



General Manager's Report

Department Highlights
Year in Review, 2025

Administration

- Implemented “One Digital” People Services / HR Consultant Services agreement.
- Drafted and implemented the SVCA 2025 Employee Handbook in collaboration with One Digital and the Document Review Committee Chair.
- Planned and implemented the Welcome Center Native Plant Demonstration Garden in partnership with Whatcom County.
- Implemented Employee and Committee Social Media and Confidentiality Policies.
- Coded, debugged, and implemented the 2025 SVCA Vehicle Registration Parking Sticker Program software “App” and database, which has efficiently registered over 1,100 vehicles as of October 2025.
- Close liaison and collaboration with the Short-Term Rental Task Force, Finance Committee, Safety Committee, and Long-Range Planning Committee.

Results:

Budget Development Process:

- 2026 proposed total monthly dues increase of 7% will be largely allocated to operations to help supplement hazardous tree removal funding. Additionally, CRRRF dues will also see an increase of \$1.41 per month to help shore up capital reserves.

Year-to-Date (YTD) Collections Rate:

- As of September 2025 vs September 2024: 97.7% / 97.8%

YTD Reported Expenses Compared as a Percentage of Revenues (lower ratio is better):

- As of August 2025 vs August 2024: 94% / 83%

Clean Audit:

- Received an Unmodified (CLEAN) Opinion on the 2024 Year End Financial Audit Report

YTD August 2025 & Projected YTD September 2025 Operational Net Income:

- August 2025 was \$214K & September 2025 is projected to be \$250K

Architectural Control Submissions

It was another busy year
for new construction and
construction changes!

Category	2022	2023	2024	2025
Exterior Alteration Requests	110	126	122	111
Tree/Vegetation Requests	47	58	58	51
Fence Requests	19	25	28	19
Variance Requests	11	24	42	34
New Construction Starts	22	27	35	21
New Construction Additions	NA	NA	5	1
New Construction Re-Approvals	NA	NA	1	30
New Construction Extensions	17	26	19	18
New Construction Changes	NA	29	49	39

Maintenance

Internal Projects Completed:

- Bomb Cyclone Response and Cleanup
- Implemented 2024/2025 Snow Plan
- Clean Green (2 events were held)
- Firewise Program (600 labor hours)
- Shoulder Mowing (twice in all gates)
- CVC (culvert, vegetation, control)
- Pothole and other repairs (shoulder work, stop bar painting, gravel restoration)
- Native Garden installation at Welcome Center
- Lake Louise Trail cleanup and maintenance
- Sign Installation (Marina, Gate 2, street signs)
- Reviewed 57 REPA (revocable encroachment permit application) permits
- Facility and Parks maintenance
- Trash collection twice weekly from 40 containers (416 labor hours)
- Parking lot painting and refurbishment
- Pools operated efficiently throughout the summer months

Outsourced Projects Completed:

- Street Sweeping (twice yearly)
- Gutter Cleaning (three times a year)
- Welcome Center painting
- Hot water heater replacement at Clubhouse
- Furnace replacement in Barn 8 (pending)
- Cross walk installation on Marigold Drive
- Pest control at SVCA facilities
- Asphalt road resurfacing and striping
- Large scale culvert cleaning and drainage repairs

Completed 600 Maintenance Requests this year:

Trees (216); Roads (115); Parks (68); Misc. (23); Facilities (158); Drainage (20)



Golf Course

- Golf revenue, while strong, is trending slightly below 2024. At this time, we project revenue to be less than 1% lower than last year.
- A significant factor leading to the slight shortfall in revenue was a drop in Canadian players. The political climate and Canadian exchange rate contributed to fewer players crossing the border, especially early in the season. Additionally, the early-season weather reduced the number of rounds.
- Retention rate is high for golfers who either took up the game for the first time or who returned to the game during the pandemic.
- Golf Outings were slightly below 2024, although groups of 8-16 players continue to be strong.

Looking Ahead to 2026

- Membership revenue is up by 6% this season, with the biggest growth in membership from the Intermediate membership (18- to 28-year-olds), from 18 last year, to 46 current members. This is a great sign for the future of our membership. Our focus for 2026 is to strengthen relationships with new and existing customers, boosting membership retention and sales.

Turf Care

- Established consistent routines with both year-round and seasonal staff members.
- Constructed four new gold tee boxes, improving playability for senior and beginner players.
- Received capital funding for and oversaw the installation of an upgraded irrigation pump panel, which allows for greater control and efficiency of our irrigation system.
- Managed the departure of the assistant superintendent mid-season by promoting from within.
- Found and repaired long-term mainline leak on the first hole.
- Consistently top-dressed greens, resulting in smooth putting surfaces and fairways, resulting in continued improved drainage.
- Worked closely with golf shop staff to ensure that maintenance and project work were completed with the least possible disruption in play.
- Continued to cultivate a culture of engagement, challenge, and constant improvement among turfcare staff.





