

**The Ruby Ranch Subdivision
2018-2020 Strategic Plan**

Summit County, Silverthorne Colorado
Ruby ranch.com

V 2.3, Updated July 13, 2018 – FINAL DRAFT FOR OWNER COMMENT

Contents

<u>Topic</u>	<u>Page</u>
Introduction	3
Strategic Drivers and Tactics	3
History	3
Fiscal and Operational Implications of the Strategic Plan	3
The Future State	4
Community Vision	4
Board Mission	5
Values & Guiding Principles	5
The Current State	5
Strategic Pillar Objectives, Goals and Measures	7
The Accountability and Improvement Process Model	8
Board Monitoring, Reporting, and Revisions	9
 <u>Annexes</u>	
A. Key Dates and Deliverables	10
B. Current and Future State Data	11
C. Project Proposal Guide, Project Priority List, and Project Tracking Report	12
D. Roles and Responsibilities	14
E. Stakeholder Log (Boards, Committee, Service Provider Information)	15
F. Objectives and Measures	17
G. Property Value Study	18
H. Owner's Survey Summary	21
I. Standard Operational Definitions	22
J. Document Revision Log	24

Introduction

The creation of this Strategic Plan was inspired by dialogue at the 2017 Annual Ruby Ranch Owners meeting. Following that meeting, the Ruby Ranch Owners Association Board of Directors agreed to initiate a project to craft a community vision, a Strategic Plan, and management infrastructure to achieve it. The objective of the Strategic Plan is to provide a larger perspective, create direction, guide day-to-day decision making, and maximizes options for influencing the environment.

This document represents the collaborative efforts of the communities first Strategic Plan. It is a comprehensive living document intended to influence the continuous processes of planning, communications, asset management and unite the varied perspectives around a common set of priorities. This plan focuses on both the intangible (community culture) and tangible (physical facilities, services) aspects required to preserve and enhance the long-term health and vitality of the community. It should be periodically reviewed and the strategies revised to ensure that changes in demographics, local economic conditions, aging landscaping and design elements, and the needs and wants of the individual community members are addressed.

A number of generally accepted business tools, methodologies, and mechanisms were used by board members to agree on a future state vision, assess the current state of the community against that vision, and prioritize improvements from an owner, manager, service provider, and board member perspective. Collaboration was facilitated through face-to-face and online working sessions, information sharing open houses, interviews, surveys, and the monthly newsletter.

Strategic Drivers and Tactics

Our History

The Lowe Ranch was bought by the JMC Company in 1972 and by the fall of 1979 the master plan for the 54-lot community called Ruby Ranch was approved. Lots ranged from 2 ½ to 26 acres with most falling in the 4 to 5 acre category. The design objective was to develop a unique equestrian community and maintain the rustic ranch character of the original property as seen today in the fencing, road surfaces, hay and equestrian operations. Development started off slow due to the collapse of the energy industry in the early 1980's. By 1984, only 21 lots had been sold and 7 residences constructed. Numerous changes to the original master plan have taken place over the years that include combinations and subdivisions of lots and revisions to the Covenants and Conditions. Today, the ranch has 51 homes with the potential for 7 more, and much of the original infrastructure remains.

The Ruby is ideally located at the foot of the Gore range near the town of Silverthorne, Colorado. Summit County is located high in the Colorado Rockies, at approximately 9000 feet. It is known as Colorado's playground because of the numerous outdoor activities and retail that the area provides, including four major downhill ski areas, Nordic skiing, two reservoirs, and countless hiking and biking trails.

Fiscal and Operational Implications of the Strategic Plan

It is recognized that portions of the Strategic Plan may involve funding not presently reflected in the budget and for which no source of funding presently exists. It is not the intention of the Board of Directors to authorize implementation of any part of the Strategic Plan absent the required approvals

and existence of sufficient funds to implement and maintain the improvement. However, the strategic planning process through its associated tactics and standing committee recommendations should be used as input and guidance into the financial forecasting, budgeting, prioritization, and asset management decisions.

The Future State of Our Community

The most important element of this plan is the formalization and alignment to a common community vision and board mission for achieving that desired future state. The top priorities for the majority of owners were collected and used to craft the vision. The gaps between the current state of the community and the vision is where strategies and improvement projects will focus. Alignment of the community on a common set of goals and objectives empowers the boards and sets the stage for improved planning, decision making, and usage of resources.

Future State Design Questions Answered

Q: What is important to current owners? What should be protected or enhanced?

A: Property Values, Rural Ranch Feel, Security, Privacy, Water Rights, Wilderness- Trail Access, Common/Private Meadows Are Properly Irrigated, Equestrian Ease Ways, Road Conditions, Equine Friendly Facilities, Quality of Life, Safety, Forest Health and Fire Mitigation, Healthy Environment, A Self-Sustaining Community, Less Road Dust, Well Maintained Common Areas - Assets, Competitive Cost of Ownership, Remaining Debt Free, Alignment to a Common Community Vision, Protecting Wildlife and the Environment

Q: What aspects of the ranch are not meeting your expectations? What should change?

A: Property Values, Security, Appearance and Maintenance of Common Areas -Assets, Strategic Planning, Road Conditions, Winter Plowing, Inability to Use Hay/Graze on Personal Property, Fire Safety, Dispute Resolution, Budgeting and Cost Management, Adherence to Speed Limits, Short Term Rental Policies, Ability to Raise Projects and Track Results

Q: What does a successful Future State look like?

