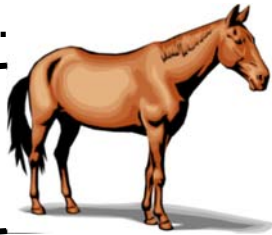


Notes from....



Serrano Creek Ranch Equestrian Center

APRIL 2018

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Just under 18 years ago, an overworked stable owner was laboring in the office late one night. One of the boarder moms stuck her head in the door and offered to work a few hours to lighten his load. Very soon, Susie became a core member of the Serrano team by taking over the duties of the office. During the almost two decades she has worked at SCR, Susie was not just an employee, but in truth, a partner in the success that Serrano is today. Sadly for us, Susie has decided to retire, with March 28th as her last day.

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Final Days

As the time to depart the stable office approaches, I contemplate the years I have spent surrounded by the wonderful horses and beautiful acreage almost hidden in the heart of the city. So lucky am I to have had the privilege to do what I love in such a place. I am glad I "kinda sorta" forced you to let me work at Serrano Creek Ranch.

I will miss walking among the horses and finding peace - there was always one ready and willing to tell me to "get over myself". I will miss the high energy of the children and watching them grow into responsible adults. I will miss walking outside my office during the rain to listen to the roaring of the creek.

I am thankful for the opportunity to let my daughter grow up around horses and gain the responsibility that naturally comes with their care. I am glad I had the necessary skills to run the office so that I was able to interact with

these fine animals. And I thank you for not micro-managing me thereby encouraging me to trust my managerial decisions. That experience opened the door for a partnership which we both benefited from and made all of the employees work so well together; makes for a great work environment.

I still believe the stable is a great place for kids and hope the riding programs keep growing. I plan on coming to every event I can in the future.

I wish everyone there the best and hope to see many of you when I come by to visit. Thank you for stopping in the office to share all your wonderful stories and for the coffee you brought occasionally - always a treat!

-Susie

(Continued from page 1)

There is much more to running a stable than tossing in a flake of hay. The administrative side that few know about is a full-time job. With feed changes, payroll, insurance reporting, monthly billing, selling shavings and compost, and much, much more, the workload can be quite overwhelming.

There were many aspects that one can “take to the bank” regarding Susie. Chief among those was an unwavering dedication to the horses and boarders here for so many years. Making sure that in every way possible, the environment was the best it could be, she always put the needs of others ahead of her own. As an example of her strong dedication to the stable, over the last few years, she has traveled to Lake Forest from her new home in West Los Angeles. The one way, 3+ hour, public transportation commute was almost as long as a workday! Yet, she never grumbled about the hours she spent on trains and buses.

But to be truly successful in her role, she knew it was often more important to lend a caring ear, ahead of getting paperwork done. To this end, Susie has a side that transcends the pedestrian business tasks on her desk, and can connect with the emotional needs of boarders in distress. She could switch from debt collector to sympathetic, maternal counselor in an instant.

Long-term employees carry a tremendous institutional history that for some go back decades. Even though a new employee may be able to perform a specific task as fast as another, the knowledge of years is just as, if not more, valuable. There is no written operations manual that can ever measure up to the institutional knowledge she has about the major and minor workings of the stable operations. Losing those years of arcane knowledge will be deeply felt by us.

The measure of one’s value is not the success of today, but the systems and

procedures, and more importantly the culture of the stable, that are developed and put in place that last years beyond one’s tenure. To that end, Susie’s hard work will carry on long after her final day. Beneficiaries will never know all that she has accomplished in these many years. Luckily for us, we now have a smooth running operation. Good luck in your new life—and sleep in!

Lupe will be taking over the reins as office manager, having worked under Susie’s careful tutelage these last few years. Lupe’s sister, Diana, will join the stable to assist Lupe in her new role.

