, CALIFORNIA 94560

(510) 713-2880
FAX (510) 713-2883

February 25, 1994

VIA FACSIMILE AND U.S. MAIL - 415-457-7865

Mr. Barry Bremner, President
Board of Directors
R-Ranch at the Lake Owners Association
1962 Capell Valley Road
Napa, California 94558

Dear Mr. Bremner:

Pursuant to your request I have reviewed the absentee ballot that was prepared in connection with the January 8, 1994 minutes, as well as your compilation of votes in favor of and against that resolution. In my opinion after a review of your By-Laws and the interpretation of the quorum requirements contained therein, I believe you have obtained a sufficient amount of affirmative votes in order pass the resolution which is described in the absentee ballot. It does appear to me that the affirmative votes equal at least a bare majority of the quorum requirement and at a least a bare majority of the vote of members other than the subdivider.

I hope this answers your questions and is deemed satisfactory for your purposes.

If you have any questions regarding any of the above, please contact me at your earliest convenience.

Sincerely,

THOMAS KNUTSEN

TK/ds

Dictated but not read

THOMAS E. KNUTSEN

LAW OFFICES OF
THOMAS KNUTSEN
3900 NEWPARK MALL ROAD, THIRD FLOOR
NEWARK, CALIFORNIA 94560

(510) 713-2880
FAX (510) 713-2883

February 25, 1994

VIA FACSIMILE AND U.S. MAIL - 415-457-7865

Mr. Barry Bremner, President
Board of Directors
R-Ranch at the Lake Owners Association
1962 Capell Valley Road
Napa, California 94558

Dear Barry:

I am writing under a separate cover because this letter is designed solely for purposes of providing information to the Board of Directors. Section 7 of Article V of your By-Laws deals with action by the Board of Directors or the members without a meeting. The absentee ballot certainly seems to qualify under that particular section. However, there are certain ballot requirements that are to be set forth on the ballot which do not appear to be present. However, your letter of December 7, 1993 to each of the owners appears to suggest that ballot instructions are enclosed which probably cover these items. That section indicates that the ballot shall indicate the number of responses needed to meet the quorum requirement, and shall state the percentage of approvals necessary to pass the measure submitted. That section also requires that the ballot specify the time which the ballot must be received in order to be counted.

If these items were not included in your instructions, I do not believe it's fatal to the vote. However, I do feel it's something that you should be informed of if your instructions did not so provide. The additional ballot instructions are informative in nature and not substantive.

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Dictated but not read

**R - RANCH AT THE LAKE
1994 PROJECTS**

- * REMOVE OLD ICE HOUSE NEAR COUNTRY STORE.
- * REMOVE "BUNK HOUSE" MOBILE HOME IN EMPLOYEE AREA.
- * REMOVE THREE OF THE CABINS REPLACED BY NEW ONES.
- * MODIFY FOR STORAGE TWO CABINS REPLACED BY NEW ONES.
- * INSTALL KEY LOCKS ON ALL CABINS FOR SECURITY AND EFFICIENCY.
- * AUGMENT FIRE CONTAINMENT AND EVACUATION PROGRAM.
- * ERECT TWO 12 TON PELLET HOPPERS IN STABLES AREA.
- * REPLACE TAR AND GRAVEL ROOF ON SNACK BAR.
- * INSTALL GAZEBO IN PARK BACK OF LODGE.
- * CONSTRUCT A FIRE PIT AND BARBECUE IN LODGE PARK.
- * FIX AND/OR REPLACE INDOOR & OUTDOOR CARPET IN LODGE PATIO.
- * REPAINT WHITE PARKING LINES THROUGHOUT RANCH.
- * REPAINT AND FIX-UP CABIN INTERIORS.
- * INSTALL HORSE FENCING ABOVE ROA OFFICE, IN CAPELL CREEK, ETC.
- * RESEAL PEBBLED DECK ABOUND SWIMMING POOL.
- * DETERMINE LIGHTING NEEDS ALONG FENCE BEHIND RV AREA.

