

# Long Range Plan and Projects

## Sky Bryce Association, Inc.

Period July 1, 2019 to June 31, 2024

Adopted by Sky Bryce Association, Inc. Board of Directors:  
May 24, 2019

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Sky Bryce Association, Inc.

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# Long Range Plan and Projects Sky Bryce Association, Inc.

## **INTRODUCTION**

**Purpose:** This identifies and addresses short and longer-term goals and objectives of Sky Bryce Association, Inc. (SBA) as well as standard business practices of the Board and management. It sets forth recommendations that enable the Association to best serve its members and the community.

**References:** The Plan complies with previously approved documents, procedures, processes, and authorities related to the Association's operations. These documents are available for member review at the SBA office, and include:

Amended Declaration of Protective Covenants and Restrictions, which were amended and approved by SBA members on December 17, 2001 and recorded in Land Records of Shenandoah County in Deed Book 957, Page 375.

Articles of Incorporation, which were amended and approved on December 15, 1995 and filed with the Virginia State Corporation Commission.

Bylaws, which were approved by the Association Board of Directors on November 30, 1996 and amended by the Board of Directors on September 23, 2005.

Rules and Information Document, which provides for additional guidance to the Amended Declaration of Protective Covenants and Restrictions.

## **MEETINGS AND COMMUNICATIONS**

**Annual Meeting:** One (1) meeting per year as required by SBA Bylaws is conducted in the Fall. The Board of Directors may call Special Meetings to discuss specific and important issues with the membership, as needed.

**Monthly Meetings:** Board of Directors Meetings are held on the 4th Friday of each month. These are open meetings and we invite SBA members to attend. Non-board members are given an opportunity to make comments or offer remarks on matters relating to SBA. Individual matters may also be addressed at such meetings with advance arrangements made through the SBA office. Special meetings of the Board may be called by the President with adequate notice provided to all Board members.

Communications. The "Sky Bryce Beacon" is published and mailed to all property owners annually. The Board can decide that ad-hoc communication to all members be distributed by US Postal Service. Recognizing that email and digital communication are becoming commonplace, SBA will evaluate its opportunity to communicate with members in additional ways that could include social media and personal email communication for certain messages in addition mailed communication of official SBA business.

Governing Documents/Information. Members and visitors have access to the Association's Governing Documents, as well as on-going projects through the Internet at: [www.skybryce.org](http://www.skybryce.org) or by E-mail at [skybryce@shentel.net](mailto:skybryce@shentel.net).

## **EXTERNAL RELATIONS**

County Government. The Association's relationship with Shenandoah County is of vital importance to our members. Issues of continuing interest include taxation, zoning, special use permits, and other proposals that directly impact our community. A liaison is maintained between SBA and Shenandoah County officials.

Stoney Creek Sanitary District. Our community relations with Stoney Creek Sanitary District have been cooperative, proactive, and mutually beneficial. This ongoing relationship is extremely important and is the direct responsibility of the SBA President.

Other local community councils and associations. The cooperation between SBA, Bryce Resort, and other local community governing bodies are vital to ensure mutual success and member enjoyment. The exchange of views is essential and SBA Board members engage with these organizations as needed.

## **SBA SERVICES**

Roads Services: SBA maintains 52 miles of private road within Sky Bryce Subdivision. Maintenance is defined as: general roadway repair/upkeep, snow removal, roadside mowing, and household trash removal. The roads are owned by Bryce Resort. The SBA did not design or build the original roads. Road maintenance duties include:

- Repairing or replacing existing road surfaces with the same type of surface material.
- Resurfacing chip-seal roads with aggregates and tar. Some roads require additional remediation due to deterioration.
- Resurfacing road cuts and potholes on chip-seal roads with aggregates and tar or cold patch.
- Grading dirt roads where there are no homes.
- Spreading aggregates on gravel roads annually.
- Maintaining a smooth transition between SBA- maintained roads that intersect with Commonwealth of Virginia roads.
- Repairing or replacing deteriorated culverts, with a goal of four annually (700 total

exist).

