



POATRI

Property Owners' Association of Terlingua Ranch, Inc.
PO Box 638, Terlingua, TX 79852 (432) 371-3146

POATRI Board of Directors Meeting April 27, 2024 Meeting Minutes

Call to Order: by President Brad Anthenat at 10:00 AM

Roll Call and Certification of Board Members: by Secretary Barbara Levedahl.

A Daley - P: B Levedahl - P: B Anthenat - P: J Spofford - P: L Sunderland - P: L Drgac – Ab:

M Moore – P: T Edwards – P: A Guerrero – Ab:

Invitation for Public Service Announcements:

Brad Anthenat: announced a health fair to be held at the school on Tuesday April 30th from 4 to 6.

The public can have blood pressure taken, as well as other health concerns checked.

John Sellers: announced a transitional period staffing period due to seasonal workers, of about 10 days, with old staff leaving and some of our new staff arriving about May 5th. So the Bad Rabbit Cafe will be closed Wednesday and Thursday, May 1st and 2nd. After that we will be back to seven days a week.

Acceptance of Minutes: Secretary, Barbara Levedahl

The minutes from the January quarterly meeting were sent to the directors and posted on poatri.org. Barbara Levedahl moved to accept the January quarterly meeting minutes as presented, and the minutes were accepted unanimously.

President's Report by Brad Anthenat

POATRI Presidents Report

April 27, 2024

I'm pleased to present the President's Report for the April quarterly board meeting. For the last 3 months this board has been working together to make a better property owners association for all property owners. Whether you live here full time, or come out to visit your property occasionally, we're setting specific goals to help make POATRI be successful for the long term. Roads, water conservation, collections, communications and supporting operations have taken the priority of our attention the last 3 months. Our committees are consistently meeting and holding discussions on each of these areas. I don't want to steal the spotlight of these committees, but I'm proud of the resolutions that we will be discussing later in the meeting that will support our commitment to improve our roads, water conservation, collections and operations.

One of the cornerstones of our success last year was our commitment to financial stability. Through careful budgeting and sound financial management, we maintained our association's financial stability while ensuring that maintenance and improvements are carried out efficiently



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and effectively. Today we will be continuing that commitment with an additional resolution to secure our finances in ways that will also gain us interest.

The future of POATRI and our operations continues to hinge on owners paying their assessments. 15 months ago, the board set a goal of having 90%, or more, of property owners paying their assessments. We still have work and progress to go to get to that point, but as of today we are in the X%. We will start sending reminder letters to property owners who are not in good standing soon, so please check to make sure you have paid your assessments.

We want property owners to voluntarily become in good standing without having to go through the legal processes, but in some cases, legal actions are necessary to recover past dues. We want to make it clear that we have retained a debt collection legal team whose recourses include pursuing foreclosure. I urge all members to review their account status and make every effort to bring their assessment fees up to date. The foreclosure process is starting on several accounts that have not paid for several years. As directors we do not want to take this step, but we do not see any other option but to proceed with the foreclosure process as our lawyers have advised us. With more assessment fees received, we are able to improve our infrastructure with new generators at the office, laundry room and café. Now when the power goes out, the café staff will not have to scramble to get extension cords and small generators started to protect the food in the freezers and refrigerators. Our new generators will automatically turn on and our businesses can remain open during our many power outages.

Yesterday at the workshop we discussed buying new to us road equipment, without these assessments we wouldn't be able to consider purchasing better equipment for our roads that benefit property owners.

Yesterday we discussed water conservation around the lodge and the continued work to bringing the Cabin Well online. Today the board will discuss and vote upon sounding equipment for every viable well that POATRI operates. This equipment will allow for better monitor of the conditions of our wells and provide us with data to help determine when and if we should decrease non-potable water sales.

In closing, I would like to extend my thanks to the directors, committee members, John, and the staff of the Ranch for everyone's contributions, dedication, and support. It is your collective efforts that are making POATRI and Terlingua Ranch successful.

Respectfully submitted,

Bradley Anthenat
President – POATRI

Manager's Report by John Sellers

April 27, 2024

This has been a very active spring at Terlingua Ranch.

Financially and operationally, this has been one of the busiest seasons in many years.

January, February, and March have all been near all-time highs in business at the café, in property owner water sales, and the café. Additionally, Hayley continues to do an outstanding job in property owner services, and our assessment income is the best it has been in recent years. As a result, we have been able to work on projects around the ranch, big and small.