Recreation

- As of August 31, Marina and Rec / Pools / Parks Revenue combined was better than budget by \$22K
- Other highlights include:
 - Valley Fair 2025 was a huge success — the dunk tank was a crowd favorite!
 - Holiday Market on 11/22 is almost full. All inside booths are taken, and very few outdoor booths remain.
 - Pool Season was great, including the return of Water Aerobics.
 - Expanded fitness offerings with both free and paid classes, plus several new instructors joining our team.
 - Updates to our facilities, including new paint in the Fitness Center and Community Center lobby.

Review of 2025 Capital Projects -- CRRRF

*These projects account for
\$2,392,904 in obligated funds*

Project	Cost	Status
Turfcare Remodel	\$115,691	In Progress
Clubhouse HVAC	\$169,928	In Progress
Barn 8 Refurbishment	\$843,555	Paused
Golf Course Fairway Aerator	\$57,495	Complete
Golf Course Trailer	\$17,843	Complete
Golf Course Fairway Top-Dresser	\$50,592	In Progress
Maintenance Zero Turn Mower	\$21,146	Complete
Marina Signage	\$15,000	In Progress
Gate 2 & Welcome Center Signage	\$20,000	Complete
Welcome Center Painting	\$7,611	Complete
Lake Louise Slide Gate Phase 1	\$30,896	In Progress
Asphalt Cart Path Repairs	\$54,080	Complete
Computer Replacements for Windows 11 Barn 6 Replacement Planning	\$54,080	In Progress

Review of 2025 Capital Projects -- Roads

*These projects account for
\$ 1,634,844 in obligated funds*

Project	Cost	Status
Fast Response – Drainage Issues	\$91,936	In Progress
On-Call Engineering	\$44,559	In Progress
Design/Permits for 2026 Projects	\$41,888	In Progress
Potholes & Minor Road Repairs	\$37,856	In Progress
Street Signs & Pavement Markings	\$31,805	In Progress
Area Z Access Bridge	\$1,219,467	In Progress
CVC	\$167,333	In Progress

Sudden Valley Community Association - Capital Project Report

CRRRF Projects Open in 2025

Updated as of

9/30/2025

Cost Manag	Approval Date	GL	Project Name	Func	Status	BOARD APPROVED PROJECT		A-B			
						BUDGETED		Acctg Func Obligated			
						Board Approv	Total Invo				
Turf Manager	1/23/20	9719.18	Trim Mower- Turf	CRRRF	Open	●	44,050	40,199	3,851	LE	
Turf Manager	1/23/20	9719.19	Utility Vehicles	CRRRF	Open	●	104,248	104,701	(453)	LE & X	
Golf Director	11/5/20	9721.01	Golf Cart Fleet	CRRRF	Open	●	183,900	171,840	12,060	LE	
Maint Manager	10/27/22 & 10/12/23 & 8/22/24	9722.08	Area Z Maintenance Facility Remodel	CRRRF	Open	●	503,898	498,294	5,604		
GM	10/27/22 & 9/28/23 & 11/2/23	9722.09	Barn 8 Refurbishment	CRRRF	Open	●	824,530	195,274	629,256		
GM	1/12/23 & 4/25/24 & 5/22/25	9723.04	Austin Creek Repair Design & Permitting	CRRRF	Open	●	34,585	9,703	24,882		
GM	3/9/23	9723.07	Website Improvements	CRRRF	Open	●	10,483	5,605	4,878		
Golf Director	12/14/23	9723.17	10 Additional Golf Carts Lease	CRRRF	Open	●	81,600	21,283	60,317	LE	
Maint Manager	1/25/24	9724.012	Turf Building Remodel-Permit/Design	CRRRF	Open	●	9,755	8,994	761		
Maint Manager	5/22/25 & 8/28/25	9724.013	Turf Building Remodel-Construction	CRRRF	Open	●	115,691	-	115,691		
Turf Manager	2/22/24	9724.05	Sand Trap Rake	CRRRF	Closed	●	32,579	32,579	-		
Maint Manager	2/22/24 & 8/28/25	9724.06	Club House HVAC 20 Ton Design/permitting/Construction	CRRRF	Open	●	169,928	17,368	152,560		
Maint Manager	4/25/24 & 7/25/24	9724.07	Adult Center Furnace & Water Heater Replacement	CRRRF	Open	●	42,422	44,588	(2,166)	X	
Maint Manager	7/25/24	9724.09	Fencing (Adult Cntr/Area Z/Turfcare) & Area Z RV Storage	CRRRF	Open	●	71,851	69,243	2,608		
Turf Manager	9/26/24	9724.11	#2 Golf Bridge Repair	CRRRF	Open	●	25,460	23,994	1,466		
Turf Manager	1/9/25	9725.01	Fairway Aerator- Wiedenmann Terra Spike XF6	CRRRF	Closed	●	57,495	57,495	-		
Turf Manager	1/23/25	9725.02	Turfcare Trailer	CRRRF	Closed	●	17,843	17,843	-		
Turf Manager	2/27/25	9725.03	Golf Course Fairway Top-Dresser Replacement	CRRRF	Open	●	50,592	-	50,592		
Maint Manager	3/27/25	9725.04	Zero-Turn Mower (Kubota ZD1211R)	CRRRF	Closed	●	21,146	20,601	-		
Maint Manager	4/10/25	9725.05	Marina Directional Signage	CRRRF	Open	●	15,000	1,937	13,063		
Maint Manager	4/10/25	9725.06	Gate 2 & Welcome Center Directional Signage	CRRRF	Open	●	20,000	2,504	17,496		
Maint Manager	4/24/25	9725.07	Welcome Center Exterior Painting	CRRRF	Open	●	7,611	7,611	-		
GM	6/12/25	9725.08	Lake Louise Slide Gate Replacement (Phase 1)	CRRRF	Open	●	30,896	-	30,896		
Turf Manager	6/26/25	9725.09	2025 Asphalt Cart Path Repairs	CRRRF	Open	●	54,080	46,512	7,568		
GM	9/25/25	9725.10	Clubhouse Water Heater Replacement	CRRRF	Open	●	11,587	-	11,587		
GM	9/25/25	9725.11	2025 AV Projector & Screen	CRRRF	Open	●	4,784	1,632	3,152		
GM	9/25/25	9725.12	2025 Computer System Replacements	CRRRF	Open	●	13,680	-	13,680		
Open Projects Total, CRRRF							\$ 2,559,695	\$ 1,399,801	\$ 1,159,350		
		LE	These line items represent five-year finance leases, which means the obligated costs will be spread out over five-year periods.								
		X	Overbudget amount will be charged to operations.								
									Adjusted Balance		
									\$ 1,161,969		