- Mowing vegetation along SBA maintained roads approximately three times annually during years with typical weather patterns/growth.
- Cutting down or trimming trees and brush that present hazardous conditions along SBA maintained roads. Removing trees and debris that fall on Sky Bryce maintained roads due to adverse weather conditions.
- Maintaining ditches along SBA maintained roads to facilitate drainage. As a result of growing drainage issues that are detrimental to our environment and costly to repair, the new Building Package includes property owner responsibility to ensure storm management plan. This will be an important item requiring continued monitoring and enforcement in coming years.

**Snow Removal:** SBA plows snow on roads where there are homes and spread aggregates/salt as necessary according to schedule that is published and shared with homeowners.

**Trash Removal:** SBA picks up household trash weekly and hauls to the Shenandoah County landfill. Trash is only removed if bagged and secured appropriately at properties as it is manually handled and hauled. Syringes and other sharp objects require special disposal according to SBA Rules and Information.

SBA reviews Road Services staffing, training, equipment, materials, repairs and maintenance, building needs, and make revisions as necessary. Surplus equipment will be disposed of through sale or trade. New technology and methodology will be considered and adopted when feasible. SBA Board funds a designated account for this purpose.

**Patrol Services:** While not a law enforcement agency, SBA Patrol Services is responsible for: assisting motorists, conducting welfare and property checks, clearing road obstructions, ensuring building security, responding to covenant violations. The team also regularly assists local police, fire and rescue teams to promote and support health, safety, and welfare of SBA residents, guests, and tenants. Activities include:

- Patrolling residential areas multiple times daily
- Assisting motorists within the Sky Bryce Subdivision.
- Entering homes for emergency purposes when authorized by owner. Patrol does not re-set alarm systems.
- Assessing properties from the road for damage related to weather conditions.
- Investigating covenant violations.
- Providing patrol services to Bryce Resort and the Lake Laura Homeowners' Association on a reimbursable basis.

SBA will review Patrol staffing, training, vehicles, communication equipment, office needs and make revisions as necessary. Any proposed increase/decrease in staffing should be based on a significant increase/decrease in incidents as well as notable SBA population shifts.

A capital expenditure schedule for Patrol needs has been established and that budget is funded under the direction of the SBA Board.

Administrative Services: Conducts business affairs of SBA and serves as a main point of contact for owners and prospective owners. Responsibilities include:

- Preparing, mailing and collecting annual assessments.
- Preparing documents for collections.
- Reviewing and paying incoming invoices.
- Preparing payroll documents.
- Maintaining SBA and property owner records.
- Maintaining inventories.
- Paying local and state taxes.
- Maintaining personnel records.
- Providing guidance on employee benefits.
- Distributing disclosure packages.
- Providing information to property owners and potential property owners.
- Collaboration and consultation with outside counsel including: legal, accounting, and audit professionals.
- Providing support to the SBA Board for preparation of annual budget.

SBA will review the Administrative operations to determine staffing, equipment, software, training, records storage, space and technology needs. In the coming years, the administrative team will establish written Standard Operating Procedures as well as Job Descriptions for all personnel.

### **SKY BRYCE CAPITAL IMPROVEMENTS**

Land: The SBA headquarter footprint is 1.46 acres and includes two equipment storage buildings as well as two administrative buildings and a maintenance garage. In order to consider the growing and changing community needs and amenity requests as they arise additional land will be needed.

Administrative Space: Two trailer-type buildings and one storage shed are used by the Administrative staff and Patrol supervisor for their offices. In addition, there is a meeting room primarily used by the SBA Board. Future consideration will be given to alternative meeting space that would be more conducive to hosting meetings comfortably. Additionally, emerging resident needs/requests could determine a need for additional mix-use administrative space.

