



# AMENITIES

Aquatics  
Beach Parking  
Food & Beverage  
Golf Maintenance  
Golf Operations  
Marina  
Playgrounds  
Racquet Sports  
Recreation & Parks

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## AQUATICS

### Goal:

Benchmark, analyze, and measure current satisfaction to develop a plan to improve the member experience.

### Strategy:

Conduct price comparison, implement best practices, and address staffing issues.

### Strategic Initiatives:

Customer satisfaction is an important initiative in order to increase membership and provide a safe, enjoyable, and sustainable amenity.

### Measurement:

Benchmarking number of households utilizing amenity and conduct customer satisfaction surveys to increase resident usage.

### Performance Evaluation:

Monthly monitoring of budget vs. actual to achieve a high-performance team and facilities.

Step 1

#### Assessment

To continue to review expenses, implement best practices, and implement efficiencies wherever possible. Review pricing. Possible ideas for addressing staffing issues: job fair to Ocean Pines residents, focusing on employee perks with the motto "live here, work here, and play here", advertising with notice that lifeguard training will be conducted free of charge, and other advertising sources.

Step 2

#### Maintenance of Facilities

Conduct a daily preventive maintenance check at all pools and make a list of items that need to be repaired. Doing so will eliminate high-cost, emergency repairs in the future. Address safety issues immediately so the pool does not have any down time. Along with the yearly allowance for pool furniture repairs/replacement, follow DMA-recommended replacement schedule:

- 2022: Swim & Racquet – Roof Replacement
- 2023: Swim & Racquet & Beach Club Pool – Mesh Covers
- 2024: Mumford's Pool – Gas Water Heater
- 2024: Sports Core Pool – Sidewalks
- 2025: Swim & Racquet Pool – Concrete Pad
- 2025: Sports Core Pool – Resurface Pool Well
- 2026: Mumford's Pool – Resurface Pool Well
- 2026: Swim & Racquet Pool – Wood Deck and Deck Ramping
- 2027: Sports Core Pool – Recoat Pool
- 2027: Sports Core Pool – Fencing
- 2028: Sports Core Pool – Concrete Pad
- 2028: Sports Core Pool – Epoxy Floor
- 2028: Sports Core Pool – Aquabikes

Step 3

#### Increase Revenue Opportunities

Conduct price comparison with other nearby facilities to stay competitive with membership fees and suggest increase in fees during yearly budget process. Continue to offer and expand the multiple activities and classes to accommodate all age groups. Coordinate with Public Relations to advertise for these classes through the quarterly newsletter, activity guide, local newspapers, and other means to attract residents and non-residents.

## OCEAN PINES ASSOCIATION STRATEGIC PLAN

Step 4

### Review Expenses

Obtain bids for best pricing on major (capital) items. Cut expenses by ensuring no oversupply of chemicals and supplies are purchased (only order/buy when needed).

Step 5

### Team Knowledge & Development

Communicate to the aquatics team the procedures for best practices to ensure the team members remain focused to continue providing a safe experience.

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## BEACH PARKING

### Goal:

Benchmark and analyze beach parking to continuously improve usage and member experience.

### Strategy:

Compare pricing and develop ideas on ways to improve parking for residents.

### Strategic Initiatives:

Maintenance and supplemental improvements to the amenity helps OPA have a strong financial position.

### Measurement:

Benchmarking number of households utilizing amenity to meet or exceed user satisfaction.

### Performance Evaluation:

Monthly monitoring of budget vs. actual to achieve to achieve competitive pricing.

- Step 1      Assessment  
Review pricing of parking fees and determine how to increase membership:
- 19,231 check-in's in 2022
  - 2,094 checked in at least once
  - 500 checked in 3 times or less (24%)
- Step 2      Benchmark  
Analyze comparable fees of neighboring communities.
- Step 3      Determine opportunities  
Use assessment and benchmarks to find if raising the parking fee would be feasible.
- Step 4      Prepare budget  
Prepare for budget process the detail of pricing analysis and make recommendation for either keeping the fee the same or raising the fee. Include any recommended replacements per the DMA Reserve Study:
- 2026: Wheel stops
- Step 5      implement change  
If raising the fee, announce new fee to members.

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## FINANCE

### **Goal:**

To maintain and enhance technology infrastructure at it pertains to Finance.