A: A well-maintained community with a rustic ranch feel; Operationally efficient with no special assessments or debt; Safe; Clean Water; Private; Aesthetically Appealing; Happy neighbors that share a sense of community; The environment and wildlife are protected; A safe, peaceful, and operationally efficient environment with residence who share a common sense of community; An effective dispute resolution process that minimizes individual issue stressors and maximizes resolution results; Appropriate infrastructure to support full capacity; An extended or non-expiring General Fund Mill Levy; Walking paths along roads; Compliant

~~~~~

### **Our Community Vision**

We envision a community of neighbors working together to achieve a higher quality of life, increasing property values, and to protect the Ranch's wildlife and native rural setting. We envision a unique equestrian neighborhood that is considered by residents and non-residents alike to be one of the most desirable rural residential subdivisions in Colorado.

### **Our Boards Mission**

Our mission is to oversee the efficient governance of The Ruby Ranch subdivision in accordance with the recorded Covenants, Conditions, Restrictions and Vision. To enhance the quality of life in our neighborhood through the effective management of common areas, improving physical and environmental security, promoting our agrarian environment, support of initiatives that strengthen community bonds among residents, and investment in capital improvements that result in above average property values.



### **Our Boards Values and Guiding Principles**

The Ruby Ranch associations value honesty, ethics, transparency, democracy, equity, common sense, participation, firmness, cooperation, maximizing individual freedom and respectfulness in all our actions.

- Provide ethical, objective, transparent, and fiscally responsible solutions that promote a sense of community, enhance our property values, and protect owner investments
  - Make and implement responsible decisions regarding the use of funds and assets
  - Uphold fiduciary duties to protect the ranch's financial interests, including the proper management, investment, and protection of operating and reserve funds
  - Ensure the annual budget is strategic enabler and that spend reflects the prioritization desires of the majority of owners
- Communicate with and about the community with respect, professionalism, and timeliness

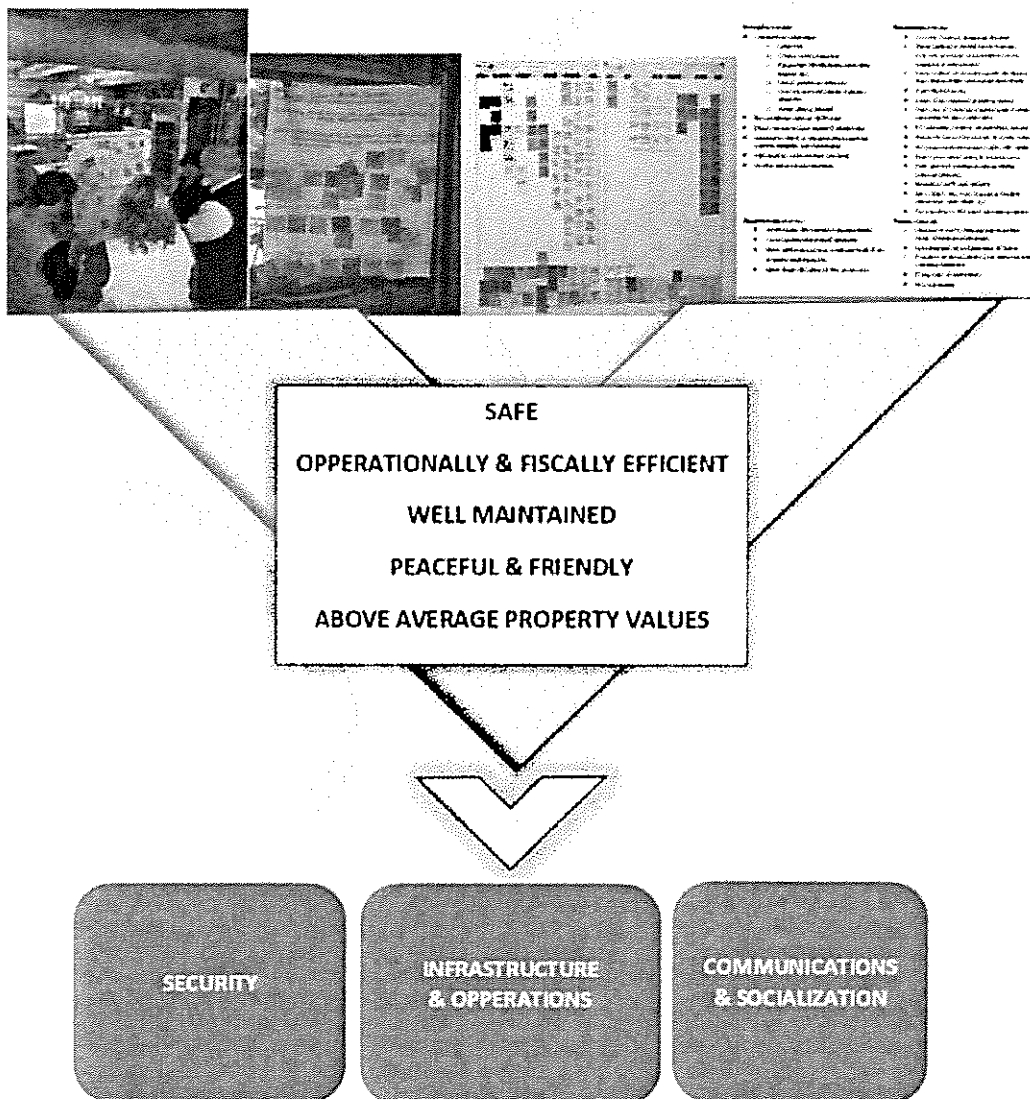
### **The Current State of Our Community**

The next step was to establish a baseline on the current state of the ranch's assets, characteristics that enhance our ability to realize the vision, aspects that give Ruby Ranch a competitive advantage over other like-communities in the county, potential weaknesses that need to be proactively managed, and identify threats that could otherwise be a surprise. This picture of today's environment was then used to compare against the new vision. The gaps between the current and future state revealed a number of opportunities that would help achieve strategic goals and objectives if closed.

The Willowbrook Metropolitan District is the fiscal trustee for the Ruby Ranch owners and controls the budget for the subdivision. They are entrusted with the efficient and effective management of the budget and maintenance of common subdivision assets as recommended by supporting committees and owner preferences. They follow the Governmental Accounting Standards Board (GASB) accounting pronouncements. In accordance with the State Budget Law, the District's Board of Directors holds public hearings in the fall each year to approve the budget and appropriate the funds for the ensuing year. Operating costs have continued to rise over the years, yet revenue generation remains very limited since no association dues are collected. Ranch funding comes from the collection of property taxes as well as through quarterly invoices to owners for water and trash usage.

The most common reoccurring themes focused on better maintaining common assets, refining accountability structures, adding owner services, and enhancing administrative processes/tools. The individual ideas were prioritized and stakeholder feedback was obtained through an online survey. This collection of information provided critical input in gauging how the community feels about the current environment, each other, and prioritization of the improvement ideas.

Since there is never enough time or money to address all the ideas, the teams agreed to narrow focus on the most commonly raised issues, the largest gaps between the current and future state, improvements that would improve financial positions, and enable the elimination of threats as quickly as possible. By comparing these results to owner's expectations and our competitors, a three-pillar strategy was crafted that focuses on addressing the most common reoccurring concerns.



## Strategic Pillar Objectives, Goals and Measures

By August 2020

- ✓ Improved Ranch Access & Boundary Security
- ✓ 16% Improvement in Owner Satisfaction
- ✓ \$100 More per Square Foot
- ✓ 100 Fewer Average Days on Market

### SECURITY

Improving security across the ranch was the top priority among owners. There has been and will continue to be an increase in non-owner foot and vehicular traffic as short-term rental increases and the Smith Ranch is developed. Material improvement in both the physical boundary and access point security is critical in addressing this threat. Additionally, owners would like to reduce risks associated with natural threats by increasing focus on fire mitigation, eliminating noxious weeds, and reducing the air quality impacts of dust. Achieving property value and quality of life goals require improvement in our communities physical and environmental security from crime, trespass, loss of property or life, speeding, and natural threats. Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures;

- Security Incident Count
- Noxious Weed Lot Count
- Fire Mitigation Participation Rate

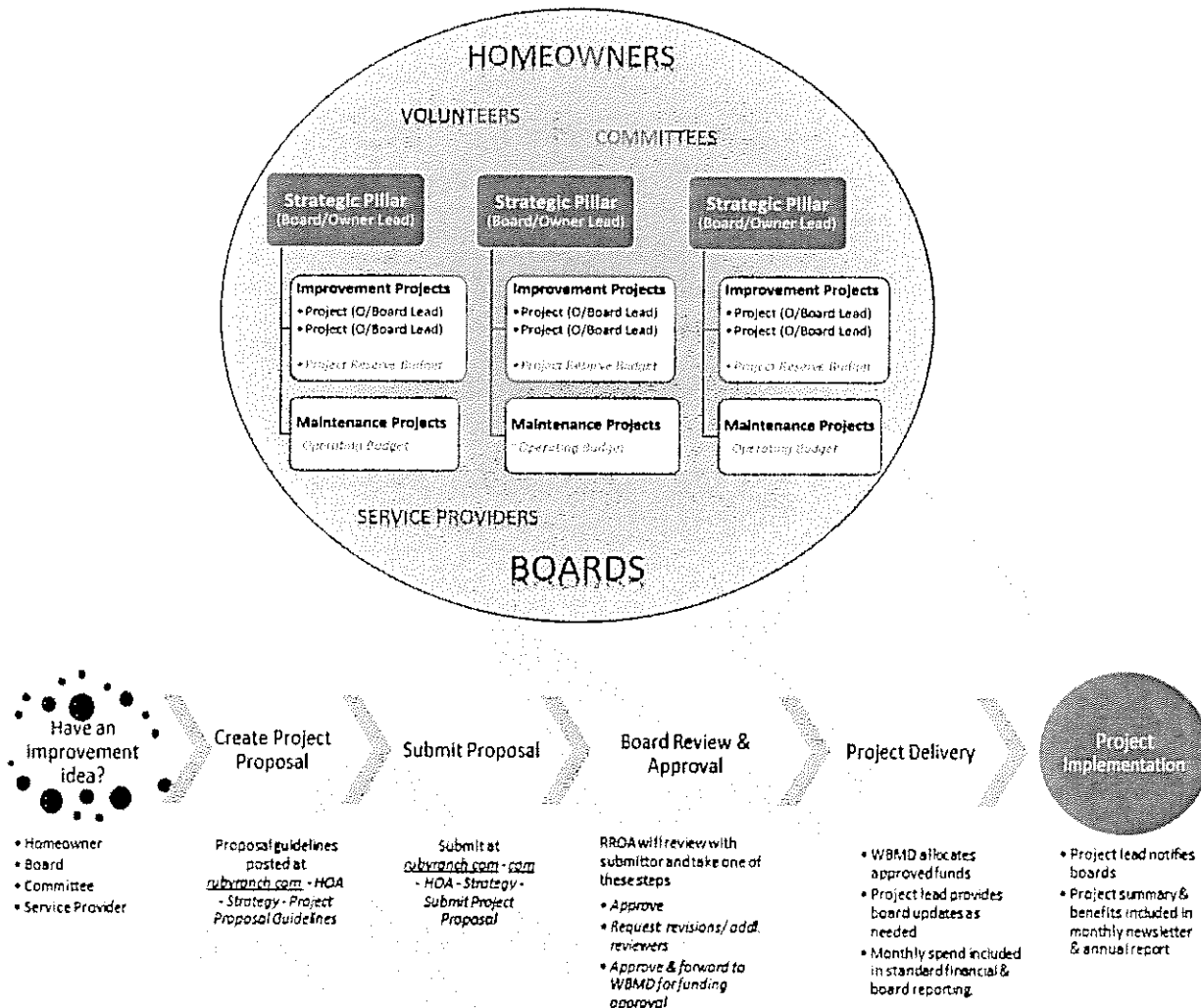
### INFRASTRUCTURE & OPERATIONS

Much has been done to maintain Ruby Ranch since its inception in 1972, but the effects of inflation, poor subdivision design/construction, and a limited maintenance of an aging infrastructure have contributed to lagging property values and increased operating and owner costs. Owners agree that the multi-year Waterline Replacement project should be completed as soon as possible and would like to agree quickly on the best approach. There is also agreement that summer road conditions must improve, that architectural and land development guidelines need to be updated, more trails / wilderness access should be added, common assets should be better maintained, and additional benefit from the stable and hay operations should be sought.

The Ruby Ranch subdivision is managed through a collaborative model that includes the Ruby Ranch Owners Association (RROA), the Willowbrook Metropolitan District (WBMD) Board, the Community Resource Services of Colorado (CRSC), external service providers, committees, and volunteers. There are some processes, tools, documents, and roles formalized, but each area should implement changes that enhance day to day operations, reduce costs, improve property values, and incrementally realize the future state vision.

A key enabler for this strategy is the adoption of a simple, repeatable process for improvement ideas to be raised, evaluated and implemented. This process promotes accountability, awareness, engagement, and better prioritization of improvement proposals. It provides a formal mechanism for owners to raise needs, share ideas, and collaborate on changes that will significantly impact their experience.

## The Model



The boards will favor proposals that help achieve strategic goals and objectives. Along with the new process, the strategy is to standardize idea proposal content and increase accountability throughout the model. Each strategic pillar and project has a board member or owner who provides a single point of contact and drives results. All proposals will have a minimum set of required information included, committees will be leveraged by the boards to help assess, prioritize, and staff projects. These pillars will be reviewed annually and revised by the boards as needed through collaborative working sessions, the employment of strategic planning tools, and owner input.

Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures;

- \$ per SQFT
- Days on Market
- RR Financial Credit Rating
- Average Year Over Year Operational Costs



- Meadow Water Delivery Rate
- New Trail Access Count

