

Crooked River Ranch Club & Maintenance Association (CRR)



Administration Handbook

Crooked River Ranch Club & Maintenance Association (CRR) Administration Handbook

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1. **Introduction**

The Crooked River Ranch Club & Maintenance Association (CRRMA, also known as CRR) Administration Handbook has been enacted by the CRR Board of Directors. The policies in this handbook apply to all CRR staff, elected officials and volunteers. The intent of this handbook is to provide the CRR organization with policies that establish expected standards and provide guidance for organization operations and decision making. No handbook can capture every possible circumstance that may be encountered by an organization. This handbook is intended to capture the “basic” policies that the organization will routinely encounter, but in those cases where a policy is not defined, the Community Manager and Board of Directors will use the “spirit” contained in this handbook in making the appropriate decisions. In the cases where these policies conflict with any county, state or federal law, the terms of that law prevail.

The Administrative Handbook addresses employment policies; however, this handbook is not intended to be all-inclusive of every possible situation. The handbook provides policies typical of our work environment. The Crooked River Ranch Club & Maintenance Association operates in an at-will employment environment. This means that either the employee or the employer may decide to end an employment relationship at any time, for any reason other than a reason that is made impermissible by civil rights protections. Our at-will provisions extend to all employees unless otherwise exempted by a contract. The performance management policies are subordinate to the CRR employment at-will policy. This handbook should not be considered an employment contract or a guarantee of continued employment with CRR. Rather, this handbook is used as a guideline for CRR supervisory staff on employment-related matters.

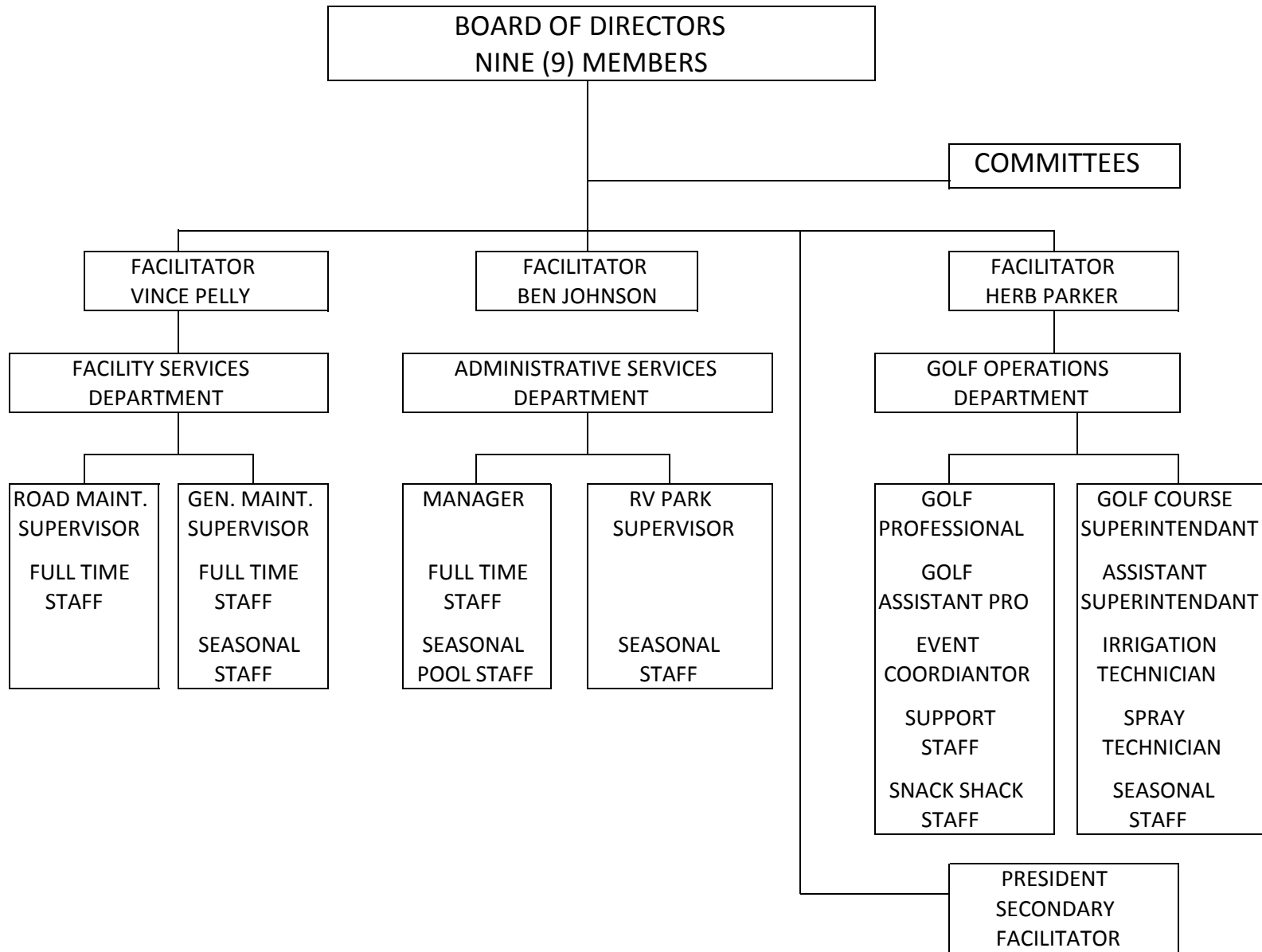
Details of how and when changes to this handbook can occur are defined in the “Employee Handbook and Administration Handbook Management” policy.

1.1 **Handbook Authority Policy**

The CRR BOD is the governing body responsible for all policies contained within the Administration Handbook and only the BOD has authority to add, delete or modify any policy contained in this handbook (other than specified in the “Employee Handbook and Administration Handbook Management” policy).

The Administrative Handbook supersedes all previous BOD motions that conflict with any policy within this handbook. The BOD is bound by the policies in this handbook and no motion or action can be taken by the BOD that would violate a policy within this handbook. If the Board establishes new policy by approving a motion that establishes a new policy, that policy will be included in the Administration Handbook.

JUNE 2011



2.2 Board of Directors

2.2.1 Board Rules (REV 1)

1. General Rules of Order and Guidelines

The BOD has established Rules of Order and Guidelines to govern themselves along with meeting decorum and interaction amongst themselves and the public while in session. Rules and Guidelines to be established are those which are common and consistent with board governing processes, such as Robert's Rules of Order. Board members will not discuss any proceedings deemed confidential by the full Board outside the Board Room. They shall respect the dignity, values and opinions of each Board member, Community Manager, Department Head and Employee. Changes to any rule or guideline must be changed by a 3/4 majority of the BOD and provide for a minimum 60 days for public review and comment before enactment.

A. "Policy" Definition

"Policy" defines what activities, standards and expectations the Board of Directors have defined for the association. Policy does not establish how specific activities are to be accomplished. If an activity has not been performed before, this may indicate that a policy may need to be established first.

B. "Operation" Definition

"Operation" is an activity that has been defined by or abides by an approved policy. Operations are generally those activities that have been accomplished in the past and meet the objectives of the established policies of the association.

2. Regular Board Meeting Agenda

- a. The Board agenda will normally have the following basic components. There may be occasions where the agenda will not follow this standard format.
 - Call to Order
 - Flag Salute
 - Roll Call
 - Consent Items
 1. Approval of Minutes
 2. Treasurer's Report
 3. Management Reports
 4. Written Correspondence
 5. Action Required (A.R.) Log
 - Announcements/Membership Input

- Committee Reports
 - Old Business
 - New Business
 - Second Readings
 - First Readings
- b. The Board members will review the proposed Board meeting agenda at the monthly Board work session.
- c. Each month, the Board meeting agenda will be posted on the CRR web page following the work session.
3. Board Work Session Agenda
- a. The Board Work Session agenda will normally have the following basic components. There may be occasions where the agenda will not follow this standard format.
- Call to Order
 - Roll Call
 - Board Action Required (AR) Log
 - Review Board Meeting Agenda
 - Various Work Session Items
 - Wrap Up
 - Adjournment
- b. Each month, the Board Work Session agenda will be posted on the CRR web page the week prior to the work session.
- c. Public input is encouraged as each item is discussed. The Board reserves the Right to withhold any public speaking during any meeting. Comments may be accepted by the Board and limited to a total of three (3) minutes per individual, per item. A maximum of 30 minutes may be allowed for public comments.
4. Regular Board Meeting Protocol
- a. Before the Board meeting starts, a sign-up sheet will be available for the people in attendance to sign-up to speak. Speaking before the Board will be made under the Announcements/Membership Input area at the Board Meetings. Those wishing to speak must print their name and the subject they want to speak to. If a person plans to speak to several items, they need to identify each item they plan to speak to. The Board reserves the Right to withhold any public speaking during any meeting. Comments may be accepted by the Board during Announcements and Membership input and limited to a total of three (3) minutes per individual. A maximum of 30 minutes may be allowed for public comments. Further public comments will not be heard during Board deliberations.

- b. If a person from the community wishes to speak on a agenda item but did not sign-up to do so before the meeting, the Board president can use their discretion to determine if that person can speak or not
5. Committee Review and Recommendation of Board Agenda Issues
 - a. If there is to be an issue placed on the Board agenda and there is an appropriate committee that could review the issue and provide the Board their recommendations, normally the Board will request the committee to review that issue.
 - b. If an issue is time sensitive, or if the Board feels they already have adequate information about an issue, they will place the issue on the Board agenda.
 - c. A committee may request that an item have their review and recommendation prior to Board action. The Board has the ultimate authority to determine if an issue requires committee review before action by the Board is taken.
 6. First Reading vs. New Business Agenda Issues
 - a. Agenda issues that are operational in nature (within approved budget) and/or issues that are informational in nature will be placed on the Board agenda under NEW BUSINESS.
 - b. Agenda issues that are operational in nature (outside the approved budget), issues that define policy or issues that warrant further public input, will be placed on the Board agenda under FIRST READING.
 - c. First Reads are placed on the Regular Board agenda so that the public can be aware of upcoming agenda items. These are only informational items and will not be discussed or deliberated until a future Board meeting.

2.2.2 Election, Roles & Responsibilities of the Board Officers (REV 1)

1. Election of Board Officers
 - a. The election of Board officers shall take place the first regular Board meeting following the annual meeting of the members.
 - b. Nominations will come from the Board members.
 - c. The Board shall elect a President, Vice-President, Treasurer and Secretary for a term of one year.
2. Roles & Responsibilities of Board Officers
 - a. **President:** Preside at all meetings of the Board, see that orders and resolutions of the Board are carried out, sign all leases, Mortgages, deeds and other written instruments. Co-

sign all checks and promissory notes. The Board president is the designated spokesperson for the association.

- b. **Vice-President:** Act in the place of the president in the event of the president's absence, inability or refusal to act, and shall exercise and discharge such other duties as may be required of the Vice-President by the Board.
- c. **Treasurer:** Shall oversee the receipt and deposit of all monies of the association in appropriate bank accounts. Shall oversee the disbursements of all funds as directed by resolution of the Board of Directors. Ensure all checks and promissory notes have proper signature. Oversee the accounting system for the association and ensure an annual audit of the association finances is performed at the completion of each fiscal year. Will oversee the preparation of an annual budget and statement of income and expenditures and will ensure these are presented to the membership at its regular meeting and have these documents available for the association membership. The treasurer is an ex-officio of the Budget/Audit committee. The Treasurer shall be afforded the same rights as other members, including debate, making formal motions and voting.
- d. **Secretary:** Shall ensure a record is kept of all Board votes and minutes of all Board meetings are kept and available to the association members. Shall ensure a notice of all regular Board meetings and annual meeting of the members is posted and communicated to the association membership. Oversee the keeping of appropriate records showing the members of the association and their address. Perform such duties as may be assigned by the Board. Update the Administration handbook when the Board changes or creates new policies.

