

Lake Waynoka Property Owners Association Long Range Planning Committee Annual Report with 2024 - 2028 Strategy Plans

4/1/2024

To: **President, WPOA Board of Trustees**
Waynoka Property Owners Association Members

Authority

The Long Range Planning Committee (LRPC) is authorized by the WPOA Board of Trustees to create and maintain the WPOA Long Range Planning Document. This document is updated annually and contains plans and budgetary considerations for a five (5) year window into the future. It is presented to the Board of Trustees annually by the end of the first fiscal quarter. (WPOA CODE OF REGULATIONS, ARTICLE VII, SECTION 12, Rev. 5, 10/1996)

Long Range Planning Committee (LRPC), 2023-2024

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Introduction

The Long Range Planning Committee Annual Report:

- defines community capital assessments, discusses strategic objectives and forecasts suggested activities and plans for the upcoming 5-year period.
- provides the WPOA Board with budgetary information that is helpful to select, prioritize and plan for improvements in existing amenities as well as potential new amenities.
- is used by the Board to guide the overall management and direction of the community for the benefit of WPOA members and guests.
- presents Five-Year Strategy Plans for three capital assessment accounts (Roads, Lake and Improvements).
- includes the WPOA Vision and Values, and Community Goals and Objectives,
- Includes a history of capital assessment accounts fees starting with the 30-year Reserve Study conducted in 2017 by Reserve Advisors, a contracted management advisory group.

Next Steps for the LRPC

1. Board acceptance of the 2024 LRPC Annual Report.
2. Publication of the 2024 Report for the membership on the Lake Waynoka website, in the newsletter and in the LRPC report issued at the monthly WPOA meetings.
3. Continue working together with the Board and General Manager to identify additional activities and projects to enhance the Lake Waynoka community.

5-Year Strategy Plans

The purpose of Long Range Strategy Plans is to ensure that the community capital assessment revenue is always greater than approved project expenditures, so that the WPOA will be compliant with the Ohio Revised Code 5312 legislation for HOAs.

Included in each Strategy Plan are positive and negative aspects for review during the stated 5-year period and actions for the WPOA Board to consider for each assessment.

General Assumptions:

- Assessments are reviewed annually by the WPOA Board with the goal of minimizing the severity of increases and/or decreases in assessments from year to year.
- Assessments for Roads and Lake project funds are only expended on those projects. These funds are not to be transferred to other accounts.
- The Improvements assessments fund maintenance and repair of WPOA-owned assets as determined by the General Manager and the WPOA Board.
- An estimated long term average annual inflation rate of 2.2% is used as opposed to the inflation rate for a specific or current year.
- A percentage of new property owner initiation fees are allocated to each assessment account, and added at the end of the year.
- The number of “equivalent members” is used to estimate future revenue. It is calculated by adding assessment account dollars collected plus other collected revenue and dividing by each assessment fee. The number of “equivalent members” increases approximately 20 members/year. The total assessment revenue is the product of the number of “equivalent members” and the assessment fee.
- Each Strategy Plan includes a chart and graph showing the relationship between revenue (blue line), expenditures (tan line) and carryover (green line).
- Any assessment carryover at the end of a year should not be less than the minimum established for each account. The Lake account minimum is \$10,000; the Roads account minimum is \$20,000; and the Improvements account minimum is \$20,000.
- The General Manager and the LRPC update cost figures as current cost information becomes available.
- The 2024 budget was approved by the WPOA Board at the January meeting. Planned expenditures in the 5-year plan beyond 2024 are subject to alteration by the Board.

Roads Assessment Account Strategy Plan 2024 - 2028

Background:

The Roads assessment fee funds road and parking lot paving, resurfacing and repairs, culverts and street signs. This account accumulates funds from property owner assessment fees, new building permit fees and road use payments from Rumpke Waste Removal. In 2020, the WPOA Board approved a \$70 increase to the \$100 base fee toward funding the Waynoka Drive repaving project. An additional \$5 increase in 2022 was made for inflation. No increase was made in 2023 or 2024.

Positive Considerations:

- Funds generated from the Roads fee will continue to be saved to repave all of Waynoka Drive (9 miles) over 4 years (scheduled in 2029 through 2032).
- Annual asphalt paving of about 1 - 2 miles of roads (off of Waynoka Drive), including chip and seal paving, and crack repair will also be possible.