OTHER SUGGESTIONS BY OWNERS FOR '94 PROJECTS

R - RANCH AT THE LAKE
1994 EXPENSE REDUCTION PROGRAM

IN ADDITION TO THE PROJECTS LISTED ON OUR PLANNING BOARD, WE ARE INVOLVED IN A NUMBER OF COST SAVINGS EFFORTS AS PART OF THIS YEAR'S EFFORTS TO HELP OFFSET OWNER ASSESSMENT DELINQUENCIES.

- * ALL EMPLOYEES VOLUNTEERED TO PARTICIPATE IN 40th - HOUR PROGRAM.
- * EMPLOYEES ARE BEING CROSS TRAINED AND UTILIZED IN MULTIPLE JOB AREAS.
- * LODGE USAGE CONFINED TO FIREPLACE ROOM MON - THURS TO SAVE ENERGY.
- * BATHHOUSE 5 AND 6 AND ADJACENT CABINS CLOSED TO SAVE ENERGY.
- * TEEN AND YOUTH CENTERS ARE CLOSED WEEKDAYS TO SAVE ENERGY.
- * AUTOMATIC LIGHT CONTROLS HAVE BEEN RE SET FOR ENERGY SAVINGS.
- * ALL EMPLOYEES HAVE BEEN REQUESTED TO CONSERVE ENERGY.
- * NEW PELLET HOPPERS WILL FREE-UP EAST POLE BARN FOR VEHICLE STORAGE.
- * PELLET FEEDING WILL SAVE WEAR & TEAR ON FLAT BED TRUCKS.
- * RE-DO OF COUNTRY STORE WILL GENERATE FUNDS FOR EQUIP. REPLACEMENT.
- * SWIMMING POOL FILTER TURNED OFF IN WINTER/SPRING (WATER VERY COLD).
- * ONLY PUMPING FROM ONE WELL DURING WINTER/SPRING - SAVE ENERGY.
- * INSTALLED NEW WINDOWS IN BATHHOUSE #1 TO KEEP HEAT IN.

OTHER SUGGESTIONS BY OWNERS FOR '94 SAVINGS

R - RANCH AT THE LAKE PELLET FEEDING HIGHLIGHTS

- * ALL HORSES ON THE RANCH ARE NOW BEING FED PELLETS INSTEAD OF HAY. (WE TESTED PELLETS FOR NEARLY A YEAR)
- * PELLETS ARE NUTRITIONALLY FORMULATED FOR OUR TYPE OF HORSE ACTIVITIES. (AS AGAINST WORK HORSES, RACE HORSES, ETC.)
- * SOME ADVANTAGES OF PELLETS ARE:
 - A RATION CAN BE ACCURATELY MEASURED - - CONTENTS ARE CONSISTENT.
 - PELLETS ARE CONVENIENT - - EASILY TRANSPORTED AND STORED.
 - THERE IS NO WASTE - - HAY MUCK IS ELIMINATED.
 - MAXIMUM UTILIZATION OF INGREDIENTS - - SMALL AMOUNT OF MANURE.
 - HORSES KEEP TRIM BELLIES - - THERE ARE NO "HAY BELLIES".
 - NO DUST OR MOLD - - PEOPLE WITH HAY FEVER NOT GENERALLY AFFECTED.
 - PELLETS ARE SAFER - - HORSES UNLIKELY TO FOUNDER BY OVEREATING.
 - THEY'RE CLEANER - - WEEDS, ROCKS, RODENTS ELIMINATED IN PROCESS.
 - OLD HORSES WITH BAD TEETH THRIVE - - PELLETS CAN BE SOAKED.
- * OUR HORSES ARE FED THREE TIMES DAILY APPROXIMATELY 14-15 POUNDS PER HORSE - - ABOUT 3/4 OF A TON FOR THE HERD PER DAY.
- * OUR NEW STORAGE HOPPERS ARE RATED AT 12 TONS EACH. THIS PROVIDES OVER A MONTH'S SUPPLY.
- * OUR STORAGE CAPACITY MAKES POSSIBLE MAXIMUM DELIVERIES WHICH RESULTS IN BEST TRANSPORT COST AND PRICE PER TON.
- * THE STORAGE HOPPERS WERE PURCHASED "USED" FOR \$250 EACH PLUS \$420 TRANSPORT COST (THEY RUN \$2,000 NEW PLUS SHIPPING).
- * BASED ON THE MOST RECENT HAY VS PELLET COSTS, WE ESTIMATE THE LATTER TO BE A FEW DOLLARS LESS PER MONTH PER HORSE.
- * ADDITIONALLY, WE ARE NOW ABLE TO UTILIZE THE MUCH CLEANER "POOP" ON ARENA SURFACES AND AS FERTILIZER.
- * UTILIZATION OF PELLETS ON A YEAR-ROUND BASIS HAS BEEN MADE POSSIBLE THROUGH THE USE OF 50 GALLON BARREL-FEEDERS.
- * THE BARRELS WERE DONATED BY JOHN MASSEI WHO HAD A SUPPLY OF THEM AT HIS SAN JOSE PLANT.
- * THE BARREL-FEEDER IDEA WAS CONCEIVED BY WRANGLER TERRY BOPP WHO ALSO CONSTRUCTED MOST OF THEM.
- * OUR HORSES ALREADY DISPLAY BETTER SHAPES, GLOSSIER COATS, AND HAPPIER SMILES (AS DO THE WRANGLERS).