Success is defined as a quality product that efficiently produces outcomes coupled with the necessary financial controls firmly in place.

### **Strategy:**

Review and analyze current financial platforms utilized to determine and develop a plan for possible expansion and development.

### **Strategic Initiatives:**

Financial management systems and the processes embedded are vital for achieving the number one long-term goal of OPA's strategic plan (sustain a strong financial position). The efficiencies and controls implemented sets the appropriate infrastructure to achieve this goal.

### **Measurement:**

Finance and administration budgets, electronic document management and online payment processing implementation, year-end audit, budget monitoring throughout OPA, enhanced analysis to assess and improve various operations.

### **Performance Evaluation:**

Measure every year the performance vs. overall plan.

- Step 1      **Assessment**  
Review current financial transactional processes. Consideration should be given of any features not currently utilized in Northstar and ADP. Assess need for paper documents and observe where electronic approval processes can be initiated to enhance document workflow.
  
- Step 2      **Benchmark**  
Continue to network with leaders in other local municipalities and in the financial industry. Utilize experts in the field including our insurance agents, investment advisors, Northstar product team, Segal, DMA, and the UHY audit and tax team.
  
- Step 3      **Determine investment opportunities**  
Prioritize findings based on assessment of what offers the most payback while still considering controls with any development that occurs.
  
- Step 4      **Execution**  
Budget accordingly for any contracted services or additional software enhancements. Develop leaders within the group to lead the efforts while continuing to meet expectations with their current job duties.
  
- Step 5      **Make recommendation**  
Work with GM on regular basis to evaluate. Evaluate what opportunities are viable given internal resources and monetary budget constraints. Communicate priorities via any capital or operating investment results via the budget process. Document any savings, additional controls, or return/payback that would occur with investment.

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## GOLF COURSE MAINTENANCE

### **Goal:**

To maintain and enhance infrastructure as it pertains to the golf course.

### **Strategy:**

Assessment of course conditions and assets.

### **Strategic Initiatives:**

Maintenance of the golf course provides consistent high-quality playing conditions for patrons to enjoy on a daily basis.

### **Measurement:**

Evaluate conditions across all parts of the golf course:

- Greens, tees, fairways, roughs, range, practice areas, and bunkers
- Drainage, irrigation, agronomic practices (aerification, verticutting, etc.), equipment, facilities and staff
- Engage professional resources for evaluation and information: consultants, soil testing, research data, and continuing education seminars to identify successful industry standards

### **Performance Evaluation:**

Measure every year performance vs. overall plan.

#### Step 1      Development

Develop yearly plan that is fiscally responsible and allows education and growth of the team to improve the weakest areas of the course assessment.

#### Step 2      Assessment

Staff to physically review and evaluate the golf course on areas of concern, in particular with safety and maintenance.

#### Step 3      Benchmark

Determine course maintenance cost, labor cost, and equipment cost to accomplish plan and to enhance the member experience.

#### Step 4      Prepare Budget

Prepare budget to include equipment and maintenance as noted in DMA study and any additional items suggested/needed for better play for all members.

#### Step 5      Implement Changes

After budget is approved, make necessary improvements to the golf course, which will be one both in-house (by employee) and contracted out.

## Operational Plan for Golf Course Maintenance

### **Assessment of course conditions and assets**

Evaluate conditions across all parts of the golf course: Greens, Tees, Fairways, Roughs, Range, Practice Areas, and Bunkers.

Drainage, Irrigation, Agronomic practices (aerification, verticutting, etc.), Equipment, Facilities, and staff.

Engage professional resources for evaluation and information: consultants, soil testing, research data, and continuing education seminars to identify successful industry standards.

### **Objectives:**

Develop plan that is fiscally responsible and allows education and growth of the team to improve weakest areas of the course assessment.

**Year 1-** Adjust greens maintenance plan. Soil testing results used to improve chemical and fertilizer plan for the season. Increased agronomic practices implemented to improve turf health (needle tine aerification, verticutting, topdressing). Evaluate equipment needs to improve turf health (purchased greens walk mowers and golf course fans to utilize during summer stress periods). Adjust irrigation timing and amounts daily to coincide with changing weather patterns. Install and maintain drain lines to move water from the playing surfaces. Evaluate shade and air flow conditions and implement a tree removal and trimming plan (increased sun and air flow are vital to healthy turf).