Sudden Valley Community Association - Capital Project Report

Roads Projects Open in 2025

Updated as of

9/30/2025

Cost Manager	Approval Date	GL	Project Name	Fund	Status	BOARD APPROVED PROJECT		A	B	A-B
						BUDGETED		Board Approved	Total Invoiced	Acctg Funds Obligated
GM	5/11/23 & 6/8/23	9923.42	2023 Street Pavement Markings	ROADS	Open	●	31,803	27,366	4,437	
GM	2/22/24	9924.2	2024 On- Call Engineering	ROADS	Open	●	41,600	40,305	1,295	
GM	2/22/24	9924.5	2024 Renewal of 5-yr programmatic Permits	ROADS	Open	●	30,000	30,740	(740) X	
GM	2/22/24 & 3/27/25	9924.6	Area Z Access Bridge & Culvert #4 Replacement with Bridge (2024 Design/Permitting & 2025 Construction)	ROADS	Open	●	1,219,468	279,318	940,150	
GM	2/27/25	9925.1	2025 Fast Response	ROADS	Open	●	91,936	25,179	66,758	
GM	2/27/25	9925.2	2025 On-Call Engineering	ROADS	Open	●	44,559	15,965	28,595	
GM	2/27/25	9925.3	2025 Pot Holes & Minor Road Repairs	ROADS	Open	●	37,856	27,980	9,876	
Maint Manager	2/27/25 & 4/24/25	9925.4	2025 Street signs & Pavement Markings	ROADS	Open	●	23,731	21,323	2,408	
Maint Manager	2/27/25	9925.5	Design/Permits for 2026 Road Projects	ROADS	Open	●	41,888	-	41,888	
Subtotal Roads Open Projects							\$ 1,562,841	\$ 468,174	\$ 1,094,667	
Maint Manager	2/27/25	9925.7	2025 CVC Supplies & Outside Contractor	ROADS	Open	●	99,559	49,516	50,043 A	
Maint Manager	2/27/25	9925.72	2025 CVC Wages, Taxes, & Benefits	ROADS	Open	●	67,774	44,281	23,493 A	
Subtotal 2024 Roads CVC Project							\$ 167,333	\$ 93,798	\$ 73,535	
Open Project Totals, Roads							\$ 1,730,174	\$ 561,972	\$ 1,168,202	
		A	9925.7 and 9925.72 are the same project.							
		X	Overbudget amount will be charged to operations.							
Adjusted Balance										
\$ 1,168,942										