* * *

R-RANCH AT THE LAKE
RANCH OWNERS' ASSOCIATION
1962 Capell Valley Road
Napa, CA 94558

Telephone (707) 252-0140

FEBRUARY 25, 1994

DELINQUENCY REPORT

TOTALS: 461 SHARES - 452,509.76
 64 SHARES ON PAYMENT PLANS: 42,776.42
 14 SHARES IN BANKRUPTCY: 17,636.87

COLLECTION PROGRAMS:

91 & PRIOR: AS OF 9-30-93: 44 SHARES; 104,431.45

THESE SHARES WERE REFERRED TO OUR ATTORNEY FOR COLLECTION AND
POSSIBLE FORECLOSURE.

LEGAL FEES PAID: 15,797.83

6 SHARES WERE FORECLOSED NY R-RANCH AT THE LAKE, LTD.: 13,873.22

6 SHARES ARE IN FORECLOSURE BY THE ROA: 22,686.66

1 SHARE REDEEMED SHARE FROM FORECLOSURE BY SETTING UP PAYMENT
PLAN: 3,241.47

PAYMENTS REC'D SINCE 9-30-93: 1,864.77 ON 3 SHARES.

BALANCE: 93264.95 (EXCLUDING 94 ASSESSMENTS)

1992: AS OF 9-30-93: 81 SHARES; 88,362.42

THESE OWNERS WERE OFFERED THE 'DELINQUENT ASSESSMENTS ASSISTANCE'
PROGRAM: WE OFFERED TO WAIVE THEIR LATE CHARGES AND INTEREST IF
THEY PAID THE ASSESSMENT BALANCE IN TWO INSTALLMENTS BY DECEMBER '93.

PAYMENTS RECEIVED: 12,971.35

3 SHARES WERE FORECLOSED BY THE DEVELOPER: 2,747.26 (EXCLUDING '94)

2 WENT ON PAYMENT PLANS: 2,172.49

REMAINING BALANCE: 63 SHARES, 71,400.05 (EXCLUDING '94 ASSESSMENT)



FEBRUARY 25, 1994

DELINQUENCY REPORT, CONTINUED

1993: AS OF 9-30-93: 291 SHARES, 82,282.43

TOTAL RECEIVED SINCE 9-30-93: 42,077.68

WE HAVE STARTED A TELEPHONE CAMPAIGN, WITH TERRY PLANK CALLING THESE DELINQUENT OWNERS IN THE EVENING. FROM 125 CALLS, HE HAS SECURED PROMISES OF 11,952.83, WITH 8 OWNERS REQUESTING MONTHLY PAYMENT PLANS.