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Our road crews continue to work 6 days a week, and we finally have the dump truck repaired after more than 2 years. The board will be considering additional equipment for road repair and maintenance to expand the kind of projects we can work on.

The water system remains one of the biggest areas of concern. Our potable system depends on just one well. Long-term planning is underway, looking at options from seeking TCEQ certification of the Cabin Well, to even drilling a new well. Presently, a pump failure or other issue with the Smith Well could close down the majority of the Ranch's operation.

As a regulated public water supply, we have many compliance requirements with state and federal regulations. The board will also be discussing the installation of new pump, storage, and water treatment equipment for the Smith Well. We are committed to being able to provide drinking water to any of our members who need it. In the past year, Ranch operations have reduced total potable water use by 50%.

In addition to our potable water system and sales, we sell non-potable water to POATRI members only. Our non-potable well is a shallow well, near the office. Last summer we frequently found ourselves near the limit of that well's capacity. With the drought conditions of the past six months, we will be temporarily adding water from the Cabin Well to our non-potable system. While we still need to be conservative with our water use, we hope this will ensure that members can buy water for years to come.

In operations, the office is now open until 7:00 PM daily. Our maintenance staff have been able to make steady improvements around the grounds and facilities.

This month, Pam Spofford, our café manager, is retiring, after 4 years of more than full-time service in housekeeping and the café. Under her supervision, the café has steadily grown in quality, cleanliness, and efficiency. It is difficult, in our remote location, to have the volume necessary to be profitable. However, in each of the last two months, the Bad Rabbit has made a profit.

As our seasonal café staff move on to other work camping jobs, we will be short-staffed for the next two weeks. The cafe will be closed this coming Wednesday and Thursday. We will be adding staff and back to seven-day-a-week operations the following week. We have several good candidates for the manager's position and hope to have an announcement within the next ten days.

Jerry Schaffer is also retiring as the maintenance supervisor. As a property owner, Jerry began helping out several years ago and became a virtual one-man show in keeping our water system and other facilities up to standard. Justin Jones is our new maintenance department supervisor. He is a long-time property owner and has been working in maintenance for the past nine months. One of our greatest challenges in finding employees is housing in reasonable proximity to the ranch. We are exploring options on-site. Anyone who has property or knows of any place that might be available for rent near the headquarters please let us know.

If you are aware of any needs that property owners or guests may have, please let us know. It is a privilege to serve the property owners of Terlingua Ranch every day.

Respectfully Submitted,

John Sellers, Ranch Manager



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Treasurer's Report & Budget and Finance Committee Report, by Marbert Moore.

BFC members were introduced:

Directors: B Levedahl, J Spofford, T Edwards

CPAs: Don Garrett, Linda Shank

Member: Dave Johnson

The BFC has created, reviewed, and forwarded for posting the quarterly financial reports.

The Collections Program was reviewed, a Status of Collections was prepared for BoD review, and a recommendation to continue the program was adopted.

Since there is a discrepancy between the 2022 tax return and the 2022 audited report, the BFC has recommended that Pace and Associates, local CPA firm, be used to help with corrections of the company books.

The BFC confirmed that there is enough money for the capital expenditures for a Wheel Loader (\$55,000), Manlift (\$7,000), and the required TCEQ work at the Smith Well (\$75,000).

The BFC recommended that the Treasurer be instructed to put all available money into interest bearing accounts (Certificates of Deposit or Money Market Funds).

Marbert Moore

Treasurer

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Committee Reports

Road Maintenance Committee Report by Barbara Levedahl

The Road Committee members are Barbara Levedahl – Chairperson; Marbert Moore; Antonio Guererro; Bill Brown; Bill Vogl

On 16th February we took a road survey trip starting at Gate Four and joined Gate Two exiting on Highway 118.

Nick, from the road crew, accompanied us and pointed out various conditions along the way, offering actual or potential remedies. There was discussion about the equipment needed for various conditions. We talked about the different uses, pros, and cons of various loaders. We stopped on North County Road where the county has parked a lot of equipment, looked at them and discussed the advantages and disadvantages of each.

We then revisited Mailbox Road to look at some of the areas the crew had been working on and then the work done by the contractor on Cedar Springs Road before returning to the lodge.

Earlier this year, because we don't have the equipment necessary for the identified conditions and remedies required, the Manager, John Sellers, chose two of the serious conditions we had been looking at, received bids, and hired a contractor with the equipment necessary to tackle the conditions to work on Brewster Road and Cedar Springs Road.