### **SOCIALIZATION & COMMUNICATIONS**

The improvement of communications and the addition of social events were common themes across owners. The community's pride, culture, and relationships are not as robust as they have been in past years and most owners would like to see that change. Over 34% of survey respondents rated their overall community experience as neutral or poor and the majority agreed they would attend more social events if they were held. Improvements in the newsletter and website received positive reviews. Progress in this pillar will be determined by committee, board, and owner feedback and the establishment, monitoring, and action on the following measures;

- Owner Satisfaction Rate
- Owner Survey Participation Rate
- Social Event Count
- Ruby Ranch Newsletter
- rubyranch.com Site Hits

### **Board Monitoring, Reporting, and Revisions**

The boards will review progress and help resolve issues at their regularly occurring meetings throughout the year. These results will be available to all owners at rubyranch.com in the formally published minutes. A full report on progress, changes, and constraints will be presented at the Annual Owners Meeting. This plan may be revised through a majority consensus between the RROA and WBMD Board of Directors.

**Approval Dates**

**RROA Board of Directors** \_\_\_\_\_

**WBMD Board of Directors** \_\_\_\_\_

## ANNEXES

### **ANNEX A: KEY DATES AND DELIVERABLES**

#### **Timeline Summary**

|                |                                                                   |
|----------------|-------------------------------------------------------------------|
| September 2017 | Owner Concerns Raised at Annual Meeting                           |
| February 2018  | WBMD Meeting – Improvement Process & Ideas Raised                 |
| March 18, 2018 | RROA Working Session/Kick Off                                     |
| March 28       | CRSC Working Session                                              |
| March 30       | Ruby21 Kick Off                                                   |
| April          | Article of this effort included in monthly newsletter             |
| April 12       | Ruby21 Working Session                                            |
| May 17         | CRSC Working Session                                              |
| May 18         | RROA Working Session                                              |
| May 23-6       | External Partner/Service Partner Interviews                       |
| May 26         | Special Meeting - WBMD Working Session                            |
| June 4-25      | Committee/Volunteer Interviews                                    |
| June 4         | 1 <sup>st</sup> Owner Survey                                      |
| June 11        | Owner Communication on Proposal Formats & Deadlines               |
| June 15        | WBMD Action to Call an Election                                   |
| June 29        | RROA Public Review of Strategic Plan and Owner Survey Results     |
| July 1         | Strategic Plan Working Session (incorporate survey results)       |
| July 5-11      | Working Sessions                                                  |
| July 12        | <b>Draft Strategic Plan Published for Remark</b>                  |
| July 13        | <b>Final Improvement Charters / Proposals Due</b>                 |
| July 16        | Distribute Proposals to Owners                                    |
| July 20        | <b>Public / Owner Review &amp; Comment Session #1 (Gatehouse)</b> |
| July 20        | Special Meeting - WBMD                                            |
| July 23        | <b>2<sup>nd</sup> Owner Survey</b>                                |
| July 30        | District Notifies County Clerk If Coordinated Election            |
| August 17      | <b>Public / Owner Review &amp; Comment Session #2 (Virtual)</b>   |
| August 17      | <b>Final Presentations for Annual Meeting</b>                     |
| August 17      | <b>WBMD Final Questions for November Ballot</b>                   |
| September 8    | <b>Annual Meeting</b>                                             |
| October 19     | Public Hearing for Budget Approval                                |
| November 6     | Election Day                                                      |

## ANNEX B: CURRENT AND FUTURE STATE DATA

### Current State Data

|                                                                                                         | RROA Board (3/17/18)                                                                                                                                                                                                                                         | Ruby21 (4/13/18)                                                                                                                                                                                                    | WBMD Board (5/26/18)                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is important to current owners? What should be protected or enhanced?                              | Property Values, Rural Ranch Feel, Security, Privacy, Wilderness /Trail Access, Common/Private Meadows Are Properly Irrigated, Equestrian Ease Ways, Good Roads, Healthy Forests, Equine Friendly                                                            | + Quality of Life, Equestrian Facilities, Improving Safety, Fire Mitigation, Healthy Environment/less road dust                                                                                                     | + Well maintained/ship shape common assets, lowering cost of ownership / no debt, common vision, wildlife & environment,                                                                                  |
| What aspects of the ranch are not meeting your expectations? What should change or be improved and how? | Property Values, Maintenance of common assets, Well Managed Community, Common Vision, Properly Maintained Assets (Roads, Barn, Fences...), Winter Plowing (.3', earlier), Inability to Use Hay/Graze on Personal Property, Solid Fire Safety Strategy        | + Effective Dispute Resolution Process, Efficient Cost Management, Maintain Water Rights Adherence to Speed Limits, Improved Rental Policy, Self-Sustained Community                                                | +Maintenance of infrastructure, common vision, health impacts of road dust/mud, attitudes & interactions                                                                                                  |
| What does a successful Future State look like?                                                          | A well-maintained community with a rustic ranch feel; Operationally efficient with no special assessments; Safe; Clean Water; Private; Aesthetically Appealing; Happy neighbors that share a sense of community; The environment and wildlife are protected. | + A safe, peaceful, and operationally efficient environment with residence who share a common sense of community; An effective dispute resolution process that minimizes individual issue stressors and resolutions | +Well maintained, debt free, all water lines replaced, non-expiring General Fund Mill Levy, walking paths along roads, highly regarded community, all audits passed, extra mill levy extended 1 more time |

### Future State Data: S.W.O.T. Analysis

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strengths (Internal)</b> <ul style="list-style-type: none"> <li>Competitive advantage <ul style="list-style-type: none"> <li>Large lots</li> <li>Unique ranch character</li> <li>Equestrian friendly (barns, water rights, irrigation, hay)</li> <li>Gated, private community</li> <li>Centrally Located (resorts / highway / wilderness)</li> <li>Water District Model</li> </ul> </li> <li>No subdivision debt or HOA dues</li> <li>Direct Access to Open Space &amp; Wilderness</li> <li>Subdivision Services (regulatory/finance, garbage, weed/fire mitigation, asset maintenance)</li> <li>High quality, conscientious residents</li> <li>Serene, peaceful environment</li> </ul> | <b>Weaknesses (Internal)</b> <ul style="list-style-type: none"> <li>Security (Entrances, Boundaries, Personal)</li> <li>Weak Operating Model (vision/strategy, structure, processes, accountability, comms., regulatory &amp; enforcement)</li> <li>Deterioration of common assets (No Reserve Study, Reserve Project Fund, Improvement Process)</li> <li>Road Maintenance</li> <li>Lower than expected property values</li> <li>High Cost of Ownership (infrastructure to home relationship, PV, taxes, assessments)</li> <li>HO attitudes, comms, relationships, socials</li> <li>Human &amp; Enviro Risks (Health, Air Quality, Safety)</li> <li>HO property development rights (ARC model)</li> <li>Short term rental policy &amp; enforcement</li> <li>Poor aesthetics (entrance, signage, fencing, paint/stain on assets)</li> <li>No onsite USPS mail delivery</li> <li>Barn, Ditch, Hay Field Operating Models (where / how / who / when / \$\$)</li> <li>Participation in the weed removal program</li> </ul> |