REMANING BALANCE: 128 SHARES, 56,023.00

THIS REPORT WAS PREPARED FROM INFORMATION GENERATED JOINTLY BY MYSELF AND TERRY PLANK.



RUTH A. PARKER
COMPTROLLER

ACCOUNTING REPORT

FOR DON JONES

2/25/94

I.	DELINQUENT ACCOUNTS OVER \$ 262.50:	461	
	DOLLAR AMOUNT:		\$ 452,509.76
	MONTHLY PAYMENT PLANS:	64	\$ 42,776.42
	DEBT ASSISTANCE PROGRAM: (see attached)	15	\$ 7,544.55
	BANKRUPTCIES:	14	\$ 17,636.87
II.	ATTORNEY'S FEES:		
	TO 12/31/93 (For '91, '92, '93)		\$ 12,117.83
	AM CAL FORECLOSURE SERVICE:		\$ 3,680.00
	TOTAL LEGAL FEES		\$ 15,797.83
	ATTORNEY COLLECTION RECORD: TOTAL		\$ 6,405.46
	COST PER DOLLAR (\$1.00) COLLECTED:		\$ 1.95
III.	TELEPHONE COLLECTION RESULTS:		
	NUMBER OF CALLS:	125	
	SCHEDULED CALL BACKS:	12	
	NUMBER OF CONTACTS PAYING:	21	
	TOTAL OWED BY CONTACTS:		\$ 19,167.38
	AMOUNT PROMISED BY CONTACTS:		\$ 11,952.83
	PERCENT PROMISED:	62%	
IV.	ACCOUNTS CONSIDERED UNCOLLECTABLE:		
	NUMBER OF ACCOUNTS:	31	
	DOLLAR AMOUNT:		\$ 67,778.14

TELEPHONE COLLECTION RESULTS:

Dates: 2/16, 2/17, 2/22, 2/23, 2/24

<u>Owner #</u>	<u>Balance Due</u>	<u>Phone Results</u>	<u>Amount Promised</u>
61	\$ 670.50	Wants Monthly Pay	\$ 150.00
65	845.27	Mid-March, MP	500.00
68	900.54	Pay by 2/28	900.54
386	1,109.77	Monthly Pay Plan	450.00
185	811.11	Pay Half, then MP	411.11
272	908.17	Pay off soon	400.00
352	1,109.77	½ now, ½ April	1,109.77
447	819.74	Will pay by March	819.74
514	702.74	Pay be Credit Card	702.74
403	1,114.10	Will pay next week	1,114.10
1451	670.50	Wants Pay Plan	150.00
1341	887.52	Will pay total	887.52
290	908.17	Payment Plan	400.00
251	1,109.77	\$100 per mo.	1,109.77
548	651.52	Will catch up by 6/1	100.00
1146	809.45	Mid-March, then MP	420.00
940	1,109.77	Pay Plan then MP	294.74
1434	950.55	MP, Title Instructions	400.00
1724	1,119.77	Payment Plan	200.00
790	775.85	Payment Plan	250.00
879	<u>1,182.80</u>	Will Pay this week	<u>1,182.80</u>
	\$19,167.38		\$11,952.83

125 phone calls: 21 Paying, 12 call backs next week

Collection results: 62% of total owed

Date: February 23, 1994

CONFIDENTIAL

To: Barry Bremner, President ROA Board of Directors

From: Ranch Manager

Subject: Usage Fee Proposal

A few day, ago an owner (who prefers to remain anonymous) made a proposal which I feel obligated as Ranch Manager to pass on to the Board.