**Year 2-** Improve agronomic plan for fairways, tees, roughs and bunkers. Soil testing used to make necessary changes or additions to chemical and fertilizer plan. Evaluate equipment necessary to achieve goals (purchased rough unit to improve cut quality). Evaluate necessary tree removal and work (utilized team work with public works department to complete a massive tree de-branching project to increase sunlight and air movement). Address increasing irrigation issues due to an aging system, start discussing future replacement plans. Add additional drainage to continue improving water flow under wet conditions. Improve staffing in order to complete more tasks across all surfaces of the golf course.

**Year 3-** Improve and adjust agronomic plan put into place over the past couple of years. Continue to utilize data for improvements to chemical and fertilizer plans. Make adjustments to areas that still show they need improvement (increase or change aerification, verticutting, topdressing routines where necessary). Continue to implement tree work to improve sunlight and airflow vital to turf health. Address equipment needs to continue improving the quality of daily conditions. Continue evaluating areas in need of improved drainage and add additional lines where necessary. Discuss capital improvement plans for the irrigation system and possible bunker renovations.

**Year 4-** Continue evaluation of agronomic program for all playing surfaces, make adjustments where necessary. Continue tree work. Continue drainage work. Address current equipment needs. Implement irrigation system replacement plan. Evaluate staffing to ensure enough help to achieve overall goals.

**Year 5-** Evaluate agronomic plan and improvements already in place from previous years. Evaluate infrastructure and identify capital projects that will need addressed. Set goals and objectives to achieve for the next 5 years.

**Mission-** Provide consistent high quality playing conditions for patrons to enjoy on a daily basis

**Vision-** Become one of the top courses on the eastern shore

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## GOLF OPERATIONS

### **Goal:**

Addressing aging infrastructure and community engagement to increase usage of residents while continuing to enhance the member experience.

### **Strategy:**

Monitor reviews by current golfers, renovating existing areas of operations, and benchmarking against competitors to attract additional residents and non-resident play.

### **Strategic Initiatives:**

Customer satisfaction and superior course conditions are major initiatives in maintaining and increasing revenue.

### **Measurement:**

Rounds of golf comparison for Ocean Pines residents: 16,048 (2021/2022); 16,143 (2020/2021); 11,967 (2019/2020); 14,852 (2018/2019); 15,683 (2017/2018). Also review of customer satisfaction surveys and member feedback for possible changes to golf operations.

### **Performance Evaluation:**

Measure every year budget vs. actual to develop areas of improvement.

- Step 1      Increase customer satisfaction  
Develop survey for existing members. Take feedback from survey and the monitoring of on-line reviews to develop plan on improving golf operations.
  
- Step 2      Develop plan on improving golf resident play  
Continue the consistency with advertising (local media and hotel resort guides). Enforce management policies and procedures for overall better play. Continue with the Junior Camp Program and other programs/events that will attract residents. Continue offering a wide variety of merchandise in pro shop to increase sales.
  
- Step 3      Benchmark  
Analyze resources needed to make golf more attractive to residents through benchmarking what other golf courses have done to increase resident usage and develop new ideas to increase resident usage. Define balance between a good product and play at a reasonable price for residents compared to other courses.
  
- Step 4      Increase spending on infrastructure and maintenance to increase quality of experience and revenue  
Utilize DMA Study to determine a replacement plan:  
2020/2021 – Clubhouse, Pro Shop, & Grill  
2021/2022 – GCquad launch monitor for golf club fittings  
2022/2023 – replace golf cart fleet  
2023/2024 – improvements to driving range (mats/t line/nets)  
Date TBD – continued improvements to driving range to maximize revenue  
Date TBD – irrigation system
  
- Step 5      Execute Plan  
As per DMA Study, make renovations to infrastructure to continue to be a revenue generator for Ocean Pines and become one of the top golf courses on the Eastern Shore.



# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## MARINA

### **Goal:**

Replace pipes/gas lines and replace piers over the next 5 years to maintain and improve infrastructure.

### **Strategy:**

Review and analyze the piers and gas equipment at the Marina and develop a plan for replacement.

### **Strategic Initiatives:**

Maintenance of the gas pumps as well as the piers is a major initiative in maintaining a high level of safety throughout Ocean Pines.