| <b>Opportunities (External)</b> <ul style="list-style-type: none"> <li>Smith Ranch development (leverage time/\$)</li> <li>County growth/improved economy</li> <li>More wilderness access, multi-use trails &amp; on property walking paths</li> <li>More Breaks &amp; Lakes for fire protection</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                | <b>Threats (External)</b> <ul style="list-style-type: none"> <li>Increase in traffic /trespassing (short term rentals, Smith Ranch development)</li> <li>Speeding and no enforcement of limits</li> <li>Proximity to forest/forest fires (lack of fire breaks w/National Wilderness)</li> <li>Rising Cost of Ownership</li> <li>Noxious weeds</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## ANNEX C: PROJECT PROPOSAL GUIDE, PROJECT PRIORITY LIST, AND PROJECT TRACKING REPORT

### Idea Proposal Inclusions

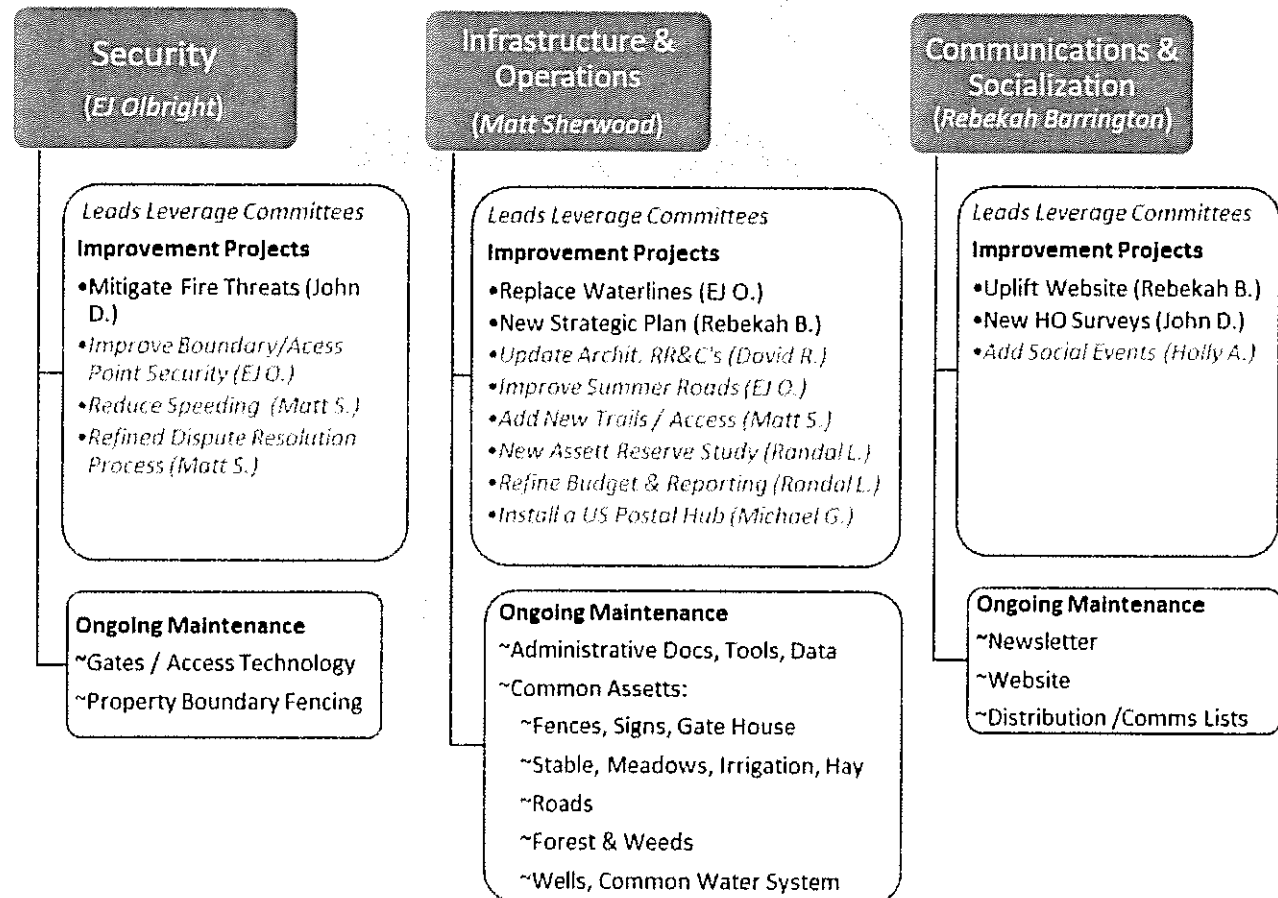
Idea Name: [Select a name that is reflect of the work to be done]

|                               |                                                                                                                                                                                                               |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Problem Statement</b>      | [Problem or opportunity the Idea will address. How often does the issue occur? How do we know if a problem we should solve? What is the impact and where? What will risk or negative impact if no addressed?] |
| <b>Project Goal(s)</b>        | [What will be accomplished, what will improve, by what date?]                                                                                                                                                 |
| <b>Project Deliverables</b>   | [What specifically will be delivered or changed?]                                                                                                                                                             |
| <b>Scope</b>                  | [Boundaries, constraints, restrictions, or off-limit areas?]                                                                                                                                                  |
| <b>Cost vs Benefits</b>       | [Compare the cost to quantifiable hard and/or soft benefits. How would short and long term soluti costs compare - current compared to proposed?]                                                              |
| <b>Project Team</b>           | [Who is the project Sponsor, project leads, working team members, stakeholders and their roles /responsibilities?]                                                                                            |
| <b>Project Lead</b>           | [Who is leading the project?]                                                                                                                                                                                 |
| <b>KPI's</b>                  | [What SMART KPIs/Measures will help us track that the improvements are working?]                                                                                                                              |
| <b>Financial Requirements</b> | [Total cost of project; Spend To Date; Forecasted Remaining Spend to Completion?]                                                                                                                             |
| <b>Funding Mechanism</b>      | [How will the project be paid for? Where will the funding come from?]                                                                                                                                         |

#### Project Schedule

| Milestone Name   | Start Date | End Date | Outputs / Deliverables | Owner |
|------------------|------------|----------|------------------------|-------|
| START            |            |          |                        |       |
| [Milestone Name] |            |          |                        |       |
| END              |            |          |                        |       |

### Project Priority List (w/ Leads)



## Project Tracking Log

| Name                             | Deliverables                                                                                                                                                                                                   | Priority | Sponsor | Project Team                                                     | Stakeholders            | Total Budget | 2018 Budget | 2018 Spend To Date | Benefit(s)                                                                                             | Start Date | Due Date | Status/Updates  |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------|------------------------------------------------------------------|-------------------------|--------------|-------------|--------------------|--------------------------------------------------------------------------------------------------------|------------|----------|-----------------|
| Water Line Replacement           |                                                                                                                                                                                                                | 1        | WBMD    |                                                                  | RR Boards, Owners       | \$ 1,400,000 | \$ 140,000  |                    | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning |            |          |                 |
| Drifts Improvement               |                                                                                                                                                                                                                |          |         |                                                                  |                         |              |             |                    | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning |            |          |                 |
| Road Improvements                |                                                                                                                                                                                                                |          |         |                                                                  |                         |              |             |                    | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning |            |          |                 |
| Road Improvements                | Apply recycled asphalt to all main/common roads                                                                                                                                                                |          |         |                                                                  |                         |              |             |                    | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning |            |          |                 |
| Stable Improvements              |                                                                                                                                                                                                                |          |         |                                                                  |                         |              |             |                    | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning |            |          |                 |
| Well Improvements                |                                                                                                                                                                                                                |          |         |                                                                  |                         |              |             |                    | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning |            |          |                 |
| Website Up/lt                    | Secure, stable website, with accurate and relevant information and links; Management Process for Maintenance; Improved HO Communication Mechanisms                                                             |          | RR HOA  | A Kelly (WBMD); T. Swales (CRSC Web Master); R. Barrington (HOA) | RR Owners; Boards; CRSC | \$ -         | \$ -        | \$ -               | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning | Oct-17     | tdb      | Progress Update |
| Strategic Plan                   | Strategic Plan Document; Mission, Vision, Values, GP, Reserve Study, Master Priority List, Strategic Project Log; Updated Budget/Reserve Fund                                                                  |          | RR HOA  | R. Barrington (Lead); RR Boards; Ruby21                          | RR Owners; Boards; CRSC | \$ -         |             |                    | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning | Mar-18     | 43344    | Full Completion |
