

Cole Mill Townes
Strategic Plan 2021-2026
11/18/2024

Overview

For years the CMT HOA was underfunded due to insufficient dues, the only source of HOA revenue. Consequently, the HOA was unprepared to meet its obligation to replace the original roofs as they neared the end of their life spans, as well as to undertake other capital maintenance tasks. In 2019, under the leadership of a new Board, the HOA began to annually increase the dues to fund this need. In 2021, the HOA Board adopted an aggressive three year plan to complete the roof replacements in a timelier fashion. The HOA dues were “surged” in 2021, 2022, and 2023 to complete the replacement of all roofs by the end of 2023. During this time monies were scarce for other needed projects, but replacing the roofs was the top priority. This entire situation highlighted the need, going forward, for creditable attention to capital maintenance needs and, correspondingly, more realistic budgeting. These are the primary purposes of this strategic plan.

As noted, this plan calls for all roofs to be replaced by the end of 2023. After that year, the monies in the budget that were previously allocated to roof replacement will be redirected to address other long neglected capital maintenance and preventive maintenance needs which were deferred until the roofs were replaced. These include painting, replacing awnings, installing gutter leaf guards, and renovating the underground drains, among other things. This will occur for two years, 2024 and 2025. By 2026 we expect to be caught up on all capital maintenance. In 2026 a new approach for CMT reserve budgeting will be implemented, which will rationally address future long-term capital maintenance needs and costs.

2021

Actions

- ✓ Replace roofs on the 200 and 300 buildings
- ✓ Remove the five Bradford Pear trees on Culpepper & the tree on Blackberry and trim the Bradford Pears at the entrance
- ✓ Create a homeowner committee to propose a plan for the replacement of the Bradford Pear trees on Culpepper
- ✓ Trim the trees and bushes behind the 800 and 400 buildings
- ✓ Repair/replace siding on the dormers with the most need: 1001, 1003 & 801
- ✓ Perform basic repairs on decks
- ✓ Clarify policies on decks & privacy fences, and exterior doors to drop HOA responsibility for these items, thus reducing future demand on dues
- ✓ Develop a strategic plan
- ✓ Restructure the web pages and populate with all relevant documents (w/o passwords)

Funding and Budget

- ✓ Increase dues by \$49 per month to pay for new roofs on two buildings
- ✓ Increase dues by \$29 per month to create an \$8,000 deferred maintenance line in the 2021 Operating Budget

2022

Actions

- ✓ Replace roofs on the 1000 and 1100 buildings
- ✓ Pressure wash buildings and exterior concrete
- ✓ Trim trees hanging over roofs in the worst cases
- ✓ Implement the plan proposed by the homeowner committee for the replacement of the Culpepper Bradford Pear trees

Funding and Budget

- ✓ Increase dues by \$30/month (to \$330/mo), to pay for new roofs on two buildings
- ✓ Budget \$6,000 for deferred maintenance in the 2022 Operating Budget

2023

Actions

- ✓ Replace roofs on two buildings: 400 & 800
- ✓ Trim trees and bushes, as affordable

Funding and Budget

- ✓ Increase dues by \$35 (to \$365/mo), to pay for new roofs on the last two buildings
- ✓ Increase the Operating Budget to provide funds in lines that have fallen behind (i.e., pine straw, insurance, water/sewer, tax preparation, etc.)
- ✓ Include a new line in the annual Operating Budget for trimming trees and bushes yearly
- ✓ Drop the deferred maintenance line from the Operating Budget

2024

Actions

- ✓ Undertake extensive tree trimming and removal of problematic trees inside the CMT perimeter
- ✓ Install gutter leaf guards on all structures
- ✓ Renovate underground downspout drains

Funding and Budget

- ✓ Increase dues by \$10 (to \$375/mo), to pay for inflationary increases in the Operating Budget

- ✓ Include a new line in the annual Operating Budget for pressure washing every two years
- ✓ To fund the actions to start catching up on deferred maintenance this year: use the funds that would have been budgeted for roof replacement in the reserve account for these expenditures

2025

Actions

- Repair/replace siding and trim, as needed (repairs to doors are homeowner's responsibility)
- Pressure wash siding and trim
- Paint siding, trim, front porch railings, and doors
- Pressure wash exterior concrete
- Replace awnings
- Commission a reserve study to assess long-term capital maintenance needs, implementation schedules, costs, and the associated reserve funds required over a multiple year time period

Note: A reserve study is a tool for an HOA to adequately fund their capital reserve account through annual reserve contributions. A professional engineering firm with expertise in this area will conduct the study. It is important for the accuracy of the recommendations in the study that the data upon which it is based be as up to date as possible. For this reason, we will have the study conducted in late summer of 2025 in order to use the results in creating the budget for the 2026 year.

- Consider a project to renovate the CMT landscaping, inside the perimeter & on the berms
- Consider a project to repair concrete & brick horizontal surfaces
- ✓ Appoint a CMT Landscape Advisory Committee

Funding and Budget

- To fund the actions to finish catching up on deferred maintenance this year:
 - Use the funds that would have been budgeted for roof replacement in the reserve account this year for these expenditures
 - Use the remaining funds left in the reserve account from 2024

2026

Actions

- Complete any deferred maintenance projects left unfinished from 2024 & 2025

Funding and Budget

- Implement a new annual budgeting model for operating and capital maintenance expenses
 - Operating Budget allocations to be based on the incremental budgeting approach we have been using, to accommodate annual inflation
 - Capital Maintenance / Reserve allocations to be based on the recommendations from the reserve study