Negative Considerations:

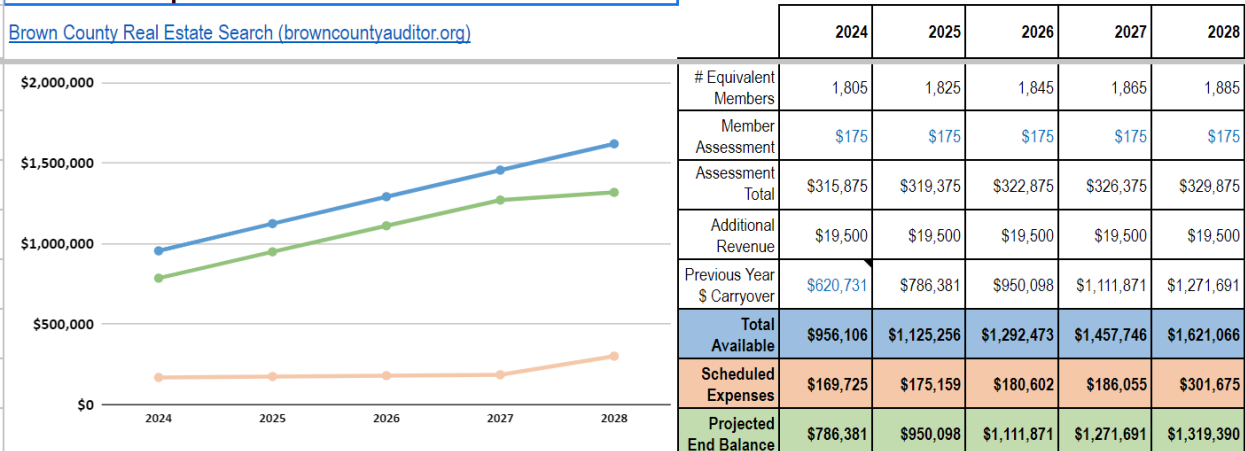
- The price of oil continues to fluctuate. Oil is a key component of asphalt roadwork. The price of labor for road paving in Ohio has also been increasing. Overall increasing demand for road work may drive higher prices.
- Waynoka Drive is about 20 years old and deteriorating noticeably. Asphalt paving was forecasted to last about 25 years and the lifespan has been affected by weather and traffic load. Some paving spot repair on Waynoka Drive has been necessary. As deterioration continues, more road repair may be needed prior to 2029.

WPOA Board action recommended:

- Funds may be sufficient before 2029 to begin repaving Waynoka Drive earlier than expected and complete over a shorter time period. When a contractor estimate is received, a determination can be made by the Board for an earlier start date.
- The Board may want to evaluate whether to continue to assess property owners at the existing \$175/year rate after Waynoka Drive paving is complete. This would allow for paving the remaining roads in the community that are not currently asphalt on a faster timeline. Paved roads have a longer lifespan with less maintenance.

Road Capital Assessment Forecast

[Brown County Real Estate Search \(browncountyauditor.org\)](http://browncountyauditor.org)



Lake Assessment Account Strategy Plan 2024 - 2028

Background:

The Lake assessment fee funds repairs and maintenance of the Marina building and docks, Beach restroom, and public pavilions and docks. Dam and spillway maintenance, algae control, lakeshore erosion control and lake dredging are also funded through this account, as well as stocking the lake with fish. An annual Lake assessment of \$50 began in 2010 and increased over 14 years to \$130 in 2024.

Positive Considerations:

- Three Marina fueling station docks were upgraded in 2024 from wood to concrete and six Marina wood docks were replaced. Concrete docks will have a longer lifespan than wood.
- Pontiac dock has been scheduled for demolition in 2024. Some sections may be salvageable. A rebuild configuration and use of this area as public or rental docks will be determined in 2024.
- Other docks that are scheduled for repair in the 5-year plan are Red Cloud, Kiddie Corral, Little Crow and Squaw Valley.
- Initiation of dry dredging (dredging after the lake water level is dropped) at the East End may reduce the necessity of hydraulic dredging in 2027. Dry dredging was performed in Winter 2023-24 and could be attempted after lake levels drop in future fall - winter seasons.
- Work on a sediment control project at Kiddie Corral is scheduled to begin in 2024. The goal of the sediment control project is to reduce the need for main channel dredging.
- Sediment control at Straight Creek will be studied in 2024.
- The pavilions at Kiddie Corral will be rebuilt in 2024, and the Beach pavilion is scheduled for renovation in 2027.
- Dredging is planned for all major coves beginning in 2025. It may take 4-5 years to dredge all lake coves.

