

**Lake Waynoka Property Owners Association
Long Range Planning Committee Annual Report
with 2025 - 2029 Strategy Plans**

4/1/2025

**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), 2024-2025

Terry Borgman, Chair

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Michael LaPlante

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Comments, perspective and suggestions were contributed by:

Paul Cahall, outgoing Lake Waynoka General Manager

Todd Wilkin, incoming Lake Waynoka General Manager

Vern Taylor, President, WPOA Board of Trustees

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.

**Assessments for Lake, Roads and Improvements
accounts were not changed for 2025.**

Summary of Approved 2025 Projects

(as of March 31, 2025)

- Dam valve repair and annual repairs
- Kiddie Corral sediment control project
- Annual dock repairs
- Squaw Valley dock replacement
- Kiddie Corral dock, pavilion and picnic tables replacement
- Pontiac dock demolition
- Cove dredging and dry dredging at the east end of the lake
- Annual fish stocking, algae control and shoreline erosion control
- Waynoka Drive yellow line painting
- Needed culvert, pothole and crack repairs
- Annual road paving
- Security department body cameras replacement and vehicle purchase
- Lodge furniture replacement, HVAC system replacement, truss repair, exterior repairs and doors
- Lounge HVAC system replacement
- Rec Center annual exercise equipment replacement and upkeep
- Rec Center gym floor replacement and building exterior stucco repair
- Indoor pool dehumidifier replacement
- Outdoor pool slide repair or replacement and annual pump maintenance
- Maintenance equipment storage facility addition
- Maintenance equipment replacement of bush hog, dump truck and tractor

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.

Strategy plans review the actions approved by the WPOA Board for the current year and outline projects that will be considered for the remainder of the 5-year period. The Board will finalize projects and expenditures for each Assessment account (Lake, Roads and Improvements) in January of a given year.

General Assumptions for Assessment Forecasts:

- 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 projects 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.
- The estimated long term average annual inflation rate was increased from 2.2% to 3.0% to reflect state and national interest rate increases.
- 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 revenue. It is calculated by adding collected assessment account dollars plus other collected revenue, then dividing by each assessment fee. The number of “equivalent members” increases approximately 20 members/year.
- The Total Available Revenue (blue line) is the product of the number of “equivalent members” and the Member Assessment fee (Assessment Total Revenue), added to the Previous Year \$ Carryover and any additional revenue.
- 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 any year should be above 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.
- Future escalated numbers are estimates. The General Manager and the LRPC update cost figures as current cost information becomes available.
- The 2025 budget was approved by the WPOA Board at the January 2025 meeting. Any changes to the 2025 budget must be reviewed by the General Manager and LRPC, and approved by the WPOA Board,

Lake Assessment Account Strategy Plan 2025 - 2029

Background:

The Lake assessment fee funds maintenance and repairs to the Marina building and docks, Marina patrol boat, dredging equipment, Beach restroom and pavilion, and all other public pavilions and docks. Annual expenditures for dam and spillway maintenance, algae control, lakeshore erosion control and lake dredging, as well as stocking the lake with fish, are also funded through this account.

An annual Lake assessment of \$50 began in 2010 and increased over 14 years to \$130 in 2024.

No increase to the Lake assessment fee was made in 2025.

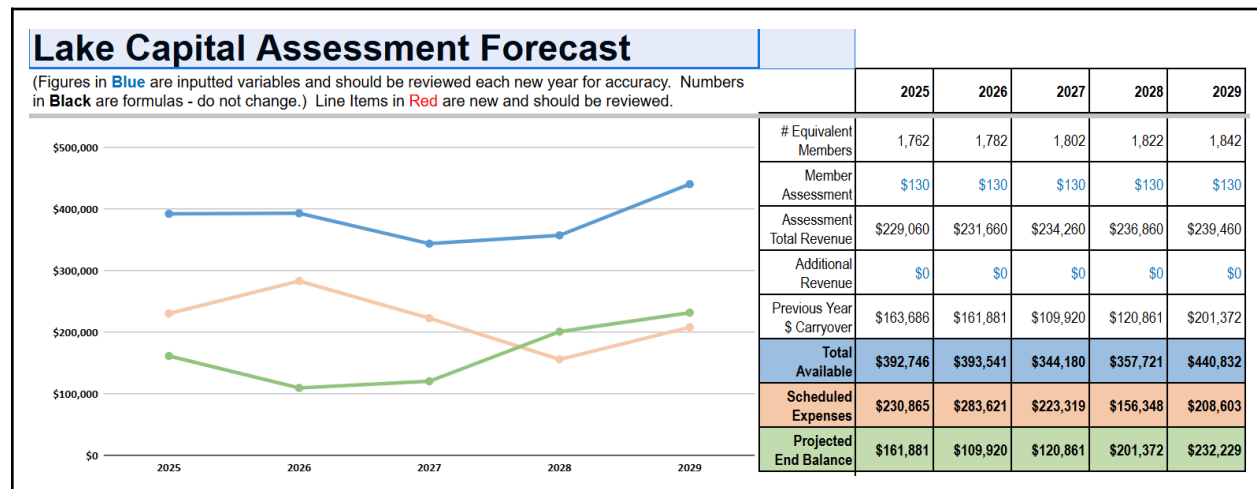
Discussion:

In addition to annual expenditures for dam and spillway maintenance, algae control, lakeshore erosion control, dredging, and fish stocking, **approved projects scheduled to be completed in 2025 are:**

- Dam valve repair
- Kiddie Corral sediment control project
- Replace dock at Squaw Valley
- Replace dock at Kiddie Corral
- Picnic tables and pavilion structures at Kiddie Corral
- Demolition of Pontiac Dock
- Cove dredging and dry dredging at the east end of the lake

The Board and LRPC identify and schedule future projects that are likely to be needed over a 5-year time period to minimize fluctuations in the Lake assessment fee. The Board approves specific budget items one year at a time. **Unapproved potential expenditures identified for 2026-2029 include:**

- Replace marina patrol and dredging boat motors (4)
- Rebuild Pontiac Dock with a wave attenuation system
- Beach pavilion renovation and restroom building exterior repairs
- Marina building HVAC system maintenance
- Dock replacement at Little Crow
- Dock replacement at Little Chief
- Replace dredging push boats
- Repayment to the Operation account for unplanned spillway walls repair in 2022
- Cove dredging will begin in 2025 and it is anticipated that all lake coves will be dredged by 2029.



Roads Assessment Account Strategy Plan 2025 - 2029

Background:

The Roads assessment funds road and parking lot paving, resurfacing and repairs, and culverts and street signs. This account receives 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 to the Roads assessment fee was made in 2025.

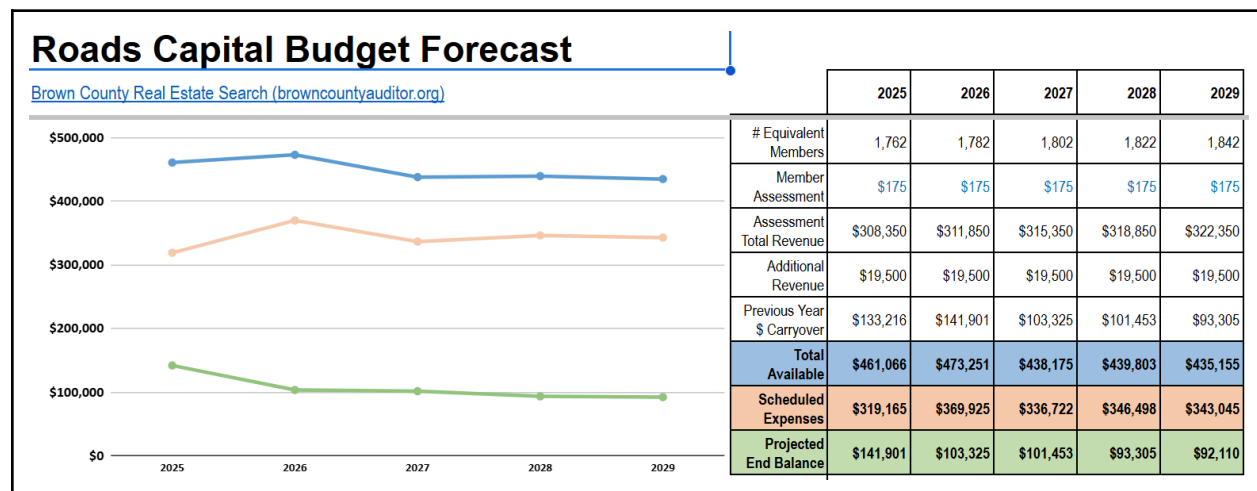
Discussion:

The Waynoka Drive repaving project was completed in 2024 (except for the yellow center lines that will be added in 2025). This project was accomplished 5 years ahead of schedule and completed in 1 year (not 4 years as originally planned) due to increased revenue from more property owners, as well as obtaining a competitive contractor bid.

Instead of reducing this assessment fee in 2025, the Board accepted the LRPC recommendation that the fee be maintained at \$175/year. With this proposed amount of revenue, there will be adequate funds to be able to resurface more roads in the community over a shorter timeline. Road surfaces can be upgraded (for example, asphalt replacing chip and seal surfaces). Asphalt surfacing has a longer life than other surfacing types. The Board and General Manager decide which roads are candidates for resurfacing based on visual inspection and the number of developed lots on each road.

With an approximate asphalt lifespan of 20 years, Waynoka Drive would be ready for replacement in 2044. By maintaining the current assessment fee, there is adequate time for funds for the next repaving to be saved and be in place when needed.

The Administration parking lot is scheduled for new asphalt overlay in 2026. The Rec Center parking lot is scheduled for new asphalt overlay in 2028. These projects are tentative until the budget for each year is finalized by the Board in January of each year.



Improvements Assessment Account Strategy Plan 2025 - 2029

Background:

The Improvements assessment account provides funds for maintenance, upkeep and repair to existing WPOA-owned facilities and equipment. These community assets include: security elements at the gates and buildings; administrative IT components and servers; maintenance and repairs at the Lodge, Recreation Center, Lounge, Pools, Maintenance facility and Administration buildings; and repair and replacement of patrol cars, maintenance equipment and vehicles used by Lake Waynoka employees.