2.2.3 Election Process (REV 1)

1. Candidate Application

- a. Any person may file for an open position on the Board of Directors or the Architectural Committee as long as the application is filed no later than the deadline as established or modified by the Board of Directors.
- b. All applications will be sent to the Nominating Committee for evaluation to select a slate of candidates to be submitted to the Board of Directors.
- c. Applications will remain sealed within the committee till the slate is delivered to the Board of Directors.
- d. All applications shall be by a formal sealed letter of request to the Nominating Committee accompanied by a biography of the candidate and why they are running for a position on the Board of Directors or Architectural Committee, with no more than 300

words. The “Bio” and “Why I Am Running” will be published in the July and August edition of the Property Owners Newsletter. If a photo of the candidate is included with the submitted information, the photo will be included in the newsletter.

2. Nominating Committee

- a. Nominations from the Nominating Committee must be completed by Monday, one week prior to the June Board meeting and presented to the Board at the June Board meeting, or at any such other dates as determined by the Board.

3. Voter Forum

- a. The Association **may** promote one (1) voter forum in connection with the election. The forum will take place at a designated location announced by the Board of Directors.
- b. The date and time of the voter forum will be established by the BOD.
- c. The voter forum is to promote a meeting between candidates and the membership as well as provide any information on any special initiatives that may be on the ballot. The meeting shall not be longer than two (2) hours and the format will be:
 - An introduction of the candidates by the host.
 - A brief introduction by each of the candidates followed by random questions.
 - Questions from the audience moderated by the host.
 - Information about any initiatives that may be on the ballot and provide an opportunity for questions and answers.
- d. The host of the voter forum shall be the President of the Board. The next alternate will be the Vice President of the Board. In the event that neither the President nor Vice-President cannot host then the Secretary shall host the forum.

4. Election Signage

- a. Campaign signs for the annual election shall not be erected sooner than July 1st and shall be removed within three (3) days after the annual meeting. In the event of a special election, signs shall be removed within three (3) days following of said election.
- b. Special election signage may not be erected more than two (2) months prior to the vote and must be removed within three (3) days following of said vote.
- c. Signs may be placed only on private property and with the expressed permission of the owner of said property.
- d. One sign for each issue or candidate will be allowed per property.

5. Ballot

- a. The election ballot, its format and contents, shall be reviewed and approved at a Board meeting for the annual election. For any special election, the BOD will approve the ballot at least one month before the special election.
- b. Candidates shall be placed in random drawn order by the Nominating Committee.
- c. Any measure to be included in the ballot must come properly worded and previously reviewed and recommended by a committee of the Board and Board approved.
- d. Annual election ballots will be mailed with the “Notice of the Annual Meeting of the Members” no later than the first Wednesday of August. This mailing will consist of “Notice of the Annual Meeting”, the ballot, a secrecy envelop and a return mail envelope. Special election ballots will also include a secrecy envelop and a return mail envelop.
- e. Mailed Ballots: Ballots may be mailed directly to the firm that is in charge of validation and tabulation. The validating firm must receive annual election ballots no later than 5:00 P.M. of the Wednesday preceding the annual meeting. For special election ballots, the validating firm must receive the ballots no later than the BOD established deadline.
- f. Hand Delivered Annual Election Ballots: Ballots will be accepted at the Administration office for forwarding to the validating firm. On the day of the Annual Meeting, hand delivered ballots will be accepted between the hours of 8:30 A.M. and 10:30 A.M. and will be included in the final ballot validation and tabulation.
- g. More than one (1) vote cast for the same individual(s) will invalidate the ballot.

6. Voters’ Pamphlet For Annual Election

- a. Contents shall include a SAMPLE BALLOT, CANDIDATES’ BIOGRAPHY with their picture, full text of BALLOT TITLES, etc. The voters’ pamphlet Newsletter will not only be a voting manual but also an educational tool for the membership.
- b. Voter’s pamphlet/ballot/instructions and official ballot shall be mailed no later than the first Wednesday of August.

7. Vote Validation

- a. The CPA firm that is to validate the election will be chosen by the Community Manager and approved by the Board. Election results will be made public no later than the Tuesday following Labor Day.
- b. Only one ballot may be submitted per lot within the CRR Association. Dues for the lot must be current to be eligible to vote. Membership rights will be suspended if dues are in

default of the current billing cycle. A property owner may not relinquish their voting right.

2.2.4 Committees

Crooked River Ranch Board of Directors oversees a number of standing and Ad hoc committees which act according to Board policy and direction. Committees are comprised of volunteers who are members from the Association and non-board members, unless approved and directed by the Board, who are strongly recognized and supported by the Board as an essential part in maintaining the livability and sustainability of the Association.

1. Establishing Long Term Committees:
 - a. The BOD may define the role, requirements, expectations and confidentiality requirements for each committee established.
 - b. Each committee will review applications for committee membership (in the order they are received) and will recommend new members to be elected by the BOD. Every attempt should be made to achieve geographical diversity when recommending new committee members.
 - c. An annual orientation for committee members will be provided to help provide basic skills on how to conduct effective meetings and cover the basic requirements for each committee and committee member.
 - d. A committee member may be removed from the committee by action of the committee or the BOD prior to the end of their term by majority vote.
 - e. The BOD will define a liaison relationship with the committee. Typically, the role of any assigned liaison is to improve communication between the BOD and the committee. The liaison may take a more active role within the committee if requested by the committee. The assigned liaison will not be a voting member of the committee.
 - f. The BOD will conduct an annual review of each established committee for the purpose of identifying areas where the BOD can better support the committee and determine if the role, requirements or expectations of the committee need to change.
 - g. The BOD will provide some type of annual recognition for all volunteers on the CRR committees.

2. Establishing Ad Hoc Committees:
 - a. The BOD will define the role, requirements, expectations and confidentiality requirements for each ad hoc committee established.
 - b. The BOD will define the membership and the timeframe the ad hoc committee will exist.
 - c. A committee member may be removed from the committee by action of the committee or the BOD prior to the end of their term by majority vote.

3. Committee Application Process:
 - a. A form will be made available at the Administration Office that will have the following information:
 - Applicant name, address and phone number.
 - Committees the applicant is now a member of.
 - Listing of all association committees available for association members to volunteer for, along with each committee "role".
 - Place for the applicant to select which committee(s) they are interested in.
 - Applicant experience, skills and interests.
 - b. Once the form is filled out with the required information, the Administration Office staff will receive the form back from the applicant and date the form of when it was received.
 - c. The Administration Office will verify that the applicant is current on their dues, there is no open CC&R complaint filed against this person and file the application. If the dues are not current or there is an open CC&R complaint, the applicant will be notified that their form will not be placed in the committee applicant file until these are resolved. (Dues are considered current if there is an approved payment plan with the administration office).
 - d. When there is an opening on a committee, the committee chair (or their representative) will review the filed committee applications. Any applications that has their committee identified as a committee of interest (there may be multiple committees identified as committee of interest) needs to be considered starting with the earliest application filed.
 - e. The committee chair (or their representative) will contact the individual to verify that the applicant is still interested in their committee and then recommend their membership to the BOD on the committee for a 3 year period (except for the Architectural Committee in accordance with the CC&Rs which is a 1 year term).
 - f. A person can be a member of up to two long term committees and two ad hoc committees.

4. Requirements of the Committee:
 - a. The committee may have up to nine (9) members and each member must be a member of the association in good standing and approved by the Board of Directors.
 - b. Each committee member will serve a three (3) year term. If a committee member elects to terminate their membership on the committee prior to the end of their three year term, the committee may decide to follow the election process of a new member to the committee as defined in section 2.2.3 (Committees). This person will serve out the term of the person they are replacing.
 - c. Once a committee member has ended their term of service, they may reapply for membership on the committee after a period of one year. To encourage maximum participation every consideration should be afforded new applicants.
 - d. In the event the maximum number of members is not achievable without a waiver to the one year absence rule the committee will operate at a reduced level and continue soliciting for participation. The Board of Directors has the authority to waive the one year absence rule in an emergency.
 - e. Every year, the committee must elect a chair, vice-chair and secretary.
 - f. Minutes must be taken at all committee meetings and a typed copy of the minutes must be submitted to the administration office. These minutes will be included in the BOD monthly meeting packet.
 - g. Any committee may request exemption from any policy within the Administration Handbook from the Board of Directors.

5. Expectations of the Committee:
 - a. Announce the location and time for committee meetings and make this schedule available to the Administration Office.
 - b. The committee reports directly to the Board. A committee may request information or other type of support from the community manager. The committee does not report to or direct staff activities.
 - c. Communicate with the BOD when support from the Board is needed.
 - d. Provide information and support to the Board by attending monthly Board of Director meetings.
 - e. Meet or exceed the identified role of the committee.

6. Confidentiality Requirements of the Committee Members:
 - a. Every committee member is responsible to maintain confidentiality of sensitive or personal information gained due to his or her membership on a committee. Information about other association members, Board of Directors, staff or any other confidential information gained as a committee member must be held in the strictest confidence and respect unless the committee member is authorized to share that information. Failure to do so may result in removal from the committee by action of the committee or the BOD.
7. Committee Contact Information:
 - a. CRR newsletter will publish committee contact information in each newsletter publication.
 - b. CRR web listing of committee contact information will be updated and available.
 - c. Administration office will provide hard copies of committee contact information upon request.

2.3 Established Committees

2.3.1 Golf Advisory Committee (REV. 2)

1. Role of the Committee:
 - a. Provide opportunity for dialogue with the Golf Course Superintendent and Golf Professional.
 - b. Provide advisory input to the Board concerning issues relating to strategic golf course design and direction.
 - c. The scope of this committee does not include staff performance evaluation or day to day operation issues.
 - d. It is recommended that membership is limited to seven (7) with a balance of men and ladies maintained.

2.3.2 Budget/Audit Committee (REV. 2)

1. Role of the Committee:
 - a. See Chapter 5 (Finance Management)

2.3.3 Architectural Committee (REV. 2)

1. Role of the Committee:
 - a. Review all property improvements as defined in the CC&Rs.
 - b. Work with county authorities to have a cooperative relationship that would support the work of the committee to ensure compliance of property improvements within established CC&Rs.

- c. The Architecture Committee will serve as the CC&R Advisory Panel (Section 10.7) along with one (1) Board of Directors.
2. Election of Committee Members and Term of Service:
- a. The Nominating Committee will annually seek out qualified candidates who will be presented on a slate to the Board of Directors each year for inclusion on the ballot.
 - b. Committee members shall be elected by the members of the Association, who are eligible to vote.
 - c. The term of service on this committee is for one year, beginning in September of each year.

2.3.4 Parks & Recreation Committee

1. Role of the Committee:
- a. Provide advisory input to the Board concerning issues relating to park improvement and use.
 - b. Provide proposed youth summer recreation programs for Board approval.

2.3.5 Maintenance Committee

1. Role of the Committee:
- a. Provide technical advisory input to the Board concerning issues relating to maintenance of association facilities, property and roads.
 - b. The committee should work/coordinate with other jurisdictions when providing input.
 - c. The scope of this committee does not include staff performance evaluation or day to day operations.

2.3.6 Nomination Committee (REV. 2)

1. Role of the Committee:
- a. Secure candidates for the ballot.
 - b. Evaluate applications and present a slate of qualified, acceptable candidates to the Board for approval and to the membership for a vote.
 - c. The committee shall make as many nominations for election to the Board of Directors as it shall determine are appropriate, but not less than the number of vacancies that are to be filled (in accordance with Article IX of the By-Laws). All applicants

who apply for a board position will be considered equal, if they meet the requirements established by the Board.