Patrol: Two patrol vehicles are utilized by four officers. There are no immediate plans to reconsider this complement unless significant changes in population/need occur. The SBA shall replace patrol vehicles as needed. Funds need to be budgeted in future years in the range of \$32,000 to \$37,000 for the purchase of new vehicles. A capital expenditure plan for

Patrol has been established and the SBA Board decides appropriate funding of that budget to meet scheduled, anticipated needs.

**Road Services:** The SBA purchased new and used equipment when the services were taken over from a private contractor in 2010. A building(s) were built to store equipment and road maintenance materials. In the 2018/2019 fiscal year, a shop building was added for equipment maintenance along with a salt storage shed. A storage shed is needed to store snow plows and salt spreaders which will create longer lifespans for the equipment.

The SBA has a variety of trucks and equipment for trash pickup, road maintenance, mowing, cutting and trimming trees and brush, maintaining ditches and road culverts and snow plowing.

This equipment has various replacement schedules depending on its use. In general, dump trucks have a life cycle of seven to ten years, tractors ten to twelve years, trailers seven to ten year and some specialized equipment fifteen years. The SBA has numerous pieces of small powered equipment such as chain saws and blowers. The lifespan for this equipment is four to five years.

Equipment replacement is dependent on repair or rebuilding costs, replacement with used or new, depreciation, and technology. In general, repairing or rebuilding of equipment should not exceed 50% of its value. An additional four-wheel drive tractor and a skid loader are likely to be needed to increase productivity.

**COVENANT ENFORCEMENT:** SBA encourages property owners to be familiar with SBA's Amended Declaration of Protective Covenants and Restrictions and the SBA Rules and Information Document. SBA Board will conduct a review of SBA bylaws and covenants to update as appropriate by 2020.

**COLLECTIONS:** The Legal committee chair, in fashion similar to the reporting of the Roads and Patrol committees, provides a monthly report to the SBA Board on the status of collection activity. The report will track legal expenditure, collection progress and total arrears due. Recommendations from our law firm on other delinquent accounts are referred to the legal committee for recommended Board action.

**SBA CONTINGENCY FUNDS:** The SBA Board will maintain a Contingency Fund to cover financial emergencies, not anticipated in the Annual Budget. Each Board will determine the size of the Contingency Fund and how to fund it. Ideally, the Contingency Fund will be maintained at a level of three to four months of the Annual Budget, and funded in a way that will put the least financial burden on SBA Members.

**FIVE-YEAR OPERATING COSTS:**

The cost projections have assumed an escalation of 4.5% per year historically. The escalation of costs is driven by annual cost of living increases, staffing, equipment needs, weather-related needs, capital projects, as well as anticipated and unanticipated expenses. SBA Board will

monitor monthly SBA costs to ensure that adequate reserves and appropriate assessments are maintained and that appropriate (actual) cash reserve exists to cover.

See the following chart:

DESCRIPTION		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
INFLATION	2.15%					
PRES SPONSORED SERVICE		7,100	7,253	7,409	7,568	7,731
ADMINISTRATION		202,836	207,197	211,652	216,202	220,851
CAPITAL REPLACEMENT- ADMIN		-	1,000	1,022	1,043	1,066
ACCOUNTING		9,700	9,909	10,122	10,339	10,561
AUDIT		16,500	16,855	17,217	17,587	17,965
PUBLICATIONS		7,400	7,559	7,722	7,888	8,057
PATROL SERVICES		238,025	243,143	248,370	253,710	259,165
CAPITAL REPLCMENT - PATROL		-	7,000	7,151	7,304	7,461
ROAD SERVICES		548,005	559,787	571,823	584,117	596,675
CAPITAL REPLCMENT - ROADS		-	15,000	15,323	15,652	15,988
LEGAL		70,000	71,505	73,042	74,613	76,217
TOTAL		1,099,566	1,146,207	1,170,850	1,196,023	1,221,738