Normally, I would have suggested that the proposal be put in writing or voiced during Forum at the Board meeting; however, in view of the Horse Owners' Ad-Hoc Committee recommendation concerning West Barn usage, it may be appropriate for you to place the proposal on the table during consideration of the Committee's recommendations.

The gist of the proposal is that 35 horse owners' have a privilege that no other group on the Ranch enjoys, namely the continuing exclusive use of prime property and a major building. Cited were the West Pasture, its pole barn, and shots paddocks, as well as the West Barn, stalls, and tack locker space.

At that point, when questioned, I had to admit that all of the horse board charges are solely to reimburse the Ranch for out-of-pocket feed and labor costs. The board bill does not include any funds for usage or property of facilities. It was then pointed out that the Ranch does charge an owner a fee for private party usage of the Lodge and/or kitchen - - why not for a pasture and barn?

In summary, the owner suggested that the Board might wish to consider some kind of nominal "usage fee," perhaps \$10.00 per month per horse. This would generate about \$6,000 annually which could be used to upgrade the Ranch's string horse operation which is available to all 1800 owners.

The total monthly board bill, including \$10.00 for Grow, Green, and Graze expenses plus a \$10.00 usage fee, would be \$75.00 per horse. This is still substantially below board costs at other Napa Valley boarding facilities.

You may wish to postpone any action on this proposal until the next Board meeting which would give the horse owners' Ad-Hoc Committee and other owners an opportunity to react to this person's proposal.

Don Jones
Ranch Manager

Attachment: Chart of comparative boarding costs

Feb 23, 1994

R-Ranch at the Lake
Board of Directors
1962 Capell Valley Road
Napa, Ca. 94558

I have heard from several sources, and believe it to be true, that there is a plan to convert the pole barn in the west pasture into several sections to be used as a holding area for horses requiring special care. If this is true, I would like to voice my objections for the following reasons:

1. The pole barn, as is, is needed and USED by healthy horses as protection from rain in the winter and from the heat of summer. This is something that was desired by many owners for a very long time before it actually came to pass. Instead of taking it away, ANOTHER one should be considered for the east pasture.

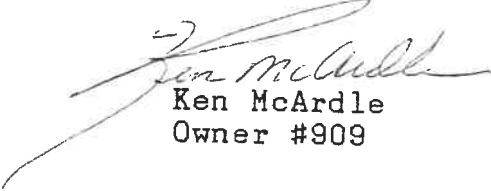
2. The present holding paddocks, two (2) of which have indoor capability when needed, are adequate for normal operational requirements.

3. Horses that require special care for illness and/or injury would, I believe, receive LESS attention or require more time from the wranglers, simply because of the distance from the barn. Care would deteriorate-not improve.

4. Because of it's location, having to feed penned animals in the pole barn would unnecessarily increase the feeding time required of the wranglers, and since they now feed 3 times daily, their productivity would be decreased.

I would like to be fair and tell you the advantages of the proposed change but, on short notice, I cannot think of even a single benefit.

Please, Do not approve this plan.


Ken McArdle
Owner #909

R

February 23, 1994

Dear Board:

Please read the following letter at the February 26, 1994 scheduled board meeting. This is my second request to get the board to vote on an "RV holding area."

THE OBJECTIVE: To obtain an "RV holding" area for the RV ownership of R-Ranch at the Lake. As discussed, this "RV holding" is the solution to the ownership's request for years for "trailer storage."

Following is the proposal:

Proposal: Recreational vehicles may be left on one site for sixty days, then must be moved to the "RV holding area" for a 5 day stay.

Notification to the ROA office shall be made by the owner (or RV mover) at the end of the 60-day stay. This informs the ROA office that the RV is in the holding area.

Upon return to the campground, after 5 days, the owner (or RV mover), is assigned a new window sticker. The new sticker lists the campsite number and date covering the next 60-day stay.

Board Member Proposal:

Owners placing RV in the campgrounds be required to be present on the Ranch at least once in a 60-day period.