- d. The Committee will serve for (1) year following the end of the Annual Meeting. The Board may re-appoint members for additional years in accordance with the Administrative Handbook.
- e. Work with staff to develop a calendar based on lead-time guidelines contained in the Administrative Handbook that will effectively meet the election cycle's milestones. Dates would include:
 - Final date for receipt of application forms from potential candidates in the administrative office.
 - Deadline for distributing all potential nominee information to committee members (should be done with enough lead-time for committed members to review data, prior to the meeting.
 - Date of meeting to review the slate of nominees who have applied.
 - Date to present slate of candidates to Board for approval.
 - Deadline for notification of candidates of final ballot via phone.
 - Deadlines for mailing, receiving, and counting ballots.
 - Deadline for notifying all candidates of the election results via phone.
- f. Ensure all potential nominees are notified of final ballot and election results.
- g. Ensure that a ballot is prepared in accordance with the nominating committee procedures and submitted to the Board of Directors for approval.
- h. Candidate recruitment and selection process:
 - Candidate solicitation shall begin with article published in the February Association Newsletter describing the coming election process and the specific role of the nominating committee. The article will also call for recommendations from the membership and describe how they can be made.
 - Qualified individuals will be strongly encouraged to fill out application forms which must be returned directly to the administrative office by the specified date.
 - Meetings and procedures will be carried out according to the time frames provided by the Administrative Handbook.

- The committee will review and discuss applicants for each open position, including validation of eligibility based on established requirements that have been clearly communicated in the Newsletter article. After thorough review and discussion, the ballot shall be prepared for board approval.
 - Staff will prepare a report of the recommended slate of candidates for presentation to the board. The committee chair will ensure the accuracy of the document
- i. The committee members shall consider the specific discussions related to potential nominees to be confidential. Committee members are prohibited from disclosing potential and final nominees to the membership prior to forwarding the official slate to the Board.

2.3.7 Ranch Phase Communication Representatives (RPCR)

1. Role of the Committee

- a. The primary mission of the committee is to enhance communication between the Board of Directors and ranch residents.
- b. The committee will have one or more representatives from each phase of the community.
- c. Representatives may inform residents of the process to report CC&R code violations but will not enforce any such codes.
- d. By virtue of the size of the Ranch, this committee is not restricted to 9 members on their committee as specified in the Administration Handbook.

2.4 Ad Hoc Committees

2.5 Vision

To maximize the long-term value and livability of Crooked River Ranch for its association members and guests supported by an exceptional team of paid employees and volunteers.

2.6 Values

- a. Safe work environment for all employees and safe environment for all association members and guests.
- b. Our employees are our greatest asset.
- c. Challenging and satisfying workplace so that we may recruit and retain the best employees.
- d. Trust and respect for all employees, association members and guests.

- e. Teamwork between all employees, departments, BOD and committees.
- f. Quality and effectiveness of all work performed.
- g. Clear and open communication at all levels of the CRRCMA organization.
- h. All decisions made as if in an open forum.
- i. Continued improvement of the livability and service provided to association members and guests

2.7 Basic Roles/Responsibilities

2.7.1 Organization Specific Roles & Responsibilities

Board of Directors (BOD). The BOD is a nine member body and is the source of authority for all operations and activities of CRR. The BOD is to operate under the By Laws, Articles of Incorporation, CC&Rs, and approved policies as documented in the Administration Handbook. The BOD members do not have authority as individual members unless specifically assigned by the full nine member body (BOD). Team culture and adhering to the CRR vision and values is the responsibility of the BOD. The BOD has the following roles and responsibilities:

a. Hire and Manage the Community Manager

The BOD is responsible for hiring and managing the performance of the Community Manager. The performance management policy will be followed by the BOD in managing the performance of the Community Manager. All significant priority changes or documented performance feedback given to the Community Manager will be delivered by the complete BOD. The BOD will provide two BOD liaisons (Board president and vice president) to provide communication and guidance to the Community Manager on normal operational issues and to aid in resolving policy questions.

b. Long Range Planning and Policy Setting

The BOD is responsible for establishing the vision and policies for CRR. Various committees will be used to aid in the long range planning (i.e. Budget/Audit Committee) but it is the BOD responsibility to ensure proper long range planning is accomplished and annual operation and capital expenditure budgets are established to support the long range plan. (See chapter 6 for more details on CRR finance management policies). The establishment of appropriate policies is the responsibility of the BOD. These policies will be captured in the Administration Handbook.

c. Monitoring

The BOD is responsible for the overall performance and monitoring of the CRR organization. This is accomplished in part by reviewing, various financial reports, monthly reports by staff and other informational sources that may be available. All contracts and major purchases will be under the direct supervision of the BOD. However, the board delegates the daily operational management of CRR activities to the Community Manager.

d. Be An Advocate for CRR

The BOD is to represent and be an advocate for the CRR association. This can be done through county and state relationships, Chamber of Commerce and other organizations that may have impact on the CRR community.

e. Volunteering and Staff Support

Board members may provide volunteer support to the association for specific defined volunteer opportunities that are available to all association members. Board members are not allowed to provide volunteer support on an extended basis to supplement staff support and/or operational roles without Board approval. Board members may provide consulting support from time to time to association staff if requested.

Community Manager. The Community Manager is responsible for the operational management of the CRR organization and reports directly to the BOD. It is the Community Manager responsibility to ensure appropriate communication is made with the BOD on the health of the CRR organization and that the Board is pulled into the decision making process when it is appropriate. Team culture and adhering to the CRR vision and values is also the responsibility of the Community Manager. The Community Manager has the following roles and responsibilities:

a. Planning:

The Community Manager will use the vision and priorities provided by the BOD for establishing his plans for the CRR organization. The Community Manager is responsible for putting in place those systems and processes to ensure the CRR organization adhere to the established plans.

b. Organizing:

The Community Manager is responsible for organizing the staff in such a way as to maximize organization efficiency and cost effectiveness. Effective support of the association operations and supporting association members is the goal. Any major organization restructure will require BOD review and approval.

Changes in personnel assignments or minor organizational changes do not require BOD approval.

c. Staffing:

The Community Manager has the authority to hire and terminate the employment of staff within the CRR organization. Any contract employee hiring or termination requires the approval of the BOD. The Community Manager is responsible for staying within the operational budget in making staffing decisions. Any new positions need to be approved by the BOD before the Community Manager can fill that position.

d. Directing and Leading (staff):

The Community Manager has broad authority to direct and lead the staff to meet association goals and objectives. The Community Manager must work within the requirements defined in any employee contract when making decisions with the CRR staff. Development and career growth opportunities should be considered in directing staff activities.

e. Controlling (budget):

The overall goal is to allow the Community Manager to make decisions and manage the operation and capital expenditure budgets for the benefit of the CRR association. Chapter 6 of the Administration Handbook defines the policies the Community Manager must operate within in making budget decisions. Any decision resulting in an over budget situation, requires BOD approval. Any contractual agreements must be negotiated and prepared by the Community Manager, the Board will need to approve all legal contracts.

f. Interaction With the BOD:

The Community Manager will provide reports to the BOD. The Community Manager will involve the BOD liaisons appropriately for guidance and support for operational issues. The Community Manager will inform the BOD of who is in charge during any extended absence.

The BOD will provide a formal written performance review annually utilizing the defined performance management process. Informal quarterly review meetings will be held with the BOD and the Community Manager for the purpose of communication and leveling of expectations.

g. Crisis Management:

The Community Manager will normally be the first responder to any emergency or crisis on CRR association property or with any CRR staff. The BOD will be brought into the emergency/crisis response planning and direction as defined by the policy documented in chapter 7 of the Administration Handbook.

Department Supervisor: The Community Manager selects and hires supervisors who are responsible for achieving the goals of the department. If the department supervisor is a contract employee, the BOD must approve the contract. The department supervisor recommends for hire employees of the department with the approval of the Community Manager. Department supervisors are expected to follow the policies defined in the Administration Handbook and to manage the performance of their employees. Each department supervisor must support the team culture, vision and values of CRR.

Employee: The department supervisor is responsible for the day-to-day supervision of each employee in their department and the evaluation of his/her performance. Each employee must adhere to the team culture, vision and values of CRR. Each employee is responsible for his or her own career development.

2.7.2 Department Specific Documents, Location & Use

Department Specific Documents: Each department will have established operational policies and procedures, specific to their department operations. These operational policies and procedures must be reviewed by the Community Manager and approved by the Board before they may be established, modified or eliminated. The Board of Directors has the right at any time to review, modify or eliminate any department specific policy or procedure.

Location & Use: Any department specific policies or procedures must be available to any employee of that specific department for review. These policies and procedures must also be available for any Board member to review. Some selected policies may be displayed in the work place for those policies dealing with the general public.

2.8 Job Descriptions

The Association will maintain a current job description for each paid employee position. Each description will have the following as a minimum; Job Title, position grade, department, classification and who to report for supervision. Each job description will include the following essential functions, Additional Responsibilities, Standards of Performance,

Education and Experience, Job Prerequisites, Independent Action, and Supervisory Responsibility.

Periodically job descriptions will be reviewed with the supervisor and employee for consistency and any needed modifications. Any such modifications or changes will need to be reviewed by the Community Manager. Any department level job description changes will require Board approval.

2.9 Key Organizational Linkages

2.9.1 Special Road District

- A. The Special Road District (SRD) is the organization that has primary authority and jurisdiction over public roads on the Ranch except those that are part of county road inventory systems.
- B. Within its authority, the SRD delegates the Association authority to perform road maintenance on District roads. The SRD shall establish road maintenance standards. The Association shall maintain current levels of maintenance.
- C. In the event any disputes or meanings, application or terms both boards shall work together to resolve concerns or issues, continuing to work collectively on behalf of Ranch members.
- D. The Association will support the SRD road improvement projects with resources as the Association Board decides appropriate and feasible.
- E. The Association will assist the SRD with equipment and personnel on SRD projects subject to the Association needs and availability.
- F. Association staff may be used as advisors to the SRD but under the direction of the Association Board.

2.9.2 Special Fire District

- A. The Crooked River Ranch Rural Fire District (CRRRFD) is the organization that provides fire and life safety to the members of Crooked River Ranch.
- B. Both the CRRRFD and Association will work cooperatively in the event of emergencies pertaining to areas within Crooked River Ranch and that effect the community at large.
- C. The Association will assist the CRRRFD with equipment and personnel, subject to the Associations resources and availability.
- D. Association staff will assist the CRRRFD as advisors but under the direction of the Association Board.

2.9.3 Jefferson County

1. The county commissioner Board meetings are held at 66 SE D St., Madras. The agendas for each county commissioner Board meeting is posted at www.co.jefferson.or.us .
2. The CRR Board of Directors will strive to have representation at the regular county commissioner Board meetings. Board member assignments will be coordinated at the monthly Board work sessions.

2.9.4 Deschutes County

1. The county commissioner Board meetings are held at 1300 NW Wall St., Bend (Commissioner's Hearing Room). The agendas for each county commissioner Board meeting is posted at www.co.deschutes.or.us .
2. The CRR Board of Directors will strive to have representation at the regular county commissioner Board meetings. Board member assignments will be coordinated at the monthly Board work sessions.

2.9.5 State and Federal Agencies

Any official communication with the various state and federal agencies will be conducted through the Community Manager. The Community manager will keep the Board current on any issues related to these governmental organizations and the Board of Directors must approve any agreements or contracts with any of these organizations.

3. Personnel Policies

3.1 Employee Expectations & Employment Policies

3.1.1 Harassment Policy

The purpose of this policy is to provide employees with an environment free from all forms of discrimination, including harassment.

While all forms of harassment are prohibited, the intent of this policy is to emphasize, sexual harassment is specifically prohibited. CRR has the responsibility to maintain the workplace free of any form of harassment. No person in a supervisory position shall threaten or insinuate, either explicitly or implicitly, that an employee's refusal to submit to sexual advances will adversely affect the employee's employment, evaluation, wages, advancement, assigned duties, shifts, or any other condition of employment or career development.

Other sexually harassing conduct in the workplace, whether committed by managers/supervisors, or non-managerial personnel, or outside individuals, (vendors, customers, association member, etc.) is also prohibited. Such conduct includes:

- Sexual flirtations, touching, advances, or propositions;
- Verbal abuse of a sexual nature;
- Graphic or suggestive comments about an individual's dress or body;
- Sexually degrading words to describe an individual;
- The display in the workplace of sexually suggestive objects or pictures, including nude photographs; and
- The use of information systems (including E-mail systems, and the Internet) for the display or transmission of sexually explicit images, messages, off-color jokes, or anything that may be construed as harassment or showing disrespect for others.