Negative Considerations:

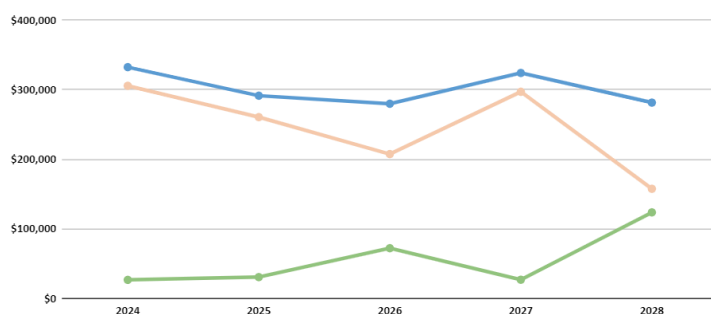
- Focus on lake health will continue to affect this assessment. Mad Scientist recommendations for algae treatment, sediment control and fish stocking will continue to guide management for the foreseeable future.
- Dredging may continue to be necessary to assure a minimum navigable waterway (mid-channel) of 4 feet.
- Wood docks are not lasting as long as predicted. Repairs may be needed sooner than anticipated.

WPOA Board action recommended:

- Determine cost and timeline for a Straight Creek sediment control system after the 2024 study is completed.
- Decide on a Pontiac dock rebuild configuration.
- Evaluate if dock rental income could pay for dock repairs.

Lake Capital Assessment Forecast

(Figures in **Blue** are inputted variables and should be reviewed each new year for accuracy. Numbers in **Black** are formulas - do not change.) Line Items in **Red** are new and should be reviewed.



	2024	2025	2026	2027	2028
# Equivalent Members	1,805	1,825	1,845	1,865	1,885
Member Assessment	\$130	\$145	\$135	\$135	\$135
Assessment Total Revenue	\$234,650	\$264,625	\$249,075	\$251,775	\$254,475
Additional Revenue	\$0	\$0	\$0	\$0	\$0
Previous Year \$ Carryover	\$97,795	\$26,822	\$30,799	\$72,327	\$27,025
Total Available	\$332,445	\$291,447	\$279,874	\$324,102	\$281,500
Scheduled Expenses	\$305,623	\$260,649	\$207,547	\$297,076	\$157,675
Projected End Balance	\$26,822	\$30,799	\$72,327	\$27,025	\$123,825

Improvements Assessment Account Strategy Plan 2024 - 2028

Background:

The Improvements assessment provides funds for maintenance, upkeep and repair to existing POA-owned facilities and equipment. This includes many community assets: security elements at the gates and buildings; IT components and servers; maintenance and repairs at the Lodge, Recreation Center, Lounge, Pools, Maintenance facility and Administration buildings; and repair and replacement of vehicles and large equipment used by Lake Waynoka employees. An Improvements assessment of \$100 began in 2015 (after the loan for the Rec Center was paid off), and increased over 9 years to \$130 in 2024.

Positive Considerations:

- Repairs and replacements to WPOA-owned assets scheduled in the next 5 years include replacing the pool slide and repairs to the pool deck, replacing the gymnasium floor, scheduled kitchen equipment and Lodge furniture purchases, and replacing a patrol car, dump truck, trackhoe and pickup truck.

Negative Considerations:

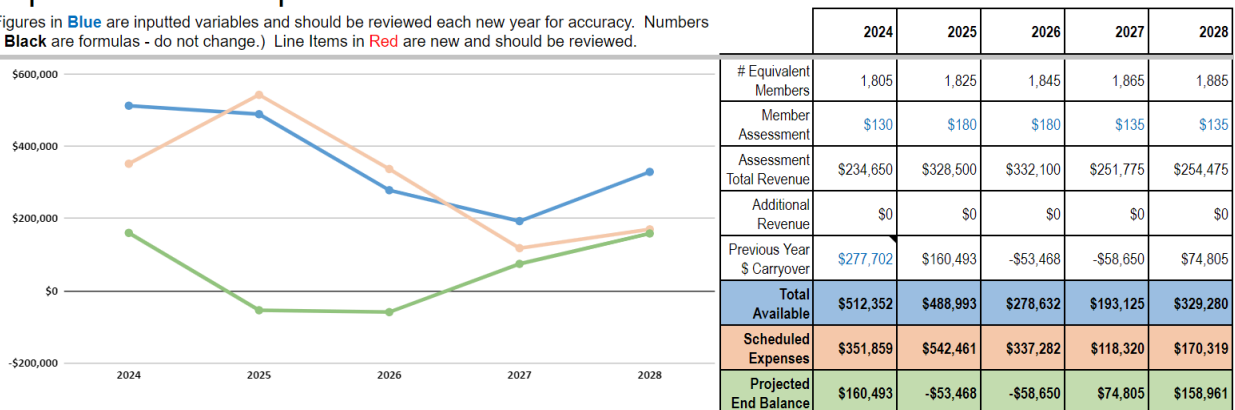
- Labor costs have increased.
- Scheduled repair studies will determine the extent and cost of necessary repairs to the Lodge sewer system, roof and foundation.
- The curved tube pool slide will need to be replaced soon and \$100,000 has been budgeted in 2025. Insurance for this type of slide has gone up dramatically in recent years. This and other scheduled expenditures have caused expenses in 2025 to surpass revenue.

WPOA Board action recommended:

- The feasibility of repairing the Lodge building plumbing, electrical, insulation, truss issues and foundation damage will need to be determined after the extent and cost of repairs are determined in 2024.
- Consider ways to study the long term viability of the Lodge to best serve our growing community. This may include comparing costs and impact between repairing, remodeling and expansion, or replacement of the existing building.
- Determine whether the curved tube pool slide will be replaced by a similarly configured slide or a less expensive straight slide.

Improvements Capital Assessments Forecast

(Figures in **Blue** are inputted variables and should be reviewed each new year for accuracy. Numbers in **Black** are formulas - do not change.) Line Items in **Red** are new and should be reviewed.



Additional Opportunities for Board Consideration

The following projects or opportunities have been identified from Long Range Planning discussions, community surveys and general feedback:

- Evaluate ways to provide adequate Lodge, Lounge and Restaurant facilities for our growing community.
- Determine how to fund the replacement of a trackhoe and other large equipment (dump truck, patrol car, pickup truck) replacements with Improvements assessment fee increases in the next 5 years.
- Consider studying whether an additional boat ramp is needed to meet the growing population of boats at Lake Waynoka.
- Continue to identify community beautification projects or needs which clubs can develop as community service projects and therefore reduce WPOA costs.
- Explore ways to fund a community walking trail to provide a place for walking away from Waynoka Drive.
- Consider enlarging the existing community boat trailer storage area.
- Develop and publish a cove dredging schedule for property owners awareness.
- Reevaluate adequacy of the General Reserve Fund (establishes funds for immediate action in the case of an emergency). This Fund was last evaluated in 2017.
- Consider development and trial implementation of a Community Suggestion Form so the Board can gather ideas, evaluate effectively, and provide feedback to submitters.
- Consider establishing a separate assessment for New Projects, keeping in mind that when new projects are completed, any ongoing maintenance will be funded by the Improvements or Lake assessment accounts.

Appendix A
Lake Waynoka Community Vision, Values, Goals and Objectives

WPOA Vision Statement

Lake Waynoka Association members envision a gated lake community with members working together to achieve a highly desirable quality of life and appreciating property values. We envision a neighborhood that is considered by all to be a desirable place in which to live or vacation, share our varied recreational amenities, and enjoy the benefits of family and friends in an active member community.

WPOA Values

The manner in which WPOA community members, Trustees and Administrative department employees conduct themselves and work together in achieving our community Vision and implementing our Goals and Objectives are expressed in the community and department values, which everyone is encouraged to adopt:

Community Values:

In fulfilling Lake Waynoka’s mission and achieving our Vision, we value:

Interest	Respect	Transparency
Participation	Cooperation	Creativity
Honesty	Civility	Volunteerism
Equity	Efficiency	

WPOA Board and Administrative Department Values:

In keeping with our community values, we value:

- Employing responsible and sound judgment in all decisions
- Operating in an equitable, honest, effective and professional manner
- Weighing the interest of all current and future members
- Respecting each other and all members
- Being sensitive to the diverse needs of all members
- Operating openly
- Encouraging participation via committees, clubs, and individual efforts
- Advocating for our interests in the community, county, and state
- Meeting our fiduciary responsibilities to watch out for both the short term and long term interests of our community
- Proactively consider membership growth and the future well-being of our lake community.