| Reserve Study & Budget Alignment | Part of the RR Strategic Plan Project: Formal study, w/pictures, which lists all common community assets, their current condition, EOL timeline, yearly maintenance costs, estimates for repair or replacement |          |         | CRSC (Lead), R. Barrington                                       | CRSC                    | \$ 3,500     |             |                    | ↓ Risk of Asset R; property value determination. Data driven tool used for strategic & budget planning |            |          |                 |

#### **ANNEX D: ROLES AND RESPONSIBILITIES** (Refer to ANNEX E for owner assignments and terms)

**Ruby Ranch Owners Association (RROA)** is the entity that upholds and enforces the Covenants, By-Laws, Deed Restrictions, Policies, ensures that the priorities of the owners are known, and acted upon. They are nominated into the voluntary, term bound role by the owners. They represent the Voice of the Owners and help ensure the community vision is realized.

**Willowbrook Metropolitan District (WBMD)** is the governmentally recognized entity fiscally responsible for the communities' common assets (key infrastructure like roads, water system, equestrian facilities, hay operations...) and ensuring the ranch is compliant with all regulatory requirements. No owner dues are collected. The subdivision funding comes from the collection of property taxes, quarterly invoices to homeowners for water and trash usage, or special assessments. They are nominated into the voluntary, term bound role by the owners.

**Community Resource Services of CO, LLC.** is the external paid firm responsible for the management of the subdivisions financial and regulatory processes, website maintenance, and general administration.

**External Service Providers:** Numerous service providers are contracted by the WBMD Board and CRSC to support ranch maintenance and owner services.

**Volunteers/Committees:** Numerous individual and committee volunteers support the boards and service providers with day to day management, recommendation, and long term strategic planning. Committee members are volunteers.

**Strategic Pillar Champion** is a Board member or homeowner who is appointed by the RROA and WBMD boards to ensure the goals and objectives of the strategic pillar are aligned with the owner's vision, that the stakeholders are properly engaged, and that the projects are in progress that will incrementally deliver the desired future stage. They support Board and Committee prioritization, planning, and project leads throughout the lifecycles as needed.

**Project Lead Role** is a board member or homeowner who is responsible for utilizing approved resources to deliver a specific project. This role is a self/committee/board appointed for a defined period of time and are disbanded after the project is deemed complete.

**Project team** resources are volunteers appointed by the Project Lead to deliverables or activities for a project. They are only used for a defined period of time and are disbanded after the project is deemed complete.

**Committee Chair** is a board member or homeowner who is appointed by the board or committee being chaired. They volunteer for a set period of time to lead the committee through the business of planning, implementing, and evaluating projects that support the communities vision. They chair the scheduled meetings, drive communications on changes or needs with the boards and pillar champions, resolve issues that impact their committee, and ensure minutes/records are produced on material changes or occurrences. They support the boards in the processes of prioritization, planning, and project implementation as needed.

**Committee Vice Chair** is a board member or homeowner who stands in for the Committee Chair as needed

## **ANNEX E: STAKEHOLDERS AND CONTACTS [Need to get new members informed/onboarded]**

**Ruby Ranch Owners** (details posted at [rubyranch.com/Owners/Homeowner Directory](http://rubyranch.com/Owners/Homeowner Directory))

### **Ruby Ranch Owners Association (RROA)**

|           |            |                    |
|-----------|------------|--------------------|
| President | Sept, 2020 | David Robbins      |
| Director  | Sept, 2020 | Rebekah Barrington |
| Director  | Sept, 2018 | John Rovik         |
| Director  | Sept, 2019 | Holly Adnan        |
| Director  | Sept, 2018 | Mary F. Alquist    |

### **Willow Brook Mero District Board (WBMD) [Need to update here & on website]**

|               |           |                |
|---------------|-----------|----------------|
| President     | May, 2020 | Don Samuels    |
| V Pres        | May, 2020 | Randy Lewis    |
| Sec/Treas     | May, 2018 | Matt Sherwood  |
| Asst. Sec     | May, 2018 | Peter Grady    |
| Asst. Sec     | May, 2018 | E. J. Olbright |
| Newly Elected | ...       | Michael Good   |

### **Committees**

| Security                                                 | Rental                | Architectural         | Water, Roads & Trails  | Fire & Weed Mitigation                              | Stable, Irrigation & Hay Operations | Socialization & Communications               |
|----------------------------------------------------------|-----------------------|-----------------------|------------------------|-----------------------------------------------------|-------------------------------------|----------------------------------------------|
| EJ Olbright (Chair, Smith Ranch Development Coordinator) | Matt Sherwood (Chair) | David Robbins (Chair) | EJ Olbright (Chair)    | John Drake (Chair, Fire Mitigation & Forest Health) | Michael Good (Chair)                | Rebekah Barrington (Chair, Surveys, Website) |
| Mark Nadeau (Vice Chair)                                 | Chris McGadden        | Jon Rovick            | Matt Sherwood (Trails) | Linda Lewis (Noxious Weed Control)                  | EJ Olbright John Longhill           | John Drake (Newsletter, Surveys)             |
| John Drake                                               | Dean Settle           | John Longhill         | Randal Lewis           | OPEN                                                | Marilyn Nadeau                      | Holly Adnan                                  |
| Don Meinhold                                             | EJ Olbright           | Suzanne Allen Sabo    |                        |                                                     | Jon Rovik                           | Mary Francis Alquist                         |
|                                                          | Michael Good          |                       |                        |                                                     |                                     | OPEN (Distribution Lists)                    |

### **Service Providers**

Sue Blair, CEO

Community Resource Services of Colorado, LLC  
 7995 East Prentice Avenue, Suite 103E  
 Greenwood Village, CO 80111  
 (303) 381-4977 - Direct  
 (303) 381-4960 - Office  
 (303) 601-6441 - Cell  
 (303) 381-4961 - Facsimile  
[sblair@crscofcolorado.com](mailto:sblair@crscofcolorado.com)

Management Company

Ten Mile Engineering, Inc.  
 Joe Maglicic, P.E.  
 P O Box 1785

Water System Replacement

Frisco CO 80443  
970-485-5773  
[tenmileengineer@aol.com](mailto:tenmileengineer@aol.com)

Metro Services II, Inc.  
Eric Kircher, President  
P.O. Box 1337  
Silverthorne, CO 80498  
970-468-7688 work  
970-390-7688 cell  
970-468-7688 fax  
[eric@bmmd.org](mailto:eric@bmmd.org)

Roads & Wells/H2O

Alpine Tree Services – Jake

County Chipping Program

Mike Bore

Hay Operations

Gore Range Outfitters, Inc.  
Glenn Morse/ Brian Pappas  
P.O. Box 9849  
Silverthorne, CO 80498  
866-898-4868 TF  
970-547-8144 Work  
[Goreranchoutfitters.com](http://Goreranchoutfitters.com)

Stables/Irrigation



## ANNEX F: OBJECTIVES AND MEASURES [Need to complete these]

| Pillar                         | Metric Name                                      | Objective                                                                                                                     | Description                                                                                                                                                                                                                     | Baseline (today)                                                                                                                                           | Goal                                              |
|--------------------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| SECURITY                       | Security Incident Count                          | Secure from crime, trespass, loss of property and life                                                                        | A count of incidents formally reported through the Summit County Sheriff, plus any disputes or incidents recorded by the Security Committee (noise, trespass, firearm discharge, rentals, property damage, speeding, fires...). | [EJ - Need to establish a baseline? How many over the past two years?]                                                                                     | [Need to set a 2-yr. goal for this]               |