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Our dump truck is now operational and today there will be a resolution to purchase a loader. The dump truck doesn't serve much purpose if we don't have equipment to load material into it. Hopefully we will be able to remedy more of the serious problems with our own crew as we provide them with the necessary tools and equipment. Still, it might be necessary to bring in a contractor for a couple of conditions until we are fully equipped or conditions needing very expensive equipment for a one-time use.

If there is anyone who thinks they have a serious or unusual road condition that needs to be looked at, please contact the road committee and we will arrange to go out and look at it.

Thank you,
Barbara Levedahl.

Water Committee Report by Larry Sunderland

We are moving forward on multiple water system projects.

Today we are authorizing Arrowhead Drilling Company to undertake building the new Smith Well chlorinating system, designed by Jacob and Martin Engineering and approved by The Texas Commission on Environmental Quality. We are authorizing the Manager to install sounding tubes on the Three Mile Well and the Non-Potable Well which, with the Smith Well and the Pool Well, will let us monitor the health of all our current producing wells.

The Manager will determine if metering our major usage zones for data, is allowed by TCEQ. If allowed operations will install usage meters at the cabin complex, the laundry, the current bathhouse, and the Cafe. We can use this data of usage along with the halving of our overall usage of potable water in the last year to show regulators and make the case that though we do not meet their connection standards as written, we are operating an efficient system that handles the demands of our facility.

We have received the chemical testing results from the lab for the Cabin Well and all tests are within allowable limits. Since we undertook bringing the Cabin Well online for potable use, we have intended to move forward through the full approval process. The quality of the water is below the standard of the Smith Well and there is concern over the cost of equipment to filter and treat the cabin water to a higher standard before we introduce it into our potable system. Alternately, we have decided to immediately tie the Cabin Well into our laundry facility. It will require minimal plumbing and filtration to replace the Smith Well potable water. This reduces demand on our potable system by some yet to be determined percentage.

Our Non-Potable Well is struggling to meet the demands of property owners. The lack of significant rain is resulting in those who have catchment and do not regularly use our service to turn to our non-potable well, thus spiking demand. Now that we have determined the Cabin Well is safe for us to sell as non-potable, we will install tanks, a pump, and hose system, to augment the supply of non-potable water.

We are conscious of the ever-increasing demand upon our non-potable water supply caused by the population growth on our ranch. Our first responsibility is to protect our common resources. We are committed to supplying that demand as long as it does not impact the overall health of



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our wells. The sounding and data collection will help us determine what is a healthy rate of extraction and we will set those limits and institute a multi staged sales reduction plan to keep us within our limits. That plan will be the focus of the water committee over this next quarter. Currently our potable water sales are not in jeopardy, and we do not foresee any changes to that policy. We are proud that we can provide this service to ensure an adequate and healthy supply for our property owners. Reducing demand on the Smith Well by removing the laundry from the potable system only helps us better assure that supply.

Ultimately, the responsibility of a secure supply of water, not dependent on outside sources, rests with the individual property owner. Operating with an awareness of resource limits should be a guiding principle for those living in this desert. It offers the best chance of thriving here. The Water Committee along with the Communication Committee will work to begin a conversation with property owners about the how's and whys of water independence.

The Water Committee website, poatriinthedesert.com, under the Water Committee link at the top of the home page, has up to date information on all the actions and meetings of the committee, well data, a draft of the proposed Water Management Plan, and Water Sales information. We will be adding charts on current wells and their depths as we gather data. This will provide a visual and easily understood reference as to the conditions of our wells. The more information we can provide the better we can all react to stresses on our water security.

Communications Committee Report by Trent Edwards

"We are excited to announce that we are intensifying our efforts to enhance communication with property owners. Through various initiatives and channels, we aim to foster stronger engagement and better serve your needs. Stay tuned for updates and opportunities to connect more effectively with POATRI."

Introduction:

The Communications Committee conducted two surveys to enhance communication with property owners: a Communication Survey and a Water Survey. The aim is to strengthen community connection through increased engagement.

Survey Results:

The Communication Survey received 500+ responses, reflecting significant community engagement. Similarly, the Water Survey garnered nearly 300 responses, highlighting interest in water-related matters among property owners.

Purpose of Surveys:

Data from the surveys will exclusively inform strategies to enhance communication with property owners.