### **Measurement:**

In compliance with the DMA study, develop a replacement program for the Marina.

### **Performance Evaluation:**

Review every year for priority issues.

Step 1

#### **Assessment**

Utilize the Reserve Study tool (DMA) to review and evaluate the marina:

- Piers A & D: replaced in 2001
- Pier B: replaced in 2000
- Pier C: replaced in 1998
- Marina Ramps: replaced in 2011
- Pier Ramps: replaced in 2016
- Gas Pier Building: replaced in 1998
- Gas Dock Windows: replaced in 2018
- Gas Dock/Gas Pumps: replaced in 2015

Step 2

#### **Address Immediate Issues**

Due to the issue with the current gas system, develop plan to replace pipes and gas lines (scheduled to be replaced prior to May 2023). Since gas dock in on Pier C, replace at the same time. Work will be done in the off-season to not lose revenue in peak season.

Step 3

#### **Review Pricing**

Review gas pricing based upon information from vendors. Pricing to be reviewed weekly. Purchase gasoline at the best cost per gallon. Set pricing to obtain the best return through benchmarking pricing with other marina's.

Step 4

#### **Review Maintenance Issues**

Perform daily inspections of the marina for maintenance issues, as per required by MDE.

Step 5

#### **Make recommendation**

Once budget approved, GM and team will develop a project schedule then have work performed by a licensed contractor or in-house by Public Works (depending upon the severity of the project). If capital project, project will go out to bid and then GM will go to Board for approval.

## **OCEAN PINES MARINA**

### **Mission Statement:**

**The Ocean Pines Marina will provide safe, functional, and attractive Marina with a high level of customer service to ensure that these are enjoyed by members of the association and members of the public.**

### **Marina Management:**

**In development of this plan marina management reviewed the following:**

- **The scope of short and long term marina plans.**
- **Identify needs of various marina users.**
- **Seasonal docking options**
- **Review of gas services**
- **Maintaining Clean Marina Certification by DNR**

### **Strengths:**

- **Fishing**
- **Gas pumps**
- **Boat Launch ramp**
- **Swimming pool**
- **Yacht Club**
- **Large established boating community**
- **Knowledgeable staff**
- **Customer service**

### **Weaknesses:**

- **Parking capacity**
- **Daily security**

## **Short Term Initiative (1-2 years)**

### **Year (1)**

- **Replacement of Gas Lines on Pier C and bring the delivery system up to the new state of Maryland Comar code. Estimated cost \$150,000. Working with Delmarva Petroleum Public Works and MDE on permitting and installation.**
- **Replacement of Pier C which is do for replacement according to the DMA study. This would include replacement of all 12 electrical pedestals to bring them up to code. Estimated cost \$300,000 - \$400,000**
- **Investigating possible replacement of gas pump system. Estimated cost \$100,000.**
- **Received Administrative approval from MDE to continue fueling operations. Our oil operations permit expired July 27<sup>th</sup>. The administrative approval is until they review our operations permit application which was submitted to them in March of 2022.**
- **Adjusted staffing to operation of two pumps instead of 5.**

### **Year (2)**

- **Replacement of Pier B to include all electrical pedestals to bring them up to code. Estimated cost \$224,000**
- **Complete a survey of Boater's to determine what merchandise they would like to have available in the Marina Store.**

### **Long Term Initiative: (3-5 years)**

- **Replacement of Piers A & D to include all electrical pedestals to bring them up to code. Estimated cost \$342,655**
- **Maintain Clean Marina Certification thru DNR**

### **Daily:**

- **Purchase gasoline at the best cost per gallon. Set pricing to obtain the best return through benchmarking pricing with other marina's on a weekly basis to be competitive while at the same time obtain the best return possible for the Association.**
- **Perform daily inspections as required by MDE which includes docks, electrical, and all fuel systems.**

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## PLAYGROUNDS

### Goal:

Renovate and/or replace playground equipment to enhance the member experience. Importance is given to safety of the equipment along with ADA compliancy.

### Strategy:

Review and analyze playgrounds throughout Ocean Pines on an annual basis and develop a plan for renovation or replacement.

### Strategic Initiatives:

Maintenance of equipment is a major initiative in maintaining a high level of safety throughout Ocean Pines.

### Measurement:

Conduct annual maintenance, safety, and ADA inspections to develop a replacement program for the 5 park areas in Ocean Pines. Per DMA study, it is recommended that playground equipment be replaced every 20 years.