Community Goals and Objectives

A. Lake Protection and Conservation

(Protection and conservation of the lake environment, dam, shoreline and public access areas and amenities therein)

- Maintain an effective dredging program to ensure acceptable navigability of the main lake and all coves.
- Protect the lake shoreline against erosion by enforcing rules on the rocking of all lakefront lots, including both private and WPOA-owned.
- Properly maintain the condition of the dam, weir area and valve, including recommended regular inspections.
- Establish and maintain an acceptable balance of fish population and lake habitat while recognizing other recreational needs and uses of the entire membership.
- Properly maintain all lake access areas, including amenities included therein.
- Support the control of geese, beavers and any other invasive species of animals or plants that might affect the health of the lake and damage to property.

B. Security and Safety for People and Property

(Security and safety of members, guests, visitors and employees and their property)

- Maintain a certified and equipped Lake Waynoka Security Department with each ranger providing both law enforcement and emergency medical technician services to enhance the safety and security of all Lake Waynoka residents and guests.
- Continue to increase security through the integrated use of gates, cameras, lighting, and other technological tools to limit unauthorized access and elevate identification capability by the security department thereby promoting a safe and secure environment within Lake Waynoka.
- Continue to review, modify, publish, and promote the WPOA Code of Regulations and the WPOA Rules and Regulations to ensure that all WPOA members and guests are aware of these governing documents that reduce conflict and increase enjoyment of facilities and amenities within Lake Waynoka.
- Maintain a high standard of safe watercraft operation by consistent and effective enforcement of all State laws and WPOA rules to help avoid watercraft injuries and accidents to members and guests on Lake Waynoka waters.

C. Grounds Maintenance and Beautification

(Maintenance and improvements to community roads, grounds, signage, etc.)

- Maintain a consistent “branding” program, where practical, covering color, fonts and size for community signage. Expand and adopt the program to encompass the color and style for community shelters, toilets, buildings, vehicles, and uniforms, etc.
- Maintain emphasis on the program for getting rid of abandoned boats and trailers. Improve enforcement of rules and regulations regarding property

restrictions on abandoned boats, cars, unscreened propane tanks and “messy” yards.

- Maintain all public areas such as shelters, lake access locations and planting beds to acceptable standards of appearance.
- Proactively support community clubs and organizations that might wish to further improve public areas with labor and equipment support, if requested.
- Maintain all roadways in good condition and keep adjacent trees and bushes pruned and trimmed away from the right-of-way.

D. Administration and Operational Excellence

(Adherence to best practices, recognition of employee value, member services)

- Identify, research and employ best practices in the areas of fiscal management, public relations, employee relations and other administrative functions using OLCA and other lake community resources.
- Continue to identify and maintain an employee recognition and appreciation program.
- Identify, develop, and appraise member services through periodic surveys and focus groups.
- Continue developing a work environment that promotes trust, respect, open communication and teamwork between all levels of staff, the WPOA Board, the association membership and neighboring communities.
- Continue to work with the appropriate Committees, or membership if applicable, to update community Rules and Regulations for appropriateness and effectiveness.

E. Financial Stability & Protection of Community and Member Assets

(Conservative financial management, enforcement of community rules and zoning, support of community and member property values)

- Establish and maintain an annual risk analysis and review program that assesses the adequacy of the community’s general reserve account.
- Research ways to enhance membership value and implement those that are feasible. Emphasize the perceived value of Lake Waynoka membership and add value/benefits whenever and wherever possible.
- Consistently communicate actions taken by the Board resulting from the Long Range Plan and membership surveys.
- Consistently enforce the adopted Association Rules and communicate Board actions to membership.
- Actively communicate financial information to the membership which clearly summarizes the operating and capital budgets, identifies budgeting for forecasted long- range future projects, and assesses the adequacy of financial surpluses and reserves necessary for the protection of association and member property values.
- Monitor progress against long-range membership category growth targets necessary to attain the vision of Lake Waynoka as a desirable community.