Proposed Changes:



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1. Website Redesign: Plans are underway to improve the POATRI and Terlingua Ranch websites for a better user experience.
2. Newsletter Reformulation: The newsletter will undergo digital transformation for wider reach and timely delivery via email.
3. Social Media Presence: Boosting presence on platforms like Instagram, YouTube, and Facebook to engage property owners effectively.
4. Podcast Initiative: Launching a podcast series to provide valuable insights and updates.
5. Contest Announcement: Hosting a contest with exciting prizes to encourage community participation.

Conclusion:

The Communications Committee is dedicated to enhancing communication with property owners. Future initiatives will focus on enriching community engagement and satisfaction.

Trent Edwards

Old Business and Property Owner Communication

Plan for New Bathhouse, Laundry and courtyard between the Bunkhouse and Pool.

Two workshops were held in February and made some progress. One of the task force members who was helpful with 2D and 3D drawings had to drop out. This stalled progress for a time but commitment to the project was re-affirmed at the workshop the previous day. The master plan for this area would include a new bathhouse and laundry enclosing a courtyard along with the existing structures. This is a way to improve the grounds and develop a consistent aesthetic for Terlingua Ranch Lodge. Additions and restorations would all keep to the same theme, design, and materials. The current focus is on a new Bathhouse. The old one is inadequate, needing lots of maintenance and rebuilding. The concept for the area is to turn the current parking lot and pool into a community and family-oriented area where we can have bands and barbecues in addition to it being a more pleasant and relaxing place for property owners to use.

New Business

Data Collection Devices for Water:

A resolution was presented authorizing the Manager to install metering systems to the cabin complex, Laundry, Restaurant and Bathhouse if such additions do not change our current status with the TCEQ. The Manager is also authorized to install Sounding Tubes on the Three Mile Well and Non-Potable Well These collection devices would help manage our water system more effectively.

Property Owner Input:

Discussion was opened up to Property Owners and Linda Shank questioned the wording of the first sentence in that it conveyed a responsibility to ensure water to the property owners. Discussion ensued and the sentence was amended. There was further discussion between Property Owners and the Board regarding the purpose of the devices and how they worked.



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Barbara made the motion to accept, Larry S seconded. The motion passed unanimously.

Annual of the POATRI assessment collections:

A resolution was presented to continue the POATRI assessment collection program for another year. The resolution was opened for discussion from the board and then the floor. No comments were presented. The motion passed unanimously.

Depositing POATRI funds into CDs:

A resolution was presented to authorizing moving POATRI funds from an account with Maverick Bank to an interest-bearing Certificate of Deposit. The resolution was opened for discussion from the board and then the floor. A property owner raised the issue of flexibility of various interest-bearing instruments and penalties for early withdrawal. The motion passed unanimously.

A resolution was presented to authorize moving POATRI funds from an account with West Texas National Bank to an interest-bearing Certificate of Deposit. The resolution was opened for discussion from the board and then the floor. No comments were presented. A vote was then held, and the resolution passed unanimously.

Depositing excess operating funds into interest bearing accounts at FDIC or SIPC institutions

The Treasurer described that POATRI maintains large sums of money in a commercial deposit account that does not bear interest. These funds cannot be tied up in a long-term CD because there may be need for the funds within the next twelve months, but it would be beneficial to earn some interest by depositing them with institutions that maintain interest bearing money market funds. A further issue is risk to POATRI because deposits in excess of \$250,000 at one institution are not FDIC insured. A resolution was proposed to authorize the treasurer to investigate interest bearing accounts at other FDIC or ISPC institutions. There were further discussions among the board members regarding the role of the Treasurer in investing funds, the degree of oversight from the rest of the board members and the role of the budget and finance committee to oversee investing options, but without any decision. There were also concerns and considerations about the immediacy of any contingent needs and how much should be kept on hand in cash to cover operating expenses. A member commented on the fact that it was good to see that POATRI was in the position where income was exceeding expenses but cautioned that optimistic figures should not be projected forward. She cautioned that past debt collection is a one-time addition to income, and that increased revenues during Covid cannot be counted on in the future.

The resolution was reread and passed unanimously.



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Capital expenditures including the Smith Well

In the absence of an approved capital budget a resolution was proposed authorizing certain capital expenditures. There was no board or member discussion. The resolution was approved unanimously.

Other Business

Discussion about auctioning property that had been deeded to POATRI.

The President opened discussion by pointing out that POATRI policies and procedures were silent on the issue of auctioning real property owned by POATRI unlike for moveable property where there are procedures. The President noted that their needed to be a fair and open process so that all property owners would be aware of what was being sold and have an opportunity to submit bids even if they could not attend an auction in person.