### Performance Evaluation:

Review every year for priority issues with the playground equipment and surrounding area of the playground.

- Step 1      Assessment  
Utilize the Reserve Study tool (DMA) to review and evaluate all playgrounds for ADA compliancy and safety of equipment.
- Manklin Park: replaced in 2017
  - White Horse Park: replaced in 2019
  - Robin Hood Park: replaced in 2021
  - Bainbridge Park: to be replaced in 2023/2024 (currently reviewing)
  - Somerset Park: per DMA, to be replaced in 2025
- Benchmark satisfaction of playgrounds through online survey. Take feedback from survey to develop plans on renovation to increase user satisfaction.
- Step 2      Develop renovation/replacement plan  
Analyze playgrounds and design plan based upon all ADA standards.
- Step 3      Obtain approvals and funding  
Review final plans with Recreation & Parks Committee for their input. After approval, obtain funding through grants.
- Step 4      Prepare budget  
Detail in annual budget process the remaining cost for approval (after grant money received).
- Step 5      Make recommendation  
Once budget approved, GM and team will develop project, then send RFP out for bids. GM will go to Board with team recommended contractor and plan for playground.

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## RACQUET SPORTS

### **Goal:**

To maintain and improve existing facility to enhance the customer experience at the Manklin Meadows Sports Complex.

### **Strategy:**

Review and analyze the current infrastructure to determine areas of improvement.

### **Strategic Initiatives:**

Addressing infrastructure by maintaining and improving the facility, courts, fences, and surrounding areas at the racquet center. Looking at existing building and warming hut to see if they meet building standards.

### **Measurement:**

In compliance with the DMA study, develop a replacement schedule for the existing infrastructure:

- Tennis court annual renovations – 2023
- Platform court resurfacing – 2024
- Review, benchmark, and recommend possible new building – 2024
- Enhance shading/sails for all 3 sports – 2026

### **Performance Evaluation:**

Review every year for priority issues with the infrastructure.

- |        |  |
|--------|--|
| Step 1 | <b><u>Assessment</u></b><br>Determine replacement schedule using the DMA reserve study. Make a list of items that are not included on study that will be replaced. Determine if new building is needed to enhance the racquet sports for a more current, customer friendly building. Analyze data and design replacement schedule to meet the needs of member players. |
| Step 2 | <b><u>Increase customer satisfaction</u></b><br>Develop survey for existing members and engage with members on survey feedback. Schedule meeting with Racquet Sports Advisory Committee for their needs and skill sets they feel would be needed for management team and pro. Benchmark pricing.   |
| Step 3 | <b><u>Repair and increase infrastructure</u></b><br>Built new courts to increase and enhance the member experience. Made repairs to existing courts. Will review all 3 sports on an annual basis in order to meet and increase membership.   |
| Step 4 | <b><u>Prepare budget</u></b><br>Detail in annual budget process the schedule for all items needing replacement/renovation.   |
| Step 5 | <b><u>Make recommendation</u></b><br>Once budget approved, GM and team will develop project, then send RFP out for bids. GM will go to Board with team recommendations.  |

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## RECREATION & PARKS

### **Goal:**

Develop programs and special events that will increase usage of residents while continuing to enhance the member experience.

### **Strategy:**

Conduct survey of residents and benchmark pricing against local associations/municipalities.

### **Strategic Initiatives:**

Customer satisfaction is an important initiative in order to maintain and increase usage by resident of Ocean Pines facilities.

### **Measurement:**

Analysis on the number of residents per year that rent the Community Center and register for programs, classes, and special events.

### **Performance Evaluation:**

Measure every year budget vs. actual to develop areas of improvement.

- Step 1      Increase customer satisfaction  
Develop survey to the community for input on what areas of the Recreation & Parks program needs to be addressed. Gather feedback from survey to develop plan on improving programs and events.
- Step 2      Benchmark  
Review pricing of program and events with other local recreation and parks programs. Determine areas of growth and opportunities. Possibly restructure fee schedule after pricing research, especially with community organizations that currently use the facilities for free.
- Step 3      Develop plan on resident usage  
Continue with current programs and events that are well attended. Research other events that could attract residents of all ages.
- Step 4      Increase spending on infrastructure to increase quality of experience and revenue  
The DMA study has determined a replacement plan for certain items in the Community Center:  
2023/2024 – Parking Lot  
2023/2024 – Carpet  
2023/2024 – Stage  
2023/2024 – Heat Pumps  
2024/2025 – Shed  
Other items will be determined based upon need to improve customer satisfaction.
- Step 5      Execute Plan  
During budget process, obtain board approval for capital items and fee structure. Develop new programs and events.