|                                | Noxious Weed Lot Count                           | For as many owners as possible to help eliminate noxious weeds on and around the ranch.                                       | A count of the lots with noxious weed issues that require remediation as reported by the Fire & Weed Mitigation Committee's lot survey.                                                                                         | [Linda - Need to establish a baseline? How many currently need to be sprayed?]                                                                             | [45 lots or 90% by 9/2020?]                       |
|                                | Fire Mitigation Participation Rate               | For as many owners as possible to help eliminate fire and forest risks on and around Ruby Ranch.                              | The percentage of owners who participate in the county chipping program, personal property remediation, and common area projects as recorded by the Fire & Weed Mitigation Committee.                                           | [John - Need to establish a baseline? How many participate in these activities over the past year? If no, how can we baseline this?]                       | [750% by 9/2020]                                  |
|                                | Foundational Material Damage Incidents           | To eliminate the use of environmentally detrimental materials: newspaper, paint, or petroleum based products.                 | A count of incidents formally reported by the Security Committee.                                                                                                                                                               |                                                                                                                                                            |                                                   |
|                                | Unauthorized Vehicle Access                      | Unauthorized vehicles on the ranch, on the gate and road out on all trails within 10 miles, with a sign posted.               | The percentage of unauthorized vehicles within 48 hours driven by total # of incidents recorded as reported by the Security Committee.                                                                                          |                                                                                                                                                            |                                                   |
| INFRASTRUCTURE & OPERATIONS    | RR Financial Credit Rating                       | RR to maintain a financial credit rating that matches or exceeds that of comparable nearby neighborhoods.                     | The financial rating as determined by federally backed financial institutions, as reported by the WBMD board.                                                                                                                   | [Randal/WBMD - What is our current rating?]                                                                                                                | [Need a goal established if it we are missing it] |
|                                | YOY Average Operational Costs                    | To reduce operational costs year over year                                                                                    | A percentage showing the % change in operational costs year over year as reported by the WBMD board.                                                                                                                            | [Randal/WBMD - Do we have a baseline? Is this the most reflective measure of how the WBMD is managing the overall budget? Who/How would this be measured?] | [Need to establish a 2-yr. goal]                  |
|                                | Meadow Water Delivery Rate                       | For all ranch ditches to deliver the target cubic feet of water per second required to keep ranch meadows properly irrigated. | The average monthly count of target cubic feet of water per second as recorded by the Stable, Irrigation & Hay Operations Committee.                                                                                            | [Michael - Do we measure this today? If not, how can we establish a baseline by ditch?]                                                                    | [Need to establish a 2-yr. goal]                  |
|                                | New Trail Access Count                           | To develop new trails and access into surrounding wilderness.                                                                 | A count of new trails and access points as reported annually by the Water, Roads, & Trails Committee.                                                                                                                           | [Matt - Need to baseline. How many do we have today?]                                                                                                      | [Need to establish a 2-yr. goal]                  |
|                                | Ruby Ranch \$/ Square Foot                       | To obtain the highest \$ p SQFT for ranch real estate compared to like properties w/ the county.                              | And                                                                                                                                                                                                                             | \$250 p SQFT                                                                                                                                               | \$350 p SQFT                                      |
|                                | Average Days on Market                           | To sell ranch real estate quickly or as fast as other like properties w/ the county.                                          | And                                                                                                                                                                                                                             | > 200 Days                                                                                                                                                 | < 100 Days                                        |
|                                | Road - Average Cost of Ownership                 | To compare the cost of ownership for the road network by year and by mile per mile.                                           | A count of road network and road network cost as reported by the Water, Roads, & Trails Committee.                                                                                                                              |                                                                                                                                                            |                                                   |
|                                | Water System - Average Cost of Ownership         | To compare the cost of ownership for the water system by year and by mile per mile.                                           | A count of water system and water system cost as reported by the Water, Roads, & Trails Committee.                                                                                                                              |                                                                                                                                                            |                                                   |
|                                | Architectural Compliance Score - New Development | To ensure all new construction is in compliance with architectural standards, development standards and processes.            | The percentage of new development projects that comply with architectural standards, development standards and processes as reported by the Water, Roads, & Trails Committee.                                                   |                                                                                                                                                            |                                                   |
| SOCIALIZATION & COMMUNICATIONS | Owner Satisfaction Rate                          | For as many owners as possible to be very satisfied with their overall experience on/with the ranch.                          |                                                                                                                                                                                                                                 | 64%                                                                                                                                                        | 80% by 8/2020                                     |