This policy covers conduct in the workplace, at social functions sponsored by the company (such as, but not limited to, holiday dinners, picnics, sporting events), and business functions (such as, but not limited to, conventions, trade shows).

Any employee who believes that the actions or words of a manager or fellow employee constitute unwelcome harassment has a responsibility to report the incident as soon as possible to your manager or to the next higher level of authority, if the incident involves your direct supervisor.

All complaints of harassment must be investigated promptly and in an impartial manner. If an employee is not satisfied with the handling of a complaint or the action taken by the manager, then the employee should bring the complaint to the Community Manager (or the president of the BOD if the complaint is about the Community Manager). In all cases, the employee is to be advised of the findings and conclusion in a timely manner.

Any employee or manager who is found, after appropriate investigation, to have engaged in harassment of another employee will be subject to appropriate disciplinary action, depending on the circumstances, up to and including termination.

3.1.2 Employee Training & Development Policy

It is the policy of CRR to promote continuing education and career development of CRR employees. Off-site training opportunities

will be assessed and will be granted on a case-by-case basis; within budget constraints. Only regular full-time employees are eligible for this benefit.

All requests for training assistance must be filled out and signed by the applicant and forwarded to the department supervisor. He/she will make a recommendation to approve or disapprove the request based on budget constraints. If in-house training is recommended, the department supervisor will arrange for the training and will advise the applicant of the date, time and place for training.

As a general guideline, not more than one representative of CRR will attend a conference or convention at the same time. Conference or convention fees and related costs are paid out of the current year budget. Therefore, approval by the department supervisor is required. Following attendance at the conference or convention, the employee must conduct a briefing to enlighten other staff members relative to the information obtained at the conference.

Invoices for reimbursement of conference costs must be submitted within ten (10) working days following the employee's return to work after the conference. If an advance has been provided, the employee must complete a travel voucher and reimburse CRR any advance over that required.

3.1.3 Conflict of Interest Policy

Outside Employment. No employee may engage in any other employment, whether public; private or self-employment, during scheduled work hours or outside scheduled work hours if such employment conflicts with CRR interests or adversely affects the employee's availability and/or productivity during normal work hours.

Conflicts of Interest. No CRR employee may participate in any action in which the employee has a substantial financial interest. Participation includes, but is not limited to reviewing bids or proposals, making recommendations for award of contracts, awarding service or other contracts, preparing bid documents, etc, when the employee stands to receive any compensation or profit from the outcome of any action taken above. No CRR employee may be elected to or hold an official position on the BOD.

3.1.4 Fraternalization Policy

To avoid favoritism, bias and other unfair or nonproductive interpersonal relationships between coworkers, all management personnel are prohibited from dating or having intimate relationships with employees within their department.

3.1.5 Conduct & Appearance Policy

Personal Conduct. All employees are engaged in public relations. CRR reputation depends upon excellent service and quality of work. Each employee must be sensitive to the importance of providing courteous treatment in all working relationships with the public and with other employees. Some deal directly with the public; others, while not in direct personal contact, do perform work under the public eye.

All employees of CRR are expected to be courteous, efficient, and helpful in all their work assignments. If the employee is not able to resolve a concern that is raised, they must make arrangements for that person to meet with their immediate supervisor.

Personal Appearance. Employees are expected to dress in appropriate attire and to maintain the highest standards of personal hygiene at all times. Clothing will be neat and clean (no holes or patches). Uniforms, when provided, will be worn at all times when on duty. For safety reasons, maintenance employees are not allowed to wear multiple earrings or other jewelry that may interfere with the safe performance of their job.

3.1.6 Attendance Policy

CRR employees work as a team, and this requires that each employee be in the right place at the right time. Attendance at all scheduled hours of work is expected of each employee. Reporting for work on time and continuing to work to the end of the work period is also expected.

If you are going to be late or absent for work, you must notify your supervisor or other authorized delegate within the first thirty (30) minutes of your scheduled shift. Any employee who is absent for three (3) days without notifying the Department Supervisor will be assumed to have voluntarily resigned from his/her position and will be removed from the payroll.

Noncompliance to the attendance policy or leaving early without permission will result in performance disciplinary action up to, and including, termination.

3.1.7 Unauthorized Solicitation or Distribution of Information Policy

Solicitation or distribution of unauthorized material or information is strictly prohibited during work hours and at no time is an employee authorized to do so as a representative of CRR.

3.1.8 Telephone, Email or Internet Use Policy

As a general rule, personal business should not be conducted during your work time. You may use the CRR telephones and computers for occasional personal use. However, personal phone calls, emails and internet access shall be kept to a minimum and should be accessed during break periods. Personal phone calls will be restricted to local calls only. Use of the CRR computers to access adult web sites or sending inappropriate jokes or other inappropriate email is prohibited and may result in termination.

3.1.9 Vehicle Use Policy

CRR vehicle operators have the responsibility to operate vehicles in a safe, lawful, and skillful manner, and shall at all times give the highest priority to the safety and welfare of the general public. Operators shall obey all laws and CRR policies pertaining to operation of vehicles, including the use of personal protective equipment (PPE) as so instructed.

No person shall operate a CRR vehicle unless he or she is qualified and authorized to do so. The Department Supervisor will not allow any CRR employee to drive CRR vehicles without a valid Oregon driver's license.

A copy of the license must be submitted to the Administration Office before employment begins with CRR. Failure to provide a valid copy of the driver's license could delay the start date for employment.

The Administration Office must be notified of any change in license status. Failure to do so may result in disciplinary action up to and including termination.

3.1.10 Equipment & Resource Use Policy

All mobile equipment, power tools and vehicles assigned to any department are to be used exclusively for the operation, maintenance and improvement of the common properties and

facilities located at CRR, and shall specifically not be used for personal activities. All mobile equipment, power tools and vehicles of any size or design will be operated exclusively by trained (or in training) employees of CRR and under the supervision or with the approval of the department supervisor.

No CRR vehicle may be kept at the residence of any employee, regardless of whether that vehicle may be assigned to that employee by the management as the primary user, unless specifically authorized by the BOD. Vehicle use is specifically limited to travel to and from the work site and approved trips for parts, supplies or equipment. Vehicles are not to be used for any form of personal transportation on or off the Ranch without permission of management.

3.1.11 Property Return Policy

An employee leaving employment with CRR, whether through dismissal or resignation, is responsible for returning any property of CRR, which he/she has in his/her possession.

3.1.12 Employee Problem Resolution Policy

Each CRR employee is expected to work with fellow employees in a constructive team environment. Conflicts and disagreements can and will arise. In most circumstances, these conflicts and disagreements can be resolved immediately between the individuals involved. Employees may encounter problems or difficulties with their job assignments or other issues concerning their employment at CRR. Each employee may engage the CRR escalation process to address these issues if they are not immediately resolve able.

CRR Escalation Process

- a. If an issue with another CRR team member, address the issue or problem with that person first.
- b. Address the problem with your immediate supervisor.
- c. Address the problem with the Community Manager.
- d. Address the problem with the president of the BOD.

Golden Rule

In resolving conflicts or disagreements between yourself and others, always assume the other person is competent and reasonable. Listen to understand their position first, and then express your position as it relates to the position of the other person. Escalation is an available process, but should be used sparingly.

3.1.13 Employee Confidentiality

It is every employee's responsibility to maintain confidentiality of sensitive or personal information gained due to his or her position as a CRR employee. Information about other employees, contracts or legal agreements or any other confidential information gained as an employee of CRR must be held in the strictest confidence unless the employee is authorized to share that information. Failure to do so may result in disciplinary action up to and including termination.

3.2 Employee Performance Management

3.2.1 Performance Management Policy

The goal of the CRR performance management policy is to provide a consistent process for assessing employee performance, providing feedback to the employee for career development and for defining the process of progressive discipline. The underlying philosophy of this policy, (a CRR value), is that our employees are our greatest asset.

Annual Employee Performance Evaluation. The following process will be used for routine employee performance evaluation. This process will be conducted annually for regular full-time or part-time employees on or about their anniversary start dates. For seasonal employees, this process will be used near the end of their work season with CRR but prior to their departure as an employee for that season.

- a. Employee will fill out the Employee Performance Evaluation when directed to by their supervisor. This is the self-assessment.
- b. Supervisor will review the self-assessment with the employee.
- c. The supervisor will use the information from the self-assessment review and any other sources he/she feels appropriate to complete the Employee Performance Evaluation.
- d. The evaluation will be reviewed and approved by the next higher management level.
- e. The supervisor will deliver the performance evaluation to the employee.

- f. The employee will sign the performance evaluation and a copy will be given to the employee and the original will be filed in the administration office. (Signature of the employee does not signify that the employee agrees with the review, but that the employee has seen the review).

Progressive Discipline Process. The following process will be used for normal performance management issues. The purpose of the progressive discipline process, is to provide a consistent method for providing feedback to the employee about performance deficiencies, so that he/she can correct those deficiencies. There are circumstances where progressive discipline may not be deemed appropriate and the employee will be subject to actions up to and including immediate termination.

Progressive Discipline Process

- a. Verbal counseling
 - Used whenever there are performance deficiencies
 - Focus is on the performance problem and what is needed to correct the deficiency (also includes the timeframe when the deficiency is expected to be resolved)
 - The verbal counseling must be documented by the supervisor but the document does not go in the “official” employee personnel file.
- b. Documented counseling
 - Used when verbal counseling did not result in the correction of the performance problem within the timeframe identified in the verbal counseling.
 - The performance issue, the actions needed to correct the deficiency and the timeframe given for the performance improvement to take place are all documented.
 - The documented counseling will be placed in the employee personnel file.
- c. Written Warning
 - This is the last step of the progressive discipline process.
 - The performance issue and actions needed are again documented.
 - The timeframe to correct the performance deficiency is normally stated as three months. This timeframe may be extended up to six months if the supervisor is not

convinced the performance issue has been corrected. This document will contain a statement that if reasonable progress to correcting the performance problem is not made during the written warning period, management may proceed to terminate the employee before the end of the written warning period.

- d. Termination
 - If the employee is terminated from employment at CRR, all appropriate documentation shall be filed at the administration office.

Note: The next higher management level is required to review all written warnings and decisions for termination. Employee to sign and date all performance documents placed in their personnel files.

Reasons For Not Following the Progressive Discipline Process

- a. Significant safety violation
- b. Physical harm to fellow employees, association members or guests
- c. Theft
- d. Abandonment of job (no call in for 3 days)
- e. Possession and/or use of illegal substances or material at work
- f. Actions and/or comments of an extreme nature that management deems appropriate for immediate written warning or termination
- g. Repeat performance deficiency that had been previously documented in an earlier written warning
- h. Falsifying documentation

Possible Disciplinary Actions Outside the Progressive Discipline Process

- a. Immediate written warning
- b. Permanent written warning (stays permanently in the employee file)
- c. Immediate termination

3.2.2 Probation Policy

All new full-time, part-time and seasonal employees will be placed on probation for the first six (6) months of their employment. During this probationary period, the employee may be terminated from employment if the supervisor deems their performance unacceptable for long term employment. During the probationary period, normal progressive discipline process is not required or

expected. Before the end of the probationary period, the supervisor must document and deliver a successful performance review to the probationary employee before they may be converted to regular full-time/part-time employee status.

3.3 Employee Compensation

3.3.1 Pay Administration & Practices Policy

Pay Ranges. Pay ranges will be established for each CRR job position and approved by the BOD. Pay ranges may be adjusted periodically based on market conditions. It is the responsibility of the Community Manager to propose any changes to pay ranges to the BOD for their approval.

Salary Increases. The BOD will approve the budget for employee compensation. If there is increased compensation approved by the BOD, the Community Manager will establish salary increase criteria to be used for all employees and will manage the employee salary increase within the approved budget. There will be no automatic salary increases. (Seasonal employees are not eligible for increases).