I cannot agree with this proposal because the board cannot force an owner to be present on their property just because they own an RV.

All other rules remain the same.

Alternatives:

I. A petition may be circulated to increase lengths of RV-stay to 90 days. The benefits of a 90-day stay: decreased use of office manpower, security, paperwork, flow of Parners crowding the office and pollution, and may be necessary to accommodate all Parners, present and future.

II. The 29 non-electrical sites in the campground can be designated "RV holding I" and "RV holding area II" by the back gate can be utilized when RV-I becomes full. This can also be reversed. 50 sites are available between the two "RV holding areas."

Please remember, Napa County Environmental Management called the State Housing and Urban Development. There are no laws on the book that state the ownership must remove their RV's from their property.

Let's act on this!

M Rowland
Owner # 607

R-RANCH AT THE LAKE
RANCH OWNERS' ASSOCIATION

'94 BUDGETED INCOME FIGURES

AS APPROVED BY BOARD: AS PROJECTED BY FINANCE COMMITTEE:

1994 ASSESSMENT (1800 @ \$525.00):	945,000.00	945,000.00	
ALLOWANCE FOR BAD DEBTS:	(25,000.00)	(94,500.00)	
1/3 1993 SHORTAGE:	(40,000.00)	(75,000.00)	
ALLOWANCE FOR 1994 DELINQUENCIES:	(100,000.00)	.00	<u>ONE-HALF OF SHORTAGE</u>
MISCELLANEOUS INCOME:	<u>55,000.00</u>	<u>60,000.00</u>	
TOTAL:	835,500.00	835,500.00	

ALLOWANCE FOR BAD DEBTS: Uncollectible assessments charged to Bad Debts Expense due to foreclosure or deed back to developer, or due to bankruptcy. This and the Allowance for '94 Delinquencies (100,000.00) were combined by the finance committee for a total of (94,500.00).

1993 SHORTAGE: Partial recovery of '94 assessments used to cover '93 operating expenses. All monies borrowed (120,000.00) from the reserve in 1993 were repaid to the reserve accounts prior to 12-31-93. The money was still spent in '93 to cover operating expenses, so was unavailable in '94. This amount was reduced from 75,000.00 to 40,000.00 due to an increase in the allowance for bad debts and the allowance for '94 delinquencies.

ALLOWANCE FOR 1994 DELINQUENCIES: A realistic estimate of the balance of the 1994 assessment at 12-31-94, which will be unavailable to cover '94 operating expenses. By comparison, the balance of the 1993 assessments at 12-31-93 was 106,305.56. This balance will not be written off as uncollectible, but will not be received in the current year. By creating this new account, we tried to stop the shortfall at the end of each year caused by delinquent current-year assessments.

MISCELLANEOUS INCOME: Other sources, such as guest passes, coin machines, interest, service charges, etc. Budgeted amount in the Finance Committee's recommendation was increased from 44,650.00 in 1993 to 60,000.00 for 1994. Actual receipts in 1993 were 44,347.31. Some figures are not conservative and most likely will not be realized. We reduced this figure to 55,000.00 for the final budget.

**R - RANCH AT THE LAKE
EXECUTIVE COMMITTEE AGENDA
FEBRUARY 26, 1994**

9:00 AM: MANAGER'S OFFICE - LODGE

CALL TO ORDER: BARRY BREMNER, CHAIRPERSON

PERSONNEL MATTERS: PROPOSAL BY DON JONES - BARRY BREMNER

LITIGATION MATTERS: JAIL SENTENCE, ROGER GIFFORD - DON JONES
DELINQUENT ASSESSMENT LEGAL FEES - DON JONES

9:50 AM: ADJOURN TO BOARD MEETING

* * *

DATE: February 26, 1994
TO: ROA Board of Directors
FROM: Ranch Manager
SUBJECT: Schedule Change Proposal

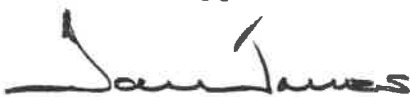
My tenure as Ranch Manager is approaching two-and-half years. An increasing number of employees, owners, and yes, Board members too, have been asking "How long do you plan to keep working?" My answer at this point is: "At least a couple of more years--health and Board willing."