# RESERVE INFRASTRUCTURE

Bulkheads  
Drainage  
Roads



# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## BULKHEADS

### **Goal:**

To maintain and enhance infrastructure as it pertains to bulkheads.  
Success is defined as a quality product at a benchmarked competitive price.

### **Strategy:**

Review and analyze the bulkhead infrastructure and develop a plan every 4 years.

### **Strategic Initiatives:**

The bulkhead program is a major initiative in meeting the overall strategic objective for Ocean Pines.

### **Measurement:**

In compliance with the DMA study, utilizing of experts and regulatory agencies, we will meet the maintenance and replacement of bulkheads over 50 years.

### **Performance Evaluation:**

Measure every year the performance vs. overall plan.

- Step 1     Assessment  
Utilize the Reserve Study tool (DMA) to review and evaluate bulkheads to be replaced by year for a 4-year plan (permitting). Physically reviewed by staff.
  
- Step 2     Utilize experts in field  
Bring in engineering firm to take core samples. Prepare design for wall and tie back system. GM reviews team recommended plan for the 4 years with the Board to get approval.
  
- Step 3     Prepare budget  
Prepare for budget process by analyzing packet prepared by engineer listing detail with regulations and requirements by County and State for all the properties included by year in the 4-year plan. Develop estimates, working with input from engineering firm and market prices.
  
- Step 4     Make recommendation  
Once budget approved, GM and team will put out for bids for current year. Bids are reviewed and analyzed. GM will go to Board with team recommended contractor.
  
- Step 5     Obtain approvals and permits  
Submit engineer plans to County, State, and Army Corp. for approval (could take up to a year).

SEC-LOT	ADDRESS	SQ. FT.	RATE PER FT.	TOTAL
<b><u>2022</u></b>				
14-0001	1 Pintail Drive North	60	\$ 425.00	\$ 25,500.00
14-0002	3 Pintail Drive North	60	\$ 425.00	\$ 25,500.00
14-0003	5 Pintail Drive North	90	\$ 425.00	\$ 38,250.00
14-0004	7 Pintail Drive North	90	\$ 425.00	\$ 38,250.00
14-0005	9 Pintail Drive North	90	\$ 425.00	\$ 38,250.00
14-0006	11 Pintail Drive North	90	\$ 425.00	\$ 38,250.00
14-0007	13 Pintail Drive North	85	\$ 425.00	\$ 36,125.00
14-0008	15 Pintail Drive North	90	\$ 425.00	\$ 38,250.00
14-0009	17 Pintail Drive North	70	\$ 425.00	\$ 29,750.00
14-0010	19 Pintail Drive North	40	\$ 425.00	\$ 17,000.00
-	Pintail Park	1280	\$ 425.00	\$ 544,000.00
				<b>\$ 869,125.00</b>