Time Sheets. Each employee is responsible for keeping an accurate record of hours worked on a time sheet or time cards provided by CRR. Completed time sheet/cards must be signed by the employee and submitted to the employee's department supervisor or authorized delegate by the Monday following the end of the pay period. The department supervisor will review and countersign the time sheet/cards before submitting them to Administration on that same Monday for processing of paychecks.

Pay Period. The standard pay period is every two weeks. The workweek is Sunday through Saturday. Paychecks will be issued on the Friday following the end of the two-week pay period.

Standard Deductions. CRR will deduct from each employee's paycheck all standard local, state and federal taxes and other program deductions required by law.

Direct Deposit Payroll. Employees are encouraged to have their paycheck direct deposited to the checking or savings account of their choice. Please contact the Administration Office to authorize.

3.3.2 Work Schedule Policy

Standard Workday and Week. The department supervisor shall establish the regular scheduled hours and days of work. On occasion, it may be necessary to alter the regularly scheduled hours and days of work. Regular hours may differ in each department and will be published by that department supervisor. When the work schedule is altered, employees are required to attend work in accordance with the new schedule.

The schedule will normally provide for a workweek of forty (40) hours within a specific seven (7) day period. Other work schedules may be established to meet the needs of specific services.

Flex Time. With approval of the department supervisor, work schedules may vary with the stipulation that time will be compensated on an hour for hour basis. Work hours may be staggered on a “flex-time” arrangement to provide longer hours of service to the public.

Employees, for whom necessity requires a different schedule or a temporary change in a regular schedule from that generally applied, will work according to schedules prepared by the respective department supervisor.

Lunches. All employees who work more than six (6) hours will get a 30-minute lunch break. During the lunch break, employees are to be relieved of all work duties. The lunch period is normally scheduled near the middle of their shift. The department supervisor may require an employee to perform tasks during the normal meal period, but must allow an equal time for meals thereafter. Any employee who, for emergency or other reasons, works during a lunch period must report such time as time worked.

Rest Periods. Periodic breaks enable you to remain rested and alert throughout the day. Employees are entitled to a fifteen (15) minute paid rest period for each four (4) hours of working time. Breaks shall be arranged so as not to interfere with services.

3.3.3 Employee Reimbursement Policy

Personal Vehicle Usage. When an employee uses their own vehicle for CRR business reimbursement will be at the current Federal mileage rate. To meet IRS requirements, you must substantiate the mileage when submitting your expenses. You will pay all expenses connected with the operation of your vehicle on CRR business. Use of personal vehicle requires management approval.

Insurance. In the event of an accident, we carry property damage and public liability insurance protecting us against claims brought by third parties. However, we do not carry automobile insurance of any kind protecting you. Any insurance you desire on your vehicle to protect you must be taken out and paid for by you, including responsibility for physical damage and any deductibles. We recommend you carry a sufficient amount of insurance to provide adequate defense and protection of your personal assets.

We carry an insurance policy on our own vehicles. Therefore, if you are operating a CRR vehicle and are involved in an accident, our insurance policy will protect you and us to the extent of the coverage available under CRR insurance policies against claims brought by third parties.

Other expense reimbursement. All employees are to use established Ranch charge accounts when ever possible. Petty cash reimbursements may be made on purchases under \$50.00 when accompanied with a receipt and authorized by the department supervisor. Expense reimbursements over \$50.00 are to be submitted on a purchase order signed by the department supervisor. Reimbursement will be made by a Ranch check and paid according to normal accounts payable processing.

3.3.4 Final Pay Check Policy

Resignations. An employee who resigns without giving notice will receive his/her paycheck in accordance with applicable law.

An employee who resigns with a forty-eight (48) hours notice, excluding Saturdays, Sundays and Holidays, will receive his/her final paycheck on the last day of employment. If the final day worked falls on a Saturday, Sunday or holiday, the paycheck will be received not later than the end of the next business day.

Discharge. A terminated employee will receive his/her final paycheck on the day of termination.

3.3.5 Overtime Management Policy

Overtime. Employees are not to work additional hours beyond their normal work schedule unless specifically authorized by their department supervisor. CRR will not approve overtime except in emergency situations.

Employees who are classified as non-exempt will be paid overtime as required by law. Overtime will be paid at the rate of one and

one-half (1 ½) the hourly rate. Any overtime worked must be approved by the department supervisor in the form of a written explanation on submitted time records.

3.4 Employee Benefits

3.4.1 Purpose and Policy

The explanation of employee benefits in this handbook is intended only to highlight certain currently offered benefit plan features. More detailed information regarding the benefits is contained within the summary plan. In the event of any discrepancy between the information contained in the handbook and the plan documents, the plan documents govern and control.

3.4.2 Medical Insurance

Eligible employees may participate in CRR group medical insurance plan. An eligible employee is a regular full-time employee who has been employed a minimum of thirty (30) days. Insurance becomes effective the first of the month following 30 days of employment. CRR will pay a portion of the eligible employee's cost of group health insurance. The portion to be paid will be determined each year by the BOD. For more specific information, contact the administration office.

3.4.3 Vacation Policy

Vacation begins to accrue on your first day as a full-time employee, but is not earned until after one year of employment. Vacation earned can be carried over into the next year, but not more than one year's accrual. A full-time employee not on an unpaid leave of absence earns vacation at the following rate: (Employees working less than 40 hours per week will have vacation pro-rated based on hours-worked i.e. 30 hours equals 75% of authorized rate.)

| | |
|---------------------|---------------------|
| 1 year: 40 hours | 2 years: 80 hours |
| 10 years: 120 hours | 15 years: 160 hours |

Requests for annual vacation leave may be granted subject to the workload requirements and manpower availability. All requests for annual vacation leave should be submitted to the department supervisor at least 30 days prior to the vacation being taken, in writing on the approved form. The employee will receive written approval or denial of such a request from the department supervisor.

Due to workload requirements, it may not be in the best interest of a department to grant vacation requests from more than one employee at the same time. When two (2) or more employees in the same department have requested simultaneous vacation leave which overlap, preferences will generally be given to the employee with the greater number of years of service.

Employees on vacation may not alter the length of the scheduled vacation period without approval of the department supervisor.

Upon voluntary or involuntary termination of employment from CRR, full-time employees shall be paid unused vacation, if earned.

3.4.4 Sick Leave Policy

All full-time employees (working a minimum of 40 hours per week) shall earn twelve (12) days of sick leave per year with full pay. Sick leave may be carried forward into the next calendar year, but shall not exceed a 30-day (240-hour) accrual. If the employee is sick more than 3 days, the supervisor may require a doctor's release. Sick leave benefits are not earned and do not accrue while an employee is on an unpaid leave of absence. (Employees working less than 40 hours per week will have sick leave pro-rated based on hours-worked i.e. 30 hours equals 75% of authorized rate.)

Employees are eligible for sick leave for the following reasons:

1. Non-occupational personal illness or physical disability.
2. Quarantine of an employee by a physician for non-occupationally related illness.
3. Illness in the immediate family (mother, father, spouse, brother, sister, child, mother-in-law, father-in-law, grandparent, or significant other) requiring the employee to remain at home.
4. Doctor and dentist visits.

Long term sick leave. If an employee uses all accrued sick leave, any additional time off due to sickness, the employee will have the option of taking vacation time or leave without pay. If the employee has no accrued vacation time, the employee will be placed on leave without pay.

Family Leave Act. Employees with long-term or serious health conditions may be entitled to time off under the Americans with Disabilities Act and the Oregon Family Leave Act. Contact the Administration Office for further details.

Termination. Upon termination of employment, there is no payout for any accrued sick leave.

3.4.5 Paid Holiday Policy

The following days are recognized as holidays with pay for all employees in regular full-time positions who are in pay status the day before and the day after the recognized holiday. All other employees will not receive holiday pay unless the terms of an employee's written employment contract expressly provides otherwise. If an employee works on a holiday, the employee may be allowed to take another day off with pay or may be paid for time worked plus an additional 8 hours holiday pay.

New Year's Day
Memorial Day
Independence Day
Labor Day
Thanksgiving Day and the Friday after Thanksgiving Day
Christmas Day

Whenever a holiday falls on a Saturday, the preceding Friday shall be taken, and, whenever a holiday falls on a Sunday, the following Monday shall be taken under the conditions as above.

3.4.6 Golf Privileges Policy

Complimentary Golf:

- A.** Except when the golf course is deemed, by the golf shop supervising staff, to be too busy with daily fee customers, employees are allowed access to the golf facilities including golf, golf cart, driving range, and putting green --- with the following parameters. Any employee playing under this privilege is expected to conduct themselves in a professional manner. Failure to do so may jeopardize this privilege.
- B.** All guests must play with employee.
- C.** All employees may bring one (1) free guest per week. All other guests will be charged property owner rates.
- D.** Full-Time employees are afforded unlimited golfing privileges.

- E.** Part-Time and Seasonal employees are afforded golfing privileges three (3) times per week. Playing more frequently requires employee to pay property owner rates.
- F.** Part-Time and Seasonal employees in good standing, laid off for the season are afforded golfing privileges two (2) times per month. All additional rounds will be at property owner rates.

Tee Times:

- A.** Tee times may be made less than one week in advance, but no more than one week out and will be subject to rescheduling if the golf shop staff considers the golf course too busy. Please call ahead to confirm the availability and plan to arrive at least 30 minutes prior to the scheduled time. Employees **MUST** provide a list of those playing golf at time of check-in. In addition, late arrivals or “no shows” may jeopardize future privileges.
- B.** Complimentary rounds at other golf facilities are available on occasion as a privilege and not as a right. If the opportunity arises, arrangements **MUST** be made by the Golf Professional or Golf Superintendent only. Any employee playing under this privilege is expected to conduct themselves in a professional manner. Failure to do so may jeopardize this privilege.

3.4.7 Simple IRA Policy

A simple IRA retirement plan will be established for all employees of the Association will be maintained in accordance with federal guidelines. Association matching contributions will be determined annually no later than the month of September.. Employees will make participation decisions in accordance with plan requirements and federal established contribution guidelines.

3.5 Employee Leave of Absence

3.5.1 Leave of Absence Policy

This policy will be administered in compliance with all laws, such as the Family Leave Act, if applicable.

State and Federal laws allow employees to take time off for a variety of purposes, such as personal illness, childbirth, and illness of a family member. (See Family Leave) This policy outlines the

various types of leave an employee is entitled to. If you wish to request leave, please complete the Employee Absence Report/Leave Request form about the type of leave you are requesting and return it to your supervisor. If you have further questions, please contact the Administration Office.

CRR recognizes that a leave of absence may be necessary from time to time. The department supervisor at his/her discretion (and in accordance with the Family Leave Laws) may grant such leaves of absence. Unless otherwise noted below, an employee must exhaust all earned vacation and, if eligible, sick leave, before taking unpaid personal leave. If an employee does not return to work at the expiration of an approved leave of absence and has not obtained prior approval for an unpaid personal leave, the employee will be deemed to have abandoned their employment with CRR.

Except as otherwise noted, employee insurance benefits will not continue during an unpaid leave of absence unless the entire cost of the employee benefit is paid by the employee.

Sick leave and vacation benefits are not earned and do not accrue while an employee is on an unpaid leave of absence.

3.5.2 Bereavement Leave Policy

Upon the death of a family member, a regular full-time employee will be granted three (3) days of leave, with pay. For the purposes of this section, family member is described as mother, father, spouse, brother, sister, child, mother-in-law, father-in-law, grandparent, or significant other.

3.5.3 Civic Duty Leave Policy

CRR recognizes the occasional civic obligation of our employees to serve on juries. We will continue to pay the wages of full-time regular employees on jury duty. When an employee receives a summons for jury duty, he/she should immediately provide a copy to the Administration Office and their supervisor.

Any reimbursements for jury duty expenses may be kept by the employee.

3.5.4 Family and Medical Leave Policy

CRR will abide by all requirements established by the federal FMLA. CRR designates the Calendar Year as its 12-month “leave year”.