General discussion ensued. It was suggested that it was desirable to make bidding open to a wide audience beyond current property owners to increase the number of dues paying accounts to increase assessment revenues. It was suggested we go through an auction house that specializes in online auctions to maximize the number of bidders and potential sales revenue. There were also concerns that adjoining property owners be given fair notice of property being auctioned so that they had an opportunity to bid. It was pointed out that TRIPOD provides information about whether owners are in good standing.

And POATRI has an auction list of properties that Terlingua has that will go out on auction.

Larry Sunderland noted that POATRI should examine any potential properties it would attempt to auction to make sure that would not provide a valuable service for POATRI, such as, for example property adjoining a well location.

The discussion concluded with a statement that POATRI would continue work to develop policies, processes, and dates to be discussed further in upcoming meetings, and workshops with a potential target for holding an auction in the fall time frame with a suggestion that perhaps a date could be set at the July meeting.

BOD Workshops were held:

21st February, 2024

13th March, 2024

10th April, 2024

No resolutions were made or votes taken.



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Property Owner Discussion

An issue was raised about the women's bathroom, it has been brought up quarterly for at least three-four quarters that in some showers the drain is loose and can be a safety issue. Another safety issue was pointed out with the curtain rods on the doors of the bunkhouse that provided a tripping hazard because your foot can catch on it.

Another issue was raised about whether the fee structure could be changed so that assessments could be more equitable. It was pointed out that this would require a 2/3 vote of the entire membership to effect.

Another concern was raised about how to decline roadwork happening on private property when the property owner viewed it as unnecessary.

Adjournment

With no further business the President thanked the attendees at the meeting and declared it adjourned.



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RESOLUTIONS BY THE BOARD OF DIRECTORS
Board of Directors Meeting April 24, 2024

Discussion: WHEREAS,

The Board of Directors is responsible for protecting our common water resources and delivering a reliable supply of water for our operations,

Therefore; We authorize the Manager to install metering systems to the cabin complex, laundry, restaurant, and bathhouse, if such additions do not change our current status with the Texas Commission on Environmental Quality. In addition, we authorize the Manager to install sounding tubes on the Three Mile Well and the Non-Potable Well. These data collection devices will help us manage our water system more effectively and help us make informed decisions about how to insure a sustainable supply of water.

BE IT HEREBY RESOLVED:

This resolution amends replaces revokes adds

To the Bylaws

Article _____ Section _____

Policy and Procedures Manual

Article _____ Section _____

Board Procedural Manual

Article _____ Section _____

Effective Date: 27 April 2024

Motion By: Barbara Levedahl

Seconded: Larry Sunderland

Ayes: 7 Nays: _____ Abstain: _____ Absent: 2

Record of Voting:

B Anthenat - Y; A Daley Y; B Levedahl - Y; Trent Edwards - Y; J. Spofford - Y.

L Sunderland - Y; Larry Drgac - Ab; A. Guerrero Ab; M. Moore - Y



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RESOLUTION

Discussion: WHEREAS,

POATRI assessment collections have been approximately 55% of accounts over the years past, and whereas the Collections Program that was begun last year has been very successful in assessment collections:

Therefore;

The Board of Directors approves to continue an ongoing effort by legal services for the Collections Program for improving assessment collections. The Program will continue to be reviewed and approved each year. The Collection Plan is attached to this resolution [confidential information withheld]

BE IT HEREBY RESOLVED:

This resolution amends replaces revokes adds

To the Bylaws

Article _____ Section _____

Policy and Procedures Manual

Article _____ Section _____

Board Procedural Manual

Article _____ Section _____

Effective Date: 27 April 2024

Motion By: Adam Daly

Seconded: Barbara Levedahl

Ayes: 7 Nays: _____ Abstain: _____ Absent: 2

Record of Voting:

B Anthenat - Y; A Daley Y; B Levedahl - Y; Trent Edwards - Y; J. Spofford - Y;
L Sunderland - Y; Larry Drgac - Ab; A. Guerrero Ab; M. Moore - Y



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RESOLUTION

Discussion: WHEREAS,

POATRI has considerable money on deposit with Maverick Bank in an account known as the Reserve Fund, ACCOUNT NUMBER XXX144 and,

WHEREAS:

The POATRI Board of Directors wished fo that money to earn interest while on deposit with the bank,

Therefore;

The Board of Directors approves the Treasurer's action to open an interest-bearing Certificate of Deposit of the term and amount that is for the most benefit of POATRI.