|                                | Owner Survey Participation Rate                  | To get as many respondents to association surveys as possible in order to get the majority opinions, needs, and wants         | The percentage of total respondents compared to total invites                                                                                                                                                                   | 50% response to June 2018 survey                                                                                                                           | 55% by 8/2019                                     |
|                                | Social Event Count                               | To provide regular get-togethers for ranch residents to socialize and foster a stronger sense of community among neighbors.   | A count of the number of social events held annually as reported by the Socialization and Communications Committee.                                                                                                             | 1                                                                                                                                                          | 3 by 8/2019                                       |
|                                | Ruby Ranch Newsletter                            | To publish periodic newsletters that informs, educates, and helps build a stronger sense of community.                        | A count of the number of newsletters published annually as reported by the Socialization and Communications Committee.                                                                                                          | 3                                                                                                                                                          | 4 (quarterly) by 1/2020                           |
|                                | rubyranch.com Site Hits                          | To provide a website for the subdivision that informs, educates, and provides useful information, links, and resources.       | A count of the number of individual main landing page hits versus actual owner log-ins as reported by the Socialization and Communications Committee.                                                                           | [RB - need to establish a baseline for this]                                                                                                               | [need to establish a 2-yr. goal for this]         |

## **ANNEX G: LIMITED PROPERTY VALUE STUDY**

### **Property Value Study Summary (see full document for details)**

**Objective:** To perform an independent study on Ruby Ranch Subdivision to establish property value baselines for Price Per Square Foot (PPSF) and Days on Market (DoM), and to identify key contributing factors (+/-) on these metrics.

**Approach:** Fred Ebert, a local appraiser was contracted to perform the study. Data was collected from MLS, the local market, 2017 sales statistics, multiple local expert interviews, and from comparisons on local like properties. Comparison subdivisions were chosen that have a similar stock of housing, variety of sizes, ages, some variance in quality levels of common assets, and paved roads. All neighborhoods were in the mid to upper price ranges for their respective markets, and the Summit County market in general.

**Study Sponsors:** Ruby Ranch owners: John Drake, Matt Sherwood, EJ Olbright

### **Summary of Findings**

#### **Fred Ebert (Appraiser)**

##### **Key Findings:**

- Ruby Ranch is a unique subdivision due to large lot size and the equestrian facilities
- The average price per square foot of sales showed Ruby Ranch on par or up on the market during the slow recessionary period but lagging in average value as the market recovered and prices increased. In 2017, Ruby Ranch valued out at \$254 per square foot, versus \$395.60 for comparable properties.
- Ruby Ranch is following the market trend with days on market decreasing over the past few years, but days on market is consistently higher in Ruby Ranch by at least 50%. In 2017 this equated to an average of an additional 95 days on market.

#### **Henry Barr (Realtor), Barbara Schneeman (Realtor), Dan Pins (Realtor), Mike Magliochetti (Realtor and Property Manager for ranches), Eric Klein (Realtor), Dave Peterson (Realtor), Doyle Richmond (Realtor)**

##### **Key Findings:**

- Weak architectural controls that have resulted in a housing inventory that exhibits a wide range of styles, quality levels and sizes
- 50-80% of potential buyers decided not to pursue a property in the development because of the gravel roads, especially women buyers
- Only a small percentage of buyers, perhaps less than 10%, are interested in equestrian services
- The equestrian facilities are not a significant cost burden to the owners but some are adamant about not supporting that type facility at all. Many are supportive of the facilities even without being "horse people" as it creates an ambiance of country charm and goes along with the larger tracts.
- Per the 2017 Sales Report for the entire Silverthorne area (\$17M sales), Ruby Ranch lags in price per square foot compared to the average of \$370/square foot

## **Matt & Olivia Sherwood, Ruby Ranch Owners, Bought in 2014**

### **Key Findings:**

- Buyer concerns related to road maintenance and the general condition of common Ranch assets
- Tax rates for RR vs similar properties considered (Summerwood, Three Peaks, Vail, Cordillera) did were not out of line / did not raise a red flag.
- Property evaluation on 6/3/18 comparing like Cordillera property tax. Cordillera house had a \$20k+ property tax vs Matt's at <\$18k. He used this as a quick test to see if RR property taxes are currently the highest in county.

### **Reviewer Responses and Considerations:**

- *R. Barrington: No concern on the PPSF and DoM baselines as they were established using relevant quantitative data. Minor concerns that a limited, qualitative data set was used to determine the factors impacting (+/-) these metrics. Additional input and considerations are required to make this more comprehensive.*
- *J. Rovic: In summary I think our values are increasing and will continue to, especially as more people move into Colorado and are looking for extremely unique properties like Ruby. When we all bought our properties here in The Ruby Ranch the roads were dirt. Paving the roads may be one of those investments you never recoup. Also plan on keeping that tax assessment because pavement doesn't come without maintenance and a life cycle. Additional points to consider:*
  - *Outdated homes that are slowly being remodeled. Some have sold and we can look at the outcome of that. But remodeled homes have had a significant effect on the value of our properties. Just look at the Nadeau Residence remodeled by my company in 2012 and sold in 2013 for 1,800,000 which is \$297 per square feet. And 2013 was the year that Ruby had the highest average sale price per square foot according to the value study. It would bring quite a bit more today I'm sure of it. So many of the comps he has in his report are based homes that have not been remodeled.*
  - *Extremely High Taxes. Keystone Ranch and Spruce Valley Ranch would be better comps for this category because both are older subdivisions with outdated homes and a high tax base.*
  - *Large properties that are expensive to maintain. All the comparative properties in this study are small lots. Many buyers do not have the ability to maintain a large parcel of land like the lots you find in Ruby. This makes our properties more difficult to market.*
  - *Architectural control. I agree with Ebert on this one. He expressed this in his study. The subdivisions that have more architectural control have a more consistent value. We have very little architectural control. The architectural guidelines are very difficult to interpret here in Ruby.*
  - *Paving the roads isn't likely the only answer to increasing property values. Example: if we raise taxes by \$4,000.00 per year to pave the roads we may either need to sell our house or stop taking vacations. However, if we sell our house than you all will probably benefit because I think we would raise the property value in Ruby. Since we paid \$600,000.00 for a house that was falling apart and have spent the last 8 years restoring it. Many other homes have recently been remodeled and I think we are going to start seeing the positive effect of that. Need to baseline what new homes are comparatively selling for.*

