

February 12, 2014

The Board of Directors
THE RANCHO SANTA FE ASSOCIATION
PO Box A
Rancho Santa Fe, CA 92067

Dear Association Board Members,

The undersigned represent a broad cross section of The Association's engaged members and are leaders who have demonstrated over time their knowledge of, service to, and have proven their wisdom, judgment and performance of successful leadership while guiding the various aspects of the Association, this wonderful RSF community and virtually every one of its many, capable organizations.

We all wish to express our deep concerns about the Association Board's recent actions and behavior, and in particular, those of its current President, Ann Boon. Like the vast majority of Association members, we are all insulted and saddened by the disfavor and disrepute her continuous examples of poor leadership and governance bring to this community because they reflect so poorly on Rancho Santa Fe's long-held standards for decorum, responsible behavior and good judgment, and because they have made our Association less productive, less effective and now, unfortunately, potentially more liable for damage.

Specifically, we take great exception to president Boon's unfair, unjust and highly irresponsible condemnations of the Association's productive staff and its time-tested, well respected and highly effective General Manager for the past two decades, Pete Smith. Mrs. Boon's public, false accusations and disrespectful behavior towards Mr. Smith and the entire Association staff is reprehensible and reflects the worst of seasoned leadership and governance.

One of the most counter-productive practices, for instance, under this current board president is that this proven, valuable manager, Pete Smith is simply not allowed to manage. He has virtually been rendered unable to do his job under the conditions created by Mrs. Boon, the job that we all said in the Association's recent Survey merited an A+... and then he has been publicly criticized by her for it. Her public condemnation of the General Manager and/or any other respected Association executives – including an outright mis-accusation of fraud by her – for an inconsequential clerical or calendar oversight on a Form 990 is simply reprehensible. Staff morale is below any level we have ever seen in our community, and it just took 8 months for it to plummet...the 8 months our current board president has been in appointed office.

Moreover, we condemn Mrs. Boon's 'hijacking' of the Association Board's meeting agendas for personal or political reasons, often adding last-minute critical items that have not even been seen by staff so our hard working Board of Directors cannot have the information they need to make informed decisions. And, the information concerning these important agenda items is not made available to Association Members for review

prior to the meetings. This practice is highly unusual and unprecedented, contradicts the Davis-Stirling Act, and at best illustrates chronically poor leadership.

We object to her failure to adequately secure confidential or sensitive information – essentially enabling its inappropriate dissemination either publicly or to unauthorized persons outside the Association – in a responsible manner required of her office.

And, this governance abscess festers when our Board's open meetings have been reduced to just one a month with closed door executive board meetings the new fashion. It's exacerbated when Mrs. Boon arbitrarily cuts off public comment and disallows members in good standing, but who may be opposed to her views, to speak. This is not the transparency she espouses. In fact it's the opposite.

But let us be clear... We very much support the Board's efforts to responsibly review and examine the Association's operating practices and budgets during these challenging times in our nation's economic cycle, including the Association's compensation packages for all employees. We all believe – in fact we all practice this in our private professional endeavors – the updating and improving of metrics and systems that will continually improve, contemporize and enhance the Association's performance and relevancy is a good thing. With the onslaught of nationalized employee healthcare and other complex issues facing every organization today, the "new normal" needs to be addressed, and dealt with wisely.

Let us be crystal clear... We very much support transparency and responsible oversight at the Association. The integrity of its operations and staff, and its efficiency and effectiveness are longstanding, core values of this community.

But, oversight run-amok and false transparency – like that now exhibited by the Board under the current president's leadership – are not useful, instead they are a 'fool's errand'.

For example, if the Board's intention in examining the Association's compensation package is to simply drive that particular financial expense to "average" in order to meet a budgetary math test, then that's short-sighted leadership and, unanimously, we strongly object. Instead, we believe the community wants the compensation packages to be responsibly structured to reward excellent performance and to attract and retain the best talent at every position. Our community has no interest in being "average", and while we all recognize that the books must be balanced, we contend that performance is also critical... and any scrub/review needs to be accomplished with that dual goal in mind, not a "single test question" exam on the subject. If you have any doubts about this, we simply refer you to the recent Association Survey results for irrefutable confirmation.