BE IT HEREBY RESOLVED:

This resolution amends replaces revokes adds

() To the Bylaws

Article _____ Section _____

Policy and Procedures Manual

Article _____ Section _____

() Board Procedural Manual

Article _____ Section _____

Effective Date: 27 April 2024

Motion By: Larry Sunderland

Seconded: Brad Anthenat

Ayes: 7 Nays: _____ Abstain: _____ Absent: 2

Record of Voting:

B Anthenat - Y; A Daley Y; B Levedahl - Y; Trent Edwards - Y; J. Spofford - Y;

L Sunderland - Y; Larry Drgac - Ab; A. Guerrero Ab; M. Moore- Y



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RESOLUTION

Discussion: WHEREAS,

There was not a capital budget approved for 2024.

BE IT HEREBY RESOLVED

The Board approves the manager to make the following capital expenditures:

Spend up to \$80,000 for Arrowhead drilling and well service to complete the Smith well work as defined by the TDEZ specifications subject to further clarification of the quote prices from Arrowhead.

Spend up to \$55,000 for a used wheel loader, including delivery.

Spend up to \$7,500 for a used manlift, including delivery.

This resolution amends replaces revokes adds

To the Bylaws

Article _____ Section _____

Policy and Procedures Manual

Article _____ Section _____

Board Procedural Manual

Article _____ Section _____

Effective Date: 27 April 2024

Motion By: Barbara Levedahl

Seconded: Larry Sunderland

Ayes: 7 Nays: _____ Abstain: _____ Absent: 2

Record of Voting:

B Anthenat - Y; A Daley Y; B Levedahl - Y; Trent Edwards - Y; J. Spofford - Y.

L Sunderland - Y; Larry Drgac - Ab; A. Guerrero Ab; M. Moore - Y



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Collection Program Proposal/Plan to the POATRI Board of Directors By Ed Marcato, Hayley DeArman, 1/27/2023

Proposal to establish an ongoing Assessment Collection Program using the services of Brady Ortego and his firm Steptoe & Johnson (SJ) to continuously improve the collection rate from 55% to over 90%.

Proposal Summary: Establish a first-year budget of \$20,000, where we will provide 10-15 delinquent account names to SJ, and authorize SJ to pursue a Foreclosure Process.

Resources: POATRI resources will include Property Owner Services, Haley DeArman, the Treasurer or person designated by the Treasurer, and the Ranch Manager.

Expectations: The Collection Program consists of two parts, the legal process described below, and a promotional campaign on our Facebook site, our Newsletter, and any other media possible. Brady estimates from prior experience, that 60-70% of collections will result from the administrative process. We will start with accounts that owe enough to cover the administrative costs. For accounts that result in foreclosure, or donating the land to POATRI for fees due, this plan is possible due to the increased land prices.

Foreclosure Process Summary: The process consists of the following steps, with an estimated cost per account. Each item on the list includes a number of steps which are presented in the attached document from Brady Ortego. Note: the attachment is from Brady's previous firm, and Brady has confirmed that they will follow the same process at SJ.

- Federal Debt Validation Notice. Required to comply with Federal Fair Debt Collection Practices Act (FDCPA) Cost \$200
- Demand Letter, Lienholder Letter. Cost \$200
- Other letters as appropriate, i.e. Balance Due letters, Default letters. Cost \$150 per letter (Est 3/acct.)
- If there is foreclosure, rather than assessment payment, then Attend and Manage Foreclosure Sale. Cost \$500.
- If the delinquent account fights foreclosure, there are legal costs to represent POATRI, and these cannot be estimated by the legal service. However, we estimate the cost for a single court appearance to resolve the case at \$2-3000. If the case is further litigated the cost would be much higher, and POATRI may choose to not pursue the case.
- The estimated cost per account for the Administrative Process is \$900 - \$1200, depending on the number of letters sent.

Promotion: The promotional campaign will be developed by the resource team and utilized as determined appropriate in coordination with the legal process and results of the Collection Program.

Commitment: The Collection Program needs to be a continuous, long-term program, in order to be effective. Having said that POATRI can terminate the program at any time, and the Program should be reviewed each year.

Request: Approve a Resolution to:

- Establish the Collection Program as an ongoing program with an annual review.
- Established the Program team to include Property Owner Services, the Treasurer or their designee, and the Ranch Manager.
- Approve a budget of \$20,000 for 2023.