- *John Drake Response to Feedback: I believe the data was from \$17 million in Ruby Ranch sales and >\$40 million from the control. And even if we concede Rovick's point that cheap remodels influenced the RR results, if we remove the most flagrant of those we will probably still have <\$50/square foot disadvantage. The dirt roads are hurting our property values. The only question is "how much?" The most recent sale on the Ranch was Kull's @\$250/square foot; a fine home in good shape.*



## **ANNEX H: OWNERS SURVEY SUMMARY**

### **Background & Methodology** (see full survey document for details)

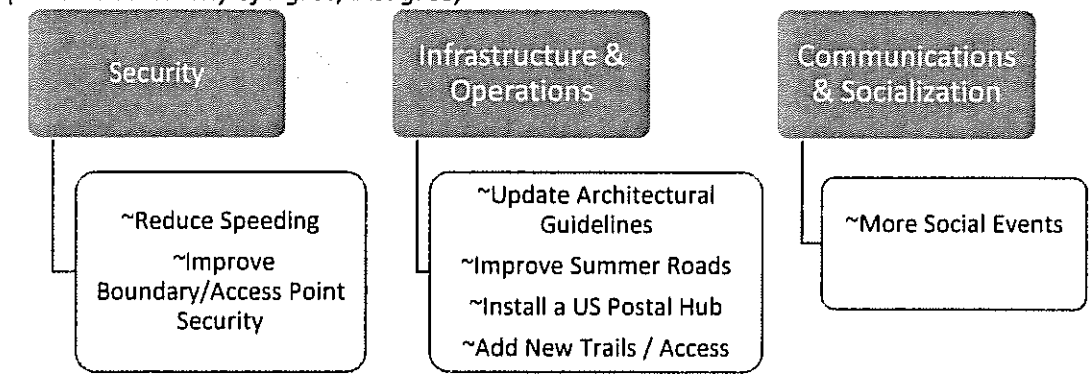
- Sponsored by the Ruby Ranch Owner Association in Kune 2018
- Survey results will be used to determine:
  - areas owners believe are most important to improve
  - overall satisfaction with the quality of community life
  - willingness to invest in desirable community projects
- Solution proposals will be developed on some of the top priorities that included costs, benefits, impacts, funding options and other decision-making information.
- Internet survey using Google Sheets
- Standard scoring method
  - Intensity of preference scale (strongly disagree = 1 up to 5 for strongly agree)
  - Average numerical score for each of 23 Issues was calculated
  - Issues sorted, high to low scores to prioritize Action Items
  - Classification and Verbatim data were also included
- Good response Rate (50 respondents out of about 80 invitations)
  - 19 full time residents
  - 31 part time residents
  - Respondents had an average of 13.6 years of experience with the ranch

### **Conclusions & Themes**

- ✓ Above average response rate shows owners are very interested and engaged
- ✓ There is need to improve the 'Owner Experience' with 34% rating their overall community experience as neutral or poor
- ✓ The mix of full and part time residence, along with their average years of experiences, provides an experienced and balanced set of responses
- ✓ Some improvement suggestions are already being addressed and should be vetted against work in progress for alignment opportunities (... fire mitigation, rentals and stables/meadows/ditches)
- ✓ Most owners would increase their cost of owners to improve property values or reduce long term expenses

### **Most Important Focus Areas by Strategic Pillar**

*(based on Intensity of Agree/Disagree)*



## **ANNEX I: Standard Operational Definitions**

**Mission Statement** is a broad statement that explains your organization's purpose. An effective mission statement is both memorable and easy to understand. The most basic mission for a community association is to "maintain, enhance and protect the value of the property."

**Vision Statement** provides a broad picture of what the community will look and feel like in the future. It can be used to communicate, organize and inspire. It is a simple, clear and concise description of what is important to the community, describing the communities' direction, values, and essence of the association in its desired state. It can project a well-managed community, a place where owners' needs are met and a community where residents have a sense of involvement

**Strategic Plan:** A living document used by the Association to determine where to spend time, human capital and money. It considers changing demographics, local economic conditions, capital improvement priorities, and the needs and wants of the individual community members. It normally includes RROA priorities, budgets, and short to long range improvement projects. It stimulates ideas to make good use of association resources, identifies responsibilities, assigns work, coordinates efforts, reveals obstacles, identifies opportunities and guides decisions. The plan is based on the community vision and the board's mission to achieve it as quickly and efficiently as possible.

**Critical Requirements:** An essential condition, resource, and means for a critical capability to be fully operational. Essential elements that must be included for the project to be successful. After starting a project and gathering the voice of the customer (VOC)/needs, the requirements are key measurable characteristics or outputs whose performance standards or specification limits must be met in order to satisfy the majority of the owners.

### **S.M.A.R.T. Goals (performance measurements)**

*Specific-* The goal is well defined and clear to all who have basic knowledge of the Strategic Plan.

*Measurable-* Progress toward the goal is measurable and achievement of the goal will be clearly evident.

*Achievable-* The organization has high confidence that the goal is achievable within the agreed upon time constraint.

*Relevant -* The goal must directly advance the mission and vision of the association and must remain relevant once achieved.

*Time-bound-* Allow adequate time to achieve your goal, but not enough time to lose momentum or render the goal irrelevant.

**Reserve Study** is a long-term capital budget planning tool which identifies the current status of the reserve fund and a stable and equitable funding plan to offset ongoing deterioration, resulting in sufficient funds when those anticipated major common area expenditures actually occur. Common Reserve Study Components include:

1. Preface (Written description of a reserve study and the figures in the report Includes glossary, preparer qualifications, and calculation description)
2. Executive Summary (Summarizes key findings of the report. Includes development description and lists the projected balance and percent funded. Summarizes the funding plans Includes category breakdown pie chart)

- a. Percent Funded (Describes percent funded calculation and funding levels. Includes current percent funded chart and x-30 Year percent funded projection chart)
  - b. x-30 Year Projections (Includes x-30 Year projection charts for annual expenses and reserve balance projections for each of the 3 funding plans)
  - c. Category Significance (Includes category percentage column charts for fully funded balance and annual depreciation)
  - d. Theoretical x-30 Year Funding Plan (Lists details of each of the 3 funding plans (current, recommended, and threshold) over the next 30 years. Charts of the figures in this table are located in the x-30-year projections)
  - e. Future Percent Funded (Includes table and chart of percent funded for various levels of funding over the next x-15 years)
3. Component Summary & Component Significance (Lists all components included in the study in table form. Shows Depreciation and Fully Funded Balance Significance including quick glance graph. These figures are the basis for all other calculations in the study)
  4. Annual Expenses by Component (Lists all projected expenses for each component over the next x-30 years in table form)
  5. Component Details (Lists details of each individual component. Includes notes and pictures of selected components if site inspection was conducted)

| Group | Category Component | Date In Service | Useful Life | Remaining Life | Quantity / Unit of Measure | Booked Unit Cost | Total Cost | Annual Expense By Component |      |      |      |      |     |
|-------|--------------------|-----------------|-------------|----------------|----------------------------|------------------|------------|-----------------------------|------|------|------|------|-----|
|       |                    |                 |             |                |                            |                  |            | 2018                        | 2019 | 2020 | 2021 | 2022 | ... |
| 100   | Land               | 6/27/1992       |             |                |                            |                  |            |                             |      |      |      |      |     |

**ANNEX J: DOCUMENT REVISION LOG**

| NAME               | ACTIVITY         | VERSION | REVISION DATE | UPDATE PUBLISHED                                                                                                        |
|--------------------|------------------|---------|---------------|-------------------------------------------------------------------------------------------------------------------------|
| Rebekah Barrington | Document Created | v1.0    | 4/11/2018     | none                                                                                                                    |
| Rebekah Barrington | Document Updated | v2.0    | 6/21/2018     | RROA, WBMD, Ruby21                                                                                                      |
| Rebekah Barrington | Document Updated | v2.1    | 7/2/2018      | RROA, WBMD, John D., Michael G, Sue B.                                                                                  |
| Rebekah Barrington | Document Updated | v2.2    | 7/11/2018     | RROA, WBMD, Committees<br>(John D., Michael G, Mark & Marilyn N., Carl O., Chris M., Dean S., Don M. John L., Linda L.) |
| Rebekah Barrington | Document Updated | v2.3    | 7/13/2018     | All owners on Ruby Ranch<br>General Distribution                                                                        |