F. Maintenance of Facilities and Equipment

(Equipment purchases and routine maintenance, (tools, vehicles, equipment, etc.)

- Properly maintain all amenities (both existing and future) and equipment in good operating condition and appearance through the justifiable and necessary increases to fees and assessments (including the latest updates to the reserve study).
- Ensure that employees have the proper tools and equipment to perform their jobs in a safe and efficient manner.

G. Amenity Development, Improvement, Replacement and Maintenance

(Availability, development, enhancement, replacement and routine maintenance of amenities, including related life style/quality of life issues)

- Identify and develop a plan for future or improved amenities desired by Association members that implement the Vision of Lake Waynoka as a desirable recreational community to all.
- Work with and consider financial and other support for community clubs and organizations, which implement organized activities for all ages, including community youth.

H. Growth of Membership, Community Promotion and Association Communications

(Promotion and marketing of Lake Waynoka as a desirable community; includes association membership communication processes)

- Maintain an active communication and publicity program with the membership, covering events and activities and results of the WPOA Board, Administration, WPOA committees, and community clubs and organizations.
- Continue to enhance membership communication. Consider on a minimum annual basis, that a “state of the lake” type report be given to membership, including basic information such as current number of members, number of houses, full timers, part timers, an outline of basic budgeting categories, status of reserves, impacts of non-funding, and any other relevant information.
- Foster a sense of active involvement and promote the value of Association members being involved in Lake Waynoka activities and community service, including membership on committees and serving as a Trustee.
- Continually pursue activities which promote Lake Waynoka as a safe, gated community with a great value equation (encompassing real estate values, our own water and sewer system, amenities, low dues and fees and more).

Appendix B Historical Review of Assessments, 2018 - 2024

In 2017, the WPOA Board contracted a management advisory company, Reserve Advisors, to help the Board anticipate long term expenses and determine how to appropriately assess in preparation for them. In 2018, the Board asked the Long Range Planning Committee to review the report and determine more accurate cost estimates based on historical local data rather than regionalized cost estimates. The significant findings were:

- The funding plan proposed in the LRPC review attempted to avoid major swings in the assessment rates. Increases were to be implemented early and maintained with gradual increases rather than containing large up and down swings year-to-year.
- Overall projected expense over the 30-year period was reduced from \$25 million to \$18 million when LRPC cost estimates were used.

2018: In the fall of 2018, proposed assessment increases were added to the annual Trustee election ballot. The Board determined that these were necessary to be in compliance with Ohio Revised Code 5312.06. (ORC 5312.06 states that reserves must be maintained at all times to adequately repair and replace capital HOA assets.) These proposed increases were: Lake assessment from \$60 to \$70; Road assessment from \$100 to \$168; and Improvements assessment from \$100 to \$110. After the membership voted down these increases, the WPOA Board instituted the \$10 increase to the Lake assessment for 2019.

2019: The annual Trustee election ballot contained a proposed Road assessment increase from \$100 to \$170, and Improvements assessment increase from \$100 to \$110. Neither of these passed a membership vote. The Board approved both increases at the January 2020 Board meeting.

2020: Road assessments were increased by \$70 in anticipation of the Waynoka Drive paving project scheduled to begin in 2029. The Improvements fee was increased \$10 for major equipment purchases.

2021: The 2021 budget approved by the WPOA Board reflected increases in assessment accounts revenues from the newly instituted New Property Owner Initiation Fee. All accounts were considered to be appropriately funded through the five-year plan period at this time.

2022: Necessary dredging work impacted the Lake assessment with increases of \$25. All assessments were increased by \$5 in 2022 for inflation.

2023: The Board approved a \$15 increase to the Lake assessment for a total assessment of \$115 in 2023, to provide funds for increased dredging, Marina fuel docks upgrade to concrete, and begin studying a sedimentation control project.

2024: The Board approved increases of \$15 each to the Lake and Improvements assessments to fund, in part, dredging and sedimentation control, and anticipate major expenses in the Improvements account 5-year plan.

Annual Capital Assessment Fees 2018 - 2024

	2018	2019	2020	2021	2022	2023	2024
Roads	\$100	\$100	\$170	\$170	\$175	\$175	\$175
Lake	60	70	70	70	100	115	130
Improvements	100	100	110	110	115	115	130