However, I wish to propose reductions in my schedule as well as in my salary and an employee upgrade, all of which I feel will result in a "win-win" situation for all involved.

- (1) I would prefer to work a four-day-per-week schedule. This will permit me to spend an additional day fixing up our new home in Yountville. It will also allow some time to bring Shirley's and my financial records which are now in a shambles up to date. And finally, at this stage of the game, I would welcome more time to relax--recently, this ranch has become a real pressure cooker.
- (2) To offset the additional day off, I am suggesting a reduction in pay and expense allowance of approximately 21%. Heretofore, the annual total was \$34,000. Under our 1994 cost reduction budget (based on the "40th hour" program) the total is \$31,969. I propose a further reduction to \$27,000 comprised of \$24,000 in salary and \$3,000 in expense allowance. The \$7,000 savings against '93 (or \$5,000 against '94 budget) I suggest be used as follows:
- (3) When I organized our current management staff, I appointed Paul Adams as Operations Manager. He has more than fulfilled any expectations I may have had. His ability to supervise and engender employee support is equal to those I worked with in a multi-million dollar corporation. In addition, he oversees the Ranch's water system, stables operation, Country Store and is our welder, pipe-fitter and swimming pool operator. I recommend that he be promoted to "Ranch Superintendant" and that his salary be raised \$2,500 per year. Based on the '94 reduced budget, this would leave approximately \$2,500 for other payroll needs as they occur.

The latter move will provide the Ranch with an even more experienced managerial back-up, since Paul will have an additional day of decision making in my absence. He has not expressed interest in the Ranch Manager position, but his operational expertise will certainly permit the hiring of a researcher, planner, writer, expediter, office-type to manage when the time comes.

If you approve the foregoing, I suggest March 1 as a starting date.



Don Jones
Ranch Manager

Feb 23, 1994

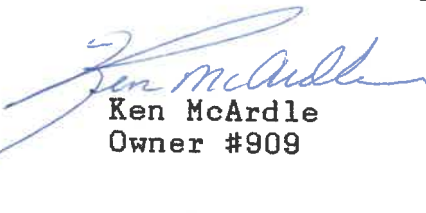
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Please, Do not approve this plan.


Ken McArdle
Owner #909

FEB 25 1994

to Board
Don
R

1314 Terra Nova Blvd.
Pacifica, CA 94044

February 6, 1994

Mr. Barry Bremner
President, Board of Directors
R-Ranch at the Lake
1962 Capell Valley Road
Napa, CA 94558

Dear Barry:

I just wanted to thank you for your letter of January 27, 1994 and confirm our friendly conversation last weekend at the Ranch.

You can't believe how happy I am that at last you and I see eye-to-eye on things. I am glad that you realize that my many years of trying to obtain equal use of the Ranch, has not been from a personal gain point of view, but for the good of the Ranch and **all** owners. As you know, I do not belong to any group (betterment or otherwise) and any matter I bring up is from my own genuine love of the Ranch, and a desire for fair play.

For years I have been talking "equal assessments equal use" only to be laughed at, vilified and misunderstood. I am glad that my persistence has finally paid off, and that at least the president "sees it". As you know, I am not out to win any popularity contest. I am only seeking equal use of the Ranch by all owners, and I don't expect this to be a popular amendment to the R&Rs. People are always loathe to give up their perks, even if they are unfair.

I'm looking forward to the Quarterly Board Meeting on February 26 - just hope I don't get spat at again!!!

Thanks again for your support and for at last "seeing it"!

Sincerely,



Joan Strain

cc: Board Members
Don Jones

FEB 18 1994
Copies to:
Barry
Marie
Ellie
Jeff
Rosemary
Don
R