Finally, this is not an "old guard vs. new guard" matter, so don't be shortsighted. This letter is not from a group that is wistfully looking back historically, or is out of step with the future. You will quickly recognize that the undersigned are all active contemporaries in this community. While we have led, or currently lead, many community organizations (including the Association), today we all remain continuously and actively engaged in professional and philanthropic endeavors, serve on the boards of many business and professional institutions and generally deal with the complex matters confronting all types of sustainable, productive concerns. The

issues of poor leadership, hijacking agendas, denigrating and bullying critical employees and staff is immune to those waves of time, politics and generations... they are simply core values of this community and of responsible, fair governance. Nobody objects to scrubbing the Association's practices to bring them up-to-date with 'new normal' conditions and requirements, nor inspecting and enhancing transparency on anything the Association is engaged in.

Rather, what this community groundswell is squarely against is bad governance, lack of vision, wisdom and the preponderance of boorish behavior on the board, including its downright bullying of staff and members, alike. That's not "old vs. new"... it's simply unacceptable at any time.

Accordingly, we hereby request, nay demand, that the Association Board take immediate and direct action to resolve this problem including, but not limited to the prompt removal of Ann Boon from the roles of President and Director of the Rancho Santa Fe Association.

If the Board fails to take appropriate actions, then the community at large will engage and do so immediately and convincingly, beginning at the next Board Meeting scheduled for March 6th.

Respectfully,

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Marie Addario

MARIE ADDARIO

Dick Doughty

DICK DOUGHTY

John Queen

John Queen

Anne Feighner/McCarthy

Anne Feighner McCarthy

Deborah Plummer

Midgie VandenBerg

Guy Frelborn

Chuck Kendall

William Hinchy

WILLIAM HINCHY

Suzanne H. Schaefer

JOHN TANNER

Walter A. Chenoweth

WALTER A. CHENOWETH

Laverne M. Schlosser

LAVERNE M. SCHLOSSER

William Schlosser

BILL SCHLOSSER

Marion Hinchy

MARION HINCHY

Kathleen Stumm

KATHLEEN STUMM

Kevin Stumm

KEVIN STUMM

Karen Henderson

KAREN HENDERSON

Tim Sullivan

TIM SULLIVAN

Rob Schaefer

ROB SCHAEFER

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Respectfully,

 , KATE GRACE
 , PEGGY BROOKS
 , ANNIE FONE

Marie Addario - RSFe Assoc. Board 2 terms, President
School Board

Jim Ashcraft - RSFe Assoc Board, President

Guy Freeborn - RSFe Assoc Board, President
Golf Club Board
RSFe Foundation Patriots Initiative Committee

Nancy Hillgren - RSFe Assoc Board, President
Community Center Board RSF Fire Protection
District Board

Greg Hillgren - Golf Club President
RSF Foundation Board, chairman
Founder/Chairman RSFe Foundation Patriots
Initiative

Bill Hinchy - RSFe Assoc Board, President
RSFe Road & Traffic Study Committee

Candace Humber - RSFe Assoc Board, Art Jury
RSFe Foundation Board
Community Center Board, President

Anne Feighner/McCarthy - RSFe Assoc. Board VP
School Board - 2 Terms
PTO President - 2 terms

Jack Queen - RSFe Assoc. Board, President
Art Jury, President

Tom Lang - RSFe
Board, President

Bill Schlosser - RSFe Assoc Board

John Tanner - RSFe Assoc Board
CSD Board, President

Deb Plummer - RSFe Assoc. Board VP
School Board - 2 terms President
PTO President - 3 terms
RSFe CSD Board, President

Midgie Vandenberg - School Board - 2 terms, President
Art Jury - 2 terms, President

Dick Doughty - RSFe Assoc Board

Kathy Stamm - RSFe Assoc Board
School Board
RSFe Tennis Board

Karen Henderson - RSFe School Board, 2 terms

Tini Sullivan - RSFe Assoc Board
Linda Hahn - RSFe Art Jury
Rob Schaffer - RSFe Art Jury