CRR complies with the Oregon Family Leave Act. The OFLA provides leave for:

- a. Pregnancy.
- b. Care for an employee’s newborn, newly adopted or newly placed foster child (parental leave).
- c. Serious health condition of a family member including spouse, parent, parent-in-law, biological or adopted or foster child or domestic partner.
- d. Non-serious health condition of a child requiring home care.

Requests for family leave, including leaves for pregnancy-related disability, must be supported by a physician’s written statement indicating the reason for the leave and its anticipated duration unless the leave is for a non-serious health condition of a child requiring home care.

Unpaid leaves of absence including pregnancy and childbirth will be granted according to the OFLA Laws.

The employee’s existing job will be made available to the employee upon return from the family leave as long as the employee returns within the authorized period. However, if due to business necessity, the employee’s existing job is unavailable at that time, CRR will place the employee in a similar position.

Under exceptional circumstances, CRR may, at its sole discretion, extend family leave of absence beyond twelve (12) weeks. In such event, CRR will attempt to place the employee in a job upon return; however, CRR does not guarantee that a job will be available after such an extended leave.

An employee granted a family leave of absence must use all accrued sick leave and vacation leave before being placed on unpaid leave. Employees are responsible for applying for any applicable or other disability benefits.

An employee on personal medical leave of absence shall be responsible for notifying CRR immediately after his/her physician has released the individual to return to work and shall provide written confirmation of such release.

CRR will continue to contribute its share of the medical insurance benefits for the first thirty (30) days of unpaid medical leave of absence. Other insurance plans will continue only if the employee pays for the full cost of said plans.

If employee remains absent for more than thirty (30) days whether or not the employee is continuing on an approved leave of absence, CRR will cease providing insurance benefits at CRR cost. However, the employee will have the right to continue insurance benefits only if the employee pays for the full cost of said plans.

3.5.5 Military Leave Policy

An employee in a full-time regular position who serves in the armed forces will be granted a leave of absence if called to active duty. The leave will be without pay. The employee must provide verification of military duty. The employee is entitled to the re-employment benefits of the Universal Military Service Act, as amended, 50 USC, Section 459.

3.6 Employee Recruiting, Hiring and Termination

3.6.1 Employee Recruiting & Hiring Policy

- A. Recruiting and hiring for any position at Crooked River Ranch shall be completed in accordance with state and federal laws, as applicable. The recruitment process will seek to improve the quality of applicant pools.
- B. Recruiting and hiring should be handled as defined in the CRR Employee Handbook and seek to align recruiting and hiring practices with the Association's mission. Before proceeding with any hiring action, a supervisor should review all appropriate policy statements and consult with the CM or Board as appropriate.

3.6.2 Employee Termination Policy

Terminations should be handled as defined in the CRR Employee Handbook. Before proceeding with any termination action, a supervisor should review all appropriate policy statements and consult with the CM or Board as appropriate.

All employees are "at will" employees. This means that employment is a matter of continuing agreement between the employee and CRR. Either the employee or CRR may decide to

end the employee's employment here for any reason not prohibited by law, or employee contract, at any time. Nothing in this policy changes either an employee's "at will" employment contract arrangements.

3.7 Employee Safety & Health

3.7.1 Substance Abuse Policy

Prohibited Conduct

- a. It is the policy of Crooked River Ranch to maintain a safe and healthful environment for its employees. CRR has adopted a "Zero Tolerance" drug and alcohol policy. Therefore, it is CRR policy that the manufacture, distribution, possession, and/or use of alcohol, illicit drugs, or dangerous drugs are strictly prohibited on CRR property or during your normal work shift.
- b. Illicit drugs include such substances as opium derivatives, hallucinogens (i.e. marijuana, mescaline, peyote, LSD, psilocybin), cocaine, amphetamines, codeine, heroin, morphine and other drugs prohibited by law.
- c. Dangerous drugs include drugs that, although legal, are available by prescription only. However, employees using or possessing such drugs when prescribed to them under a physician's care, and in a manner that complies with the physician's orders, pharmacy cautions and CRR policies will not be considered to have violated the Substance Abuse Policy. Employees, who have been directed to take prescription drugs by a physician, need to inform their supervisor.
- d. It shall also be a violation of this policy for any employee to inhale, ingest, apply or use glue, aerosol paint, or substance containing a volatile chemical with intent to inhale, ingest, apply, or use any of these in a manner:
 1. Contrary to directions for use, cautions, or warning appearing on a label of a container of the glue, paint, or substance; and,
 2. Designed to affect the central nervous system, create or induce a condition of intoxication, hallucination, or elation, or change, distort, or disturb the person's eyesight, thinking process, balance, or coordination.

3.7.2 Drug testing Policy

Consent to Drug Testing

- a. As part of the screening process, all employment offers will be made contingent on passing a Pre-Employment Drug screening. All applicants who are offered a position with CRR will be asked to report to the assigned test facility for this testing, within two hours of the request.
- b. All seasonal employees will be tested annually with their rehiring being contingent on passing a pre-employment drug screening and will be asked to report to the assigned test facility within two hours of the request for this testing.
- c. Employees who have valid commercial driver's licenses are required to submit a copy of an annual drug screening to their supervisor.
- d. Additionally, all employees may be subjected to the random drug testing procedure.
- e. CRR will not extend employment to any applicant with verified positive test results. If the results are disputed, the applicant may at his/her own expense, get a second test.
- f. Upon accepting an employment offer, the prospective employee(s) must sign a consent form before they offer of employment can be finalized. This form will authorize CRR to conduct drug tests on the basis of both reasonable cause and random selection. Failure to submit to testing upon request of CRR, will result in the termination of the employee.
- g. It is the responsibility of all department supervisors to assure that these procedures are followed. Test verifications are to be returned to the supervisor by the employee and will be placed in the official employee file.

Reasonable Cause Drug Testing

- a. When the BOD, Community Manager or supervisor determines that there is reasonable cause to suspect an employee has violated the Substance Abuse Policy's "Prohibited Conduct," they may require the employee to submit to a drug test. Failure or refusal to submit to the required drug test will result in termination.
- b. Cost of the test will be the responsibility of CRR.

Consequences of Prohibited Conduct or Positive Tests

An employee will be deemed to have violated the Substance Abuse Policy, and will be terminated any time that: (1) It is determined that the employee has violated any of the prohibited conduct provisions above, or (2) the employee tests positive in a reasonable cause drug test, a random drug test, or a follow-up drug test.

3.7.3 Work Place Violence Policy

CRR will not tolerate violence in the workplace and is committed to maintaining an environment clear of all forms of violence, including verbal or physical threats as well as forms of intimidation such as sexual harassment or abusive language, made by association members, guests or other employees.

Employees who experience any form of violence need to report the incident immediately to their supervisor.

3.7.4 Employee Safety Policy

It is the intent of CRR to provide employees with a safe and healthy work environment and to comply with all laws. To do this, we must constantly be aware of conditions in all work areas that can produce injuries. No employee is required to work at a job they feel is not safe or healthful. Your cooperation in detecting and controlling hazards and following all safety rules is a condition of your employment. Inform your supervisor immediately of any situation beyond your ability or authority to correct.

We welcome and encourage any suggestions to improve working conditions, eliminate hazards and correct or report any unsafe conditions on CRR property that could cause harm to association members, guests or employees.

Our safety programs are available for your review upon your employment. The written policies are located in the Administration Office, Golf Maintenance, RV Park and Pro Shop.

Employees are expected to perform their duties as they have been trained and use good judgment in their work habits. Employees are to follow safe work practices and to report any unsafe condition to the attention of their supervisor.

First Aid Stations are located in all departments. It is each department's responsibility to stock them as needed and inspect regularly. See your supervisor if stock runs low.

Safety Committee. Our safety committee is comprised of representatives from each of the departments and regularly meets and drafts minutes of their meetings. Minutes of the meetings are available in the Administration Office, Golf Maintenance Office, RV Park and Pro Shop. Employees are welcome and encouraged to participate on the safety committee.

Safety Programs. CRR will comply with the Oregon Occupational Safety and Health Administration (OR-OSHA). To accomplish this, our safety and health program includes:

- Management commitment and accountability
- Employee involvement and education
- Accident/incident analysis and reporting

3.7.5 Smoking Policy

In order to provide a healthy environment for employees, association members and visitors, smoking is prohibited in all CRR buildings and non-designated smoking areas.

3.7.6 Safety Committee Policy

Crooked River Ranch will ensure that a safety and health program is maintained in accordance with required laws and standards as set forth by OSHA. The program will be overseen by a Safety Coordinator and will have management commitment and accountability, employee involvement and education, and analysis and reporting.

4. Volunteer Requirements & Expectations

4.1 How To Become a Volunteer

- a. All volunteers must have a Hold Harmless (liability waiver) form on file in the administration office.
- b. If you are volunteering to be a member on one or more of the association committees, obtain a volunteer form at the Administration Office, fill it out and return to the Administration Office. You will be contacted by an appropriate person about your application when your application matches an available opening.

- c. If you are volunteering for a specific task or event, you must have a Hold Harmless form on file at the Administration Office. If you do not have a Hold Harmless form on file, the person in-charge of the task or event will have forms available for people to fill out.
 - d. All volunteers for Board sponsored committees must be approved by the Board of Directors.
- 4.2 Expectations of a Volunteer
- a. If you are volunteering for an association committee, you must be an association member in good standing with all dues and assessments current or on an approved payment plan.
 - b. Committee members must be available and willing to attend a majority of the scheduled meetings.
 - c. Be a contributing member of the activity volunteered for and to help achieve goals and objectives for the group.
 - d. There are no association membership requirements for volunteering for a specific task or event but all volunteers must have a Liability Waiver form on file in the Administration Office.
- 4.3 Volunteer Compensation
- a. Volunteers will receive no monetary compensation from the CRR Association.
 - b. Volunteers will be reimbursed for out of pocket expenses for any association project provided such expenses were approved by the Community Manager.

5. **Finance Management** (REV. 2)

5.1 Operation & Capital Expenditure Budget Development and Long Range Requirement Plan Update Process

Operating Budget:

The operating budget is the annual budget for the current revenues and expenses of CRR. It includes on-going expenses that are required in the day-to-day business of the Ranch, and it matches revenues generated with the related expenses that are incurred to generate the revenue. Repairs and maintenance which are routine and on-going and do not materially extend the useful life of facilities and equipment are included in the operating budget. In addition, equipment that has a value of less than \$3,000 is treated as an expense in the year acquired, regardless of its useful life, and included in the operating budget.

Capital Budget:

The capital budget is the annual budget for capital expenditures of CRR, which include new construction, new equipment, and major renovations of facilities and equipment. Items are considered to be capital expenditures if they have a value of \$3,000 or higher and a useful life of one year or more. Any item not meeting this criterion is treated as an expense in the year acquired and included in the operating budget.

Roles & Responsibilities

1. Board of Directors
 - a. Provide vision and priorities for the next fiscal year to the Community Manager and Budget/Audit Committee prior to the budget cycle.
 - b. Adopt the final annual operation and capital expenditure budget for the Association.
 - c. Adopt the Capital Reserve Plan (CRP) annually.
 - d. Review and act on the Budget Audit Committee's recommendation to transfer funds to the CRP, after considering operational needs.
2. Board of Director Treasurer
 - a. Ex Officio member of the Budget/Audit Committee. The Treasurer as an Ex-Officio member of the Budget/Audit Committee shall be afforded the same rights as other members, including debate, making formal motions and voting.
 - b. Responsible to the Board to over-see the budget development process
3. Budget/Audit Committee
 - a. Provide opportunity for the community to review the proposed operation and capital expenditure budget, and provide input to the CRP.
 - b. Approve the operation and capital expenditure budgets annually and present to the Board for adoption.
 - c. Approve the CRP annually and present to the Board for adoption.
 - d. Recommend to the Board the amount to transfer to the CRP during the next fiscal year (Resolution 2010-04-19).
4. Community Manager
 - a. Provide the Budget/Audit Committee with a proposed operation and capital expenditure budget that reflects the priorities and direction given by the Board.
 - b. Provide the Budget/Audit Committee with an updated CRP that reflects the priorities and direction given by the Board.