An Improvements assessment of \$100 began in 2015, and increased over 9 years to \$130 in 2024.

No increase to the Improvements assessment fee was made in 2025.

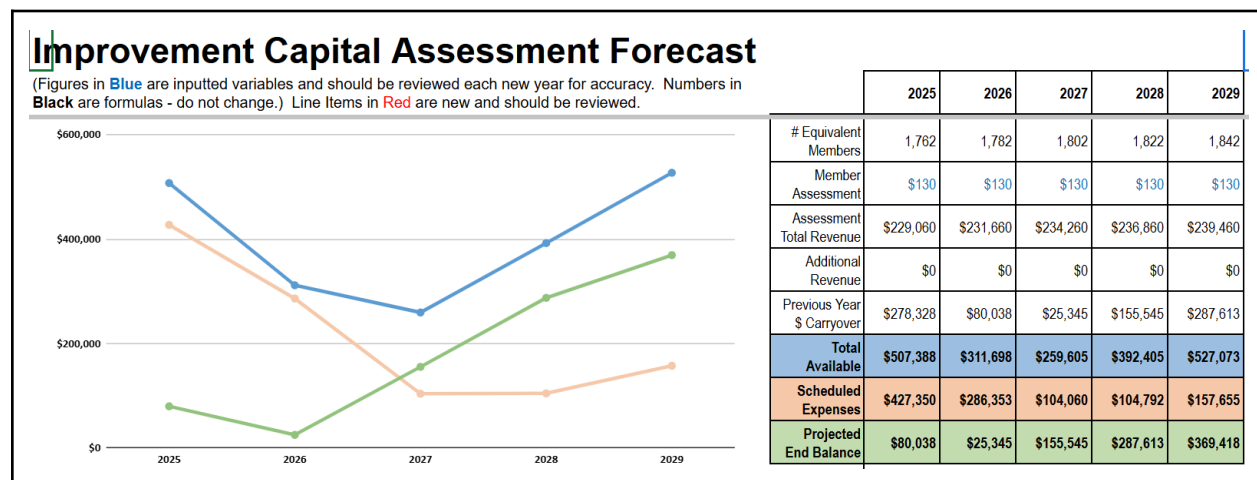
Discussion:

In addition to annual expenditures on exercise equipment, Rec Center upkeep and outdoor pool maintenance, **approved projects scheduled to be completed in 2025 are:**

- Replacement of Security department body cameras
- Security vehicle purchase - a new patrol car is purchased every 5 years.
- Lodge HVAC system replacement, truss repair, exterior repairs and doors
- Lodge interior furniture
- Lounge HVAC system replacement
- Outdoor pool slide repair or replacement
- Maintenance equipment storage facility addition
- Replacement of Maintenance equipment - bush hog, dump truck and tractor
- Rec Center gym floor replacement and building exterior stucco repair

The Board, General Manager and LRPC identify and schedule future projects that are likely to be needed over a 5-year time period. The Board approves specific budget items one year at a time. **Unapproved potential expenditures identified for 2026-2029 include:**

- Lounge interior renovations
- Administration building shingles replacement with metal roof
- Security camera replacements at the Lodge
- Outdoor pool deck repairs and pool furniture
- Pickleball/tennis court resurfacing and fence replacement
- Major maintenance equipment replacements including an excavator, mower and dump truck



Next Steps for the LRPC

1. Board acceptance of the 2025 LRPC Annual Report.
2. Publication of the 2025 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.

Additional Opportunities for Board Consideration

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

- Establish an annual review process to assess adequacy of the General Reserve Fund (funds for immediate action in the case of an emergency). This Fund was last evaluated in 2017.
- Proactively determine how future projects align with the Community Goals and Objectives.
- Develop and implement appropriate communications channels to keep the community informed with news and updates or emergencies. Consider different channels for full-time or part-time residents and property owners.
- Develop a long range plan to determine the direction for future development of the community, including:
 - Consider implementing a “revised new home construction fee” to generate more revenue.
 - Consider a maximum number of homes the Lake Waynoka community can support based on water and sewer service limitations.
 - Consider ways to provide adequate Lodge, Lounge, Recreation Center and Restaurant facilities for our growing community.
 - Consider the need for more off-lake public recreation and park spaces.
 - Consider further development of a larger community boat storage area with enclosed boat storage options.
- Develop and publish a cove dredging schedule for property owners awareness.
- Develop a monitoring program and action plan for lake water quality in anticipation of impact from the nearby chicken farm. Work with Brown County to monitor future commercial development that may affect the quality of our lake.

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 requiring 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.

2025: Assessments for Lake, Roads and Improvements accounts were not changed for 2025.

Annual Capital Assessment Fees 2018 - 2025

	2018	2019	2020	2021	2022	2023	2024	2025
Roads	\$100	\$100	\$170	\$170	\$175	\$175	\$175	\$175
Lake	60	70	70	70	100	115	130	130
Improvements	100	100	110	110	115	115	130	130