- c. Provide the Budget/Audit Committee with information on the current budget status and issues.
- d. Upon Board adoption, properly allocate and transfer funds to the CRP, as recommended by the Budget/Audit Committee to be transferred to the CRP, keeping in mind cash flow requirements.

Note: The Capital Reserve Plan (CRP) is a 30 year plan for how the association reserves could be spent. The operation and capital expenditure budget process will use the CRP as a forecasting tool but the CRP will not dictate the final budget for that fiscal year.

Operation and Capital Expenditure Budget Development and CRP Update Process

1. Budget/Audit Committee to elect a chair and secretary each year at the beginning of the budget development cycle at the October regular committee meeting.
2. The calendar for developing the budget and updating the LRRP to be established at the October committee meeting.
3. The Board provides the Community Manager and the Budget/Audit Committee with the vision and priorities for the next fiscal period.
4. The Community Manager works with department heads to establish the budget structure, priorities and process to be followed by the CRR staff in the current budget development cycle. The CRP will also be updated by the staff at this time.
5. The Community Manager provides the Budget/Audit Committee with the proposed operation and capital expenditure budgets and the updated CRP. Opportunity is given to the Budget/Audit Committee to ask questions and gain clarification from the Staff (Community Manager and Department Heads) on specific areas of the proposed budget and updated LRRP.
6. The Budget/Audit Committee will make appropriate changes to the proposed operation and capital expenditure budget and updated CRP.
7. The Budget/Audit Committee will provide opportunity for the community to ask questions, receive clarification and provide input to the updated operation and capital expenditure budget and updated CRP.
8. The Budget/Audit Committee will make any final changes to the proposed operation and capital expenditure budgets and updated CRP as is appropriate based on input from the community. The Budget/Audit Committee will approve the operation and capital expenditure budgets and updated CRP.

9. The Budget/Audit Committee will forward the approved operation and capital expenditure budgets and CRP to the Board for their adoption.
10. The Board will review and adopt the final annual operation and capital expenditure budgets and updated CRP at the April regular Board of Directors meeting.

Interim Operation and/or Capital Expenditure Budget Amendment Process

1. If the Board approves any changes to the Operation Budget or the Capital Expenditure Budget during the interim period between annual budget approvals, those changes will be captured by the Community Manager.
2. The Community Manager will publish the amended budget(s) to the Board and the Budget/Audit Committee. If any Board adopted budget amendments effect the existing CRP, the Community Manager will also capture those changes and publish the updated CRP to the Board and the Budget/Audit Committee.

5.2 Annual Financial Audit Process

1. Fiscal year books are closed prior to the audit process to begin.
2. The Board of Director Treasurer will identify the auditor that will conduct the financial audit.
3. The Board will review the engagement letter from the proposed auditor. This letter will specify the reports and letters that will be provided to the Association.
4. The Board will approve the proposed auditor and engagement letter.
5. The auditor will oversee the association inventory process.
6. The auditor will be given access to the required financial records for the Association.
7. The auditor will provide a draft annual report and management letter to the Board and Budget/Audit Committee and will meet with them for review of the documents.
8. There may be a period of time for exchange of information between the auditor, Community Manager and Budget/Audit Committee before a final audit report is published.
9. The Board Treasurer and Community Manager will prepare a written response to the management letter for the Budget Audit Committee's review and Board action.

10. The Board of Director Treasurer will present the final audit report at the Association annually.

5.3 Budget Management

5.3.1 Purchasing and Bid Process

1. The Community Manager has authorization to approve purchases up to \$5,000 for items that have already been authorized in the current capital or operation budget while maintaining effective cash flows without resubmitting to the Board for authorization
2. For all purchases over \$5,000, the Community Manager must gain approval from the Board by submitting an AFE (Authorization for Expenditure).
3. Any purchase of a service, a commodity or non-inventory item must go through one of the following bid processes:
 - B. Bid processes:
 1. The Community Manager will obtain at least three sealed formal bids for any purchase totaling over \$25,000 in the approved budget.
 2. The Community Manager will obtain at least three formal quotes for any purchase that is over \$1,000.
 3. Bids and Quotes should contain at a minimum the following:
 - i. Complete description of the commodity or service needed that may include size, color, quantity, dimensions, specifications, model numbers, brands, warranties, etc.
 - ii. Technical specifications for vendors to know the desired outcome of service or commodity requested.
 - iii. Specific requirements such as installation required, delivery and shipping dates, terms of sale and payment, any applicable discounts, features or accessories, samples, maintenance service requirements, training provided, or any such item providing a clearer direction for vendors.
 - iv. Seller's information should include name and address, any applicable builder's number, etc.
 4. Formal bids are written documents completed with a set format, submitted in a sealed envelope and opened on a specified date and time. Formal bids must use the widest and most effective means in communicating the announcement. Such announcements should consider the use of the Association Newsletter and follow an approved vendor lists, which may include members of the local Chamber

of Commerce. Announcements will allow for 45 days before the formal opening.

5. Formal quotes are inquiries of current market pricing, backed up by fax or written format, providing the ability to secure the best offer price and item in a short time frame to maintain effective operations. Quotes should follow an approved vendor lists, which may include members of the local Chamber of Commerce.
 - C. The Association reserves the right to direct staff to obtain formal bids that may be lower than the established value noted above in 5.3.1 3 A.1.
 - D. The Association reserves the right to "Sole Source."
 - E. The Board must approve all sealed formal bids submitted by the Community Manager after the public opening. Sealed bids will be reviewed by the Board and will either select the best value bid or may reject all bids.
4. For any purchase or purchases that would cause the operation or capital budget to be exceeded, must be approved by the Board, except as outlined in 5.3.2 - Emergency Expense Management.

5.3.2 Emergency Expense Management

1. An emergency is defined as any event that threatens life or property, such as fire, accident (auto, commercial, residential) and events of nature (earthquake, blizzard, hurricane, etc), or issues that would disrupt normal operations that require immediate purchase to continue successful operations (pump malfunctions, electrical failures, equipment breakdowns, etc).
2. In the case of an emergency, the Community Manager may make purchases, not above the Community Manager's approved limit, that exceeds the board approved operation or capital budgets with the approval of two Board Officers (president, vice president, treasurer, secretary).
3. Any purchases for emergencies must be reviewed at the next Board of Directors regular monthly business meeting.

5.4 Financial Reports

To ensure continued financial health and strength of the Association, various reporting tools may be produced to assist in measuring and reporting the Association's financial health.

5.5 Collection Policy

- A. The Board adopted a uniform and systematic procedure by separate resolution (noted in Section 11) for the collection of unpaid assessments in a timely manner, and further refers accounts

promptly to an attorney for collection, minimizing Association revenue losses.

- B. The following steps are provided for collection of unpaid assessments (charges):
 1. All assessment and charges shall accrue interest at the rate of 12% per year to balances 30 days past due.
 2. The Board reserves the right to levy late fees against any assessment not paid in full within 30 days of the due date. Such late fee shall be 10% of the late assessment.
 3. Any assessment remaining unpaid after the 30 days from due date will be sent a notice in accordance with approved resolution indicating the amount due, including interest, and demand for immediate payment.
 4. An assessment remaining unpaid, 60 days, after due date and owner has failed to make acceptable payment arrangements will be turned over to collections according to the established resolution.
- C. All legal fees and costs in the collection process shall be charged against the delinquent owner and collected in accordance with Association documents and the established resolution.
- D. Contact with the delinquent owner, which has been turned over to collections, will be through the collection attorney. The Board or its designees shall be able to communicate with delinquent owner having trouble contacting the Law Firm and encourage owner to settle directly with the Law Firm.
- E. Selected collections attorney firm shall have the discretion to enter into an installment payment plan with a delinquent owner.
- F. This policy and/or resolution preclude the Board from taking further collection action.

6. Document Retention & Management

6.1 Document Retention, Disposition & Safeguarding Requirements

Document retention, disposition and safeguarding will be at the discretion of the community manager and the association Board of Directors. The document and retention procedures at a minimum will follow all state and federal requirements.

6.2 Employee Handbook and Administration Handbook Management

The Community Manager is responsible for the integrity of the Employee Handbook and Administrative Handbook. The Community Manager may

authorize changes, deletions and/or additions to the handbooks if these do not involve an approved policy of the BOD. Grammar, formatting and procedural changes are the types of changes allowed without BOD approval. Any policy changes must be approved by the BOD before those changes can be made to either handbook.

At a minimum, the Employee Handbook and Administration Handbook must be reviewed annually for any changes, deletions and/or additions that should be made to insure the integrity of the information contained within the Employee Handbook and Administration Handbook. The annual review will be conducted in the month of October.

7. Crisis Management

7.1 General Crisis Management Policy

- a. The Community Manager will normally be the first responder to any emergency or crisis on CRR association property or with any CRR staff.
- b. The BOD will be brought into the emergency/crisis response planning and direction as soon as the initial crisis response has been addressed.
- c. Any emergency or crisis response will be documented and communicated to the Board within 12 hours after the emergency is over. For emergencies lasting more than 12 hours, interim reports to the Board will be provided.
- d. If the first respondent is a Board member, he/she will ensure appropriate immediate action is taken (such as call 911) and then communicate the incident to the Community Manager or their designee.

7.2 Crisis Management Procedure

- a. Community Manager is informed of a crisis or emergency.
- b. Community Manager takes appropriate initial action to contain the emergency or crisis.
- c. Community Manager communicates with the Board concerning the emergency or crisis and actions taken.
- d. The Board determines if additional action is required.

8. Association Property Policies

8.1 Association Lease Policy

The BOD must strive to manage all association owned property for the best interest of the majority of association members. The following process should be followed whenever any lease agreement is to be considered for approval by the BOD.

Lease Process:

- a. When making a recommendation for lease, the Community Manager must consider the best use (for the association membership) for that property. If one type of operation/business can generate a higher lease rate based on market demands, but another operation/business would better serve the association membership but would generate a lower lease rate, the Community Manager and BOD must weigh the two options to determine the best alternative for the majority of the association membership.
- b. The Community Manager, will present to the BOD any recommendation for lease. The recommendation must include the lease rate, the term of the lease and data that justifies that recommendation. The BOD will either approve or reject the recommendation.
- c. Once the BOD has approved the recommendation for lease, the Community Manager will coordinate the final agreements with the tenant as necessary. The lease agreement will be signed by the BOD president.

Approving Lease Agreements:

- a. All lease agreements should include the following at a minimum:
 - Official name of the operation/business leasing
 - Start and end date of the lease agreement
 - Penalty clearly identified for defaulting on the lease
 - Any renewal options need to allow the BOD the ability to approve or reject the renewal of the lease agreement
 - Lease rate and any adjustment to the lease rate over the time of the lease agreement
 - Permitted use on the lease property
 - No sub-lease is allowed (without BOD approval)
 - Obligations of the landlord (CRR) and the tenant for repairs, maintenance, utilities, taxes, insurance, condition of the premises at the end of lease, etc. must be clearly stated in the agreement
 - Termination clause
- b. A standard lease agreement template should be available to the association and updated as required. The lease agreement template should be approved by legal counsel. This is the responsibility of the Community Manager.

- c. The BOD president may sign the lease agreement if the BOD has approved the lease of that particular association property. If there had been significant changes to the standard lease agreement template, the agreement should be reviewed by legal counsel prior to the BOD president signing the agreement.
- d. If a lease is to be renewed, that renewal must be approved by the BOD well in advance of the renewal date. The Community Manager will propose the renewal, the lease rate for the renewal and any data to justify the renewal.

9. Facilities

9.1 Property Use Definition

- 1. Community Property: Property owned, developed and maintained by the association for the benefit of all owners. (Reference: CC&R Article I, Phase 1-16)
- 2. Common Property: Property owned by the association for the common use and enjoyment of the members of the association. (Reference: CC&R Article X, Phase 3-7, 9)

9.2 Pool Policy

Pool hours and procedures are based upon governmental laws and regulations and operational procedures that comply with safety and board approved annual fiscal requirements. Each year operational hours will be set, setting aside a time, Monday through Friday, for adult swim. Factors are made by staff for reasons such as; weather, maintenance, health situations and pool usage for opening or closing.

9.3 Association Recreation Areas/Facilities Policy

The various community properties are amenities for Association members and their guests. Procedures for these areas may be established by separate board resolution, and periodically reviewed by the BOD. Procedures may include, but not limited to; who may use the facilities; whether intended use is exclusive or open; various disclaimer forms are required to be signed; and what condition the area should be left in. Special instructions for each area will be established and made available to those using the facilities.

9.4 Golf Course Policy

9.4.1 Annual Golf Pass Refund

Refund requests may be granted at the discretion of the CRR Head Golf Professional for members who are unable to continue using the golf facilities due to health or family related emergencies. Requests will be evaluated on a case-by-case basis, and upon approval,

prorated monthly. Those with short term temporary emergencies who intend to resume use of the golf facilities are not eligible for refunds. Those who have lost use of facilities for delinquency of Association dues are not eligible for refunds.

9.4.2 Couples Annual Golf Pass

A Couple's Annual Golf Pass entitling unlimited golf privileges are available to two (2) adults living in the same household. To be eligible for a **Property Owner** Couples annual pass, at least one of the two adults must be listed on a CRRC & MA property title and current with association dues.

9.4.3 Golf Car Storage and Trail Fee

Golf Pass holders may, for an annual fee and based on availability, store their golf cart in a space in the CRR Golf Course storage facility. A portion of the fee includes an annual trail fee for the purpose of covering associated expenses of maintaining golf cart paths and wear and tear of the golf course. The following additions and exceptions shall apply:

1. Those golf car owners not utilizing the storage facility must pay the trail fee portion of the annual fee or a daily trail fee.
2. A property owner, non-golf member may store a cart only if ample space is available with no waiting list at the time of entry. Should a waiting list become necessary, property owner golf pass holders will have first priority, non-property owner golf pass holders, second priority, and property owner non-pass holders third priority. Priorities 2 and 3 in storage as of May 1, 2009 shall be grandfathered and entitled to retain their space until a time they chose to discontinue storage.
3. Two adults may own a golf cart together and pay one storage fee inclusive of the prevailing annual trail fee.
4. Golf cart owners utilizing the golf cart storage facility or paying an annual trail fee, may allow immediate family (as referenced in HOA Administrative Handbook), guests, or other cart owners to use their golf cart. The cart owner must notify the golf shop staff of this intent and the name(s) of the borrower(s). Those other than immediate family members must pay the daily guest trail fee or an annual trail fee.
5. A golf cart owner may have a guest or other golfer not owning a cart, ride with him/her, and no trail fee will be charged the rider.

9.5 Reservation For Exclusive Use Of Community Facilities

a. Logistics

For purpose of reserving Community Facilities. Such as: Clubhouse, Conference Room, Meeting Rooms, MacPherson Park, Ball Park, RV Park Pavilion, Pool, Equine Facility etc.

b. Approved Property Owner Groups and Organizations

Crooked River Ranch Club and Maintenance Association recognized committees, community based public service groups, or non- profit organizations may reserve for exclusive use of these facilities at a reduced rate for their individual group meetings or gatherings.

All applicable Property Owner Groups or Organizations must submit a request to the Board of Directors annually by October 1st for approval explaining the services they provide to the Homeowners of CRRC&M along with a schedule of the dates and facility for the following year starting January 1st.

c. Other Property Owner Groups, Organizations or Individuals

All other Property Owner Groups or Organizations may submit a request to the Board of Directors for annual approval if a facility is required on a regular schedule, along with a schedule of the dates and facility for the year. Fees will be per the established Fee and Rate Resolution.

Any event, tournaments, or activities that bring in revenue for such groups or organizations must pay a fee in accordance with established Free and Rate Resolution.

d. Non-Property Owners & Non-Current Property Owners

Non-Property Owners & Non-Current dues paying Property Owners may reserve use of CRRC&M facilities for private meetings, gatherings, parties, seminars and any other activity for a prearranged period of time. A rental fee and a refundable deposit is due at the time of reservation. Fees will be per the established Fee and Rate Resolution. Paying Property Owners will be given

priority in scheduling, whenever possible, but will not bump previously scheduled Non-Property Owner & Non-Current dues paying Property Owner event.

e. Maintenance Fee

Any individual, group or organization that causes damage or leaves the facility in need of cleaning or repair will be responsible for all cost related to the cleaning and repairs. This applies to both Property Owners and Non-Property Owners. The Equine Facility has a fee for harrowing the Arena. Fees will be per the established Fee and Rate Resolution

f. Safety

All persons using the facilities are required to abide by all existing and future fire and life safety rules that apply to the facility. Smoking is not allowed in any part of the buildings/facilities per State Law.

g. Liability

The association insurance **will not** cover the liability of any person, group or organization that rents any community facility. A liability disclaimer must be signed by the renter to acknowledge their liability responsibility as a renter. Liability may include but limited to, physical injury and use of alcohol. The renter is responsible for their own liability insurance.

10. Misc. Association Policies

10.1 Logo Use Policy

1. This policy governs the use of the Crooked River Ranch logo, including official written and electronic communications and publications.
2. The logo will be used on official association correspondence, signs and markers for association property or merchandise sold by the association facilities.
3. This logo is a registered tool of the association and unauthorized use is prohibited without written approval of the Board of Directors.
4. The logo alone is not the official identification of the Association or authority of the Association.



10.2 Sign Guidelines

Sign Guidelines For CRR, Residential

- A. Display of signs in CRR residential zone.
1. No sign may be displayed on any parcel unless expressly permitted or by written approval of the Architectural Review Committee.
- B. An application form must be filled out before any sign may be placed on any parcel. **Exceptions:** Official government flags, real estate signs, garage sale/private event/business signs and political signs that comply with paragraphs 1-12. Also, approved event banners/signs that comply with paragraph 13.
1. All permanent or temporary signs (including yard art/custom address signs) in the residential zone shall not exceed **five (5) square** feet in size.
 2. No sign may be illuminated. (Exception – CRR Welcome sign)
 3. A home occupation permit must be obtained from the county before a business can advertise with a sign in a residential zone. It shall be no closer than **five (5) feet** from a street right-of-way and shall be placed on the property upon which the business use is located. Only **one** sign per property is allowed.
 4. All signs must be placed in a location that will obstruct the vision or view of vehicular traffic.
 5. Garage sale signs must be dated with the date of posting and may be put up **four (4) days** before the sale begins. All signs must be removed within **24 hours** after the sale. No more than six sales per calendar year will be permitted.
 6. All private events (Weddings, Anniversary, etc.) signs may be displayed **one (1) day** before the event and must be removed within **24 hours** following the event.
 7. Real estate (for sale/sold) signs must be removed within **30 days** of the close of escrow. **One** sign per property is allowed.

8. Real estate signs for “Open House” may be put up at the site on the **day of the event** and must be removed immediately upon completion.
9. No directional signs are allowed. **Exceptions:** Garage sale and permitted signs.
10. All political signs may be displayed **60 days** before an election and must be removed within **three (3) days** following the election. CRR Board candidate signs may be displayed on **July 1st** and must be removed within **three (3) days** after the election. **One sign for each issue or candidate** will be allowed per property.
11. No signs may be displayed on Community Property or attached to the CRR Welcome sign without written approval from the Architectural Review Committee.
12. Contractor and Sub-contractor signs may be put in place **when the work actually starts**, not when the contract is signed, and must be removed within **five (5) working days** after completion of work.
13. All community event banners/signs exceeding **five (5) square** feet in size must receive written approval (after filling out a banner form at the CRR office) from the Community Manager. Display is limited to the designated banner holders on the corners of Chinook and Antelope and Chinook and Mustang. Banners/signs shall be of professional quality and shall not exceed **thirty-two (32) square feet**. They may be displayed **two weeks** prior to the event, and must be removed **within two days** after the event.

10.3 **Fee Rate and Schedules**

Fees, rates, charges, and schedules will be established and approved by the BOD. Adjustments to any rates, fees, or schedules may be reviewed and adjusted periodically to recover costs for rendered services. Such fee rates and schedules will be established separately by resolution of the BOD. Various departments are authorized to charge the approved amounts as listed in the current approved resolution.

10.4 **Newsletter Policy**

1. All content will be approved by the Community Manager or their designee using this policy as the criteria for approving items to be included in the newsletter.
2. Articles without the author identified will not be published.
3. Articles need to provide information for the general ranch community and help build a positive community culture.

4. Advertisements must be in good taste and in keeping with the intent of the ranch newsletter.
5. The Board of Directors reserves the right to refuse to print any articles or advertisements that may be submitted for the newsletter.
6. The newsletter will not edit any articles or advertisements that may be submitted. If they are printed, they will be printed as they were submitted.
7. The Board is not liable for any information contained in any newsletter advertisements or articles.

10.5 **Lot Line Adjustment and Association Dues Policy**

In the event of a consolidation of lots for tax purposes, that the status of those lots with the Association will not change; which mean they will remain individual lots and pay dues assessments as individual lots. If any new lots are created by county approved subdivision of existing lots, the new lots would require dues assessment by the association.

10.6 **CRR Web Page Content Policy**

The CRR web page must provide the following current information for the association members:

1. All public meeting notices
2. Board of Directors regular monthly meeting agendas
3. Board of Directors regular monthly meeting minutes
4. Contact information for the Community Manager and Board of Directors

10.7 **CC&R Code Enforcement Policy**

- A. Any resident may file a CC&R complaint at the Administration Office.
- B. Association staff and a member of the CC&R Advisory Panel will investigate the complaint within seven working days of receipt of the complaint and file a determination.
- C. If it is determined that the complaint is valid:
 - a. Send a letter to the offending property owner to inform them of the violation and the actions to be taken.
 - b. Copy of the letter and the complaint will be forwarded to the CC&R Advisory Panel and to the originator.
 - c. The complaint will be logged for historical and tracking purposes.
- D. If the complaint is determined to not be valid:
 - a. The person making the CC&R complaint will be notified and informed why the complaint is not valid.
 - b. Copy of the letter and the complaint will be forwarded to the CC&R Advisory Panel.
 - c. The complaint will be logged for historical and tracking purposes.

- E. If a valid complaint has been filed, the following actions will be taken:
 - a. Community Manger will communicate with the appropriate county if the complaint involves a county code violation to determine the steps needed to address the code violation.
 - b. Community Manager will report to CC&R Advisory Panel the results of the meeting with county and determine if legal council is required.
 - c. Community Manager to communicate with the legal counsel identified by the Board of Directors to support any CC&R violation that is not a county code violation to determine the recommendation to be made to the Board of Directors of the appropriate steps needed to resolve the CC&R non-compliance.
 - d. The Board of Directors will review the recommendations of the CC&R Advisory Panel and will determine the action to be taken.
 - e. Staff will support the CC&R Advisory Panel as required.
 - f. The CC&R Advisory Panel will provide a monthly summary report to the Board of Directors.
- F. The CC&R Advisory Panel will be made up of one Board member and two property owners. The preference is to have one property owner from Jefferson County and one property owner from Deschutes County. However this is not a necessity.

10.8 Membership Rights

- A. A property owner may delegate their right to use common and community properties and facilities to a tenant who resides on their property. The property owner must notify the Administration Office in writing of the name of any such tenant. The rights and privileges of such tenant are subject to suspension to the same extent as those of any member.
- B. Property dues will remain the responsibility of the property owner. Membership rights will be suspended if dues are in default of the current billing cycle.
- C. A property owner may not relinquish their voting right.
- D. Membership rights are extended to immediate family residing full-time with the property owner or tenant.

11. Appendix

- 11.1 Collections Policy (Policy 5.5) Collection of Unpaid Charges - Resolution 2010-01-18 dated 1.18.10
- 11.2 Accesses to Recreational and Services Facilities “Good Standing” (Policy x.x.x) - Resolution 2010-05-07 dated 6.21.10