SEC-LOT	ADDRESS	SQ. FT.	RATE PER FT.	TOTAL
<b>2023</b>				
14C-0132	4 Ebb Tide Court	10	\$ 425.00	\$ 4,250.00
14C-0133	70 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0134	8 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0135	10 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0136	12 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0137	14 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0138	16 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0140	20 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
04-0234	119 Teal Circle	60	\$ 425.00	\$ 25,500.00
04-0235	121 Teal Circle	60	\$ 425.00	\$ 25,500.00
04-0236	123 Teal Circle	60	\$ 425.00	\$ 25,500.00
04-0348	21 Portside Court	135	\$ 425.00	\$ 57,375.00
04-0351	22 Portside Court	130	\$ 425.00	\$ 55,250.00
04-0429	2 Clubhouse Drive	120	\$ 425.00	\$ 51,000.00
04-0439	19 Clubhouse Drive	50	\$ 425.00	\$ 21,250.00
04-0446	33 Clubhouse Drive	60	\$ 425.00	\$ 25,500.00
04-0447	35 Clubhouse Drive	65	\$ 425.00	\$ 27,625.00
04-0448	37 Clubhouse Drive	65	\$ 425.00	\$ 27,625.00
04-0622	25 Sundial Circle	60	\$ 425.00	\$ 25,500.00
04-0623	23 Sundial Circle	75	\$ 425.00	\$ 31,875.00
04-0624	2 Watergreen Lane	55	\$ 425.00	\$ 23,375.00
04-0625	4 Watergreen Lane	65	\$ 425.00	\$ 27,625.00
04-0626	6 Watergreen Lane	70	\$ 425.00	\$ 29,750.00
04-0627	8 Watergreen Lane	75	\$ 425.00	\$ 31,875.00
04-0628	10 Watergreen Lane	60	\$ 425.00	\$ 25,500.00
04-0629	12 Watergreen Lane	50	\$ 425.00	\$ 21,250.00
04-0630	14 Watergreen Lane	60	\$ 425.00	\$ 25,500.00
04-0631	16 Watergreen Lane	60	\$ 425.00	\$ 25,500.00
04-0632	18 Watergreen Lane	60	\$ 425.00	\$ 25,500.00
04-0633	20 Watergreen Lane	60	\$ 425.00	\$ 25,500.00
11-0360	26 Watertown Road	80	\$ 425.00	\$ 34,000.00
11-0361	70 Watertown Road	70	\$ 425.00	\$ 29,750.00
				<b>\$ 937,125.00</b>

SEC-LOT	ADDRESS	SQ. FT.	RATE PER FT.	TOTAL
<b><u>2024</u></b>				
14C-0139	18 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14D-0025	74 Wood Duck Drive	70	\$ 425.00	\$ 29,750.00
14D-0062	21 Goldeneye Court	60	\$ 425.00	\$ 25,500.00
14D-0063	23 Goldeneye Court	185	\$ 425.00	\$ 78,625.00
14D-0064	24 Goldeneye Court	175	\$ 425.00	\$ 74,375.00
14D-0065	22 Goldeneye Court	130	\$ 425.00	\$ 55,250.00
14D-0066	18 Goldeneye Court	70	\$ 425.00	\$ 29,750.00
14D-0067	16 Goldeneye Court	70	\$ 425.00	\$ 29,750.00
14D-0070	8 Goldeneye Court	70	\$ 425.00	\$ 29,750.00
14D-0071	6 Goldeneye Court	70	\$ 425.00	\$ 29,750.00
14D-0072	4 Goldeneye Court	70	\$ 425.00	\$ 29,750.00
14D-0073	2 Goldeneye Court	65	\$ 425.00	\$ 27,625.00
14D-0074	42 Wood Duck Drive	50	\$ 425.00	\$ 21,250.00
14D-0075	34 Wood Duck Drive	50	\$ 425.00	\$ 21,250.00
14D-0076	26 Wood Duck Drive	45	\$ 425.00	\$ 19,125.00
14D-0077	24 Wood Duck Drive	80	\$ 425.00	\$ 34,000.00
14D-0078	22 Wood Duck Drive	80	\$ 425.00	\$ 34,000.00
14D-0079	20 Wood Duck Drive	80	\$ 425.00	\$ 34,000.00
14D-0099	29 Wood Duck Drive	110	\$ 425.00	\$ 46,750.00
14D-0100	31 Wood Duck Drive	110	\$ 425.00	\$ 46,750.00
01-0507	307 Ocean Parkway	65	\$ 425.00	\$ 27,625.00
01-0508	309 Ocean Parkway	60	\$ 425.00	\$ 25,500.00
01-0509	311 Ocean Parkway	60	\$ 425.00	\$ 25,500.00
04-0069	20 Teal Circle	140	\$ 425.00	\$ 59,500.00
04-0128	2 Park Place	15	\$ 425.00	\$ 6,375.00
04-0129	16 Lookout Point	30	\$ 425.00	\$ 12,750.00
04-0130	14 Lookout Point	60	\$ 425.00	\$ 25,500.00
04-0131	12 Lookout Point	65	\$ 425.00	\$ 27,625.00
				<b>\$ 937,125.00</b>

SEC-LOT	ADDRESS	SQ. FT.	RATE PER FT.	TOTAL
<b>2025</b>				
14C-0145	17 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0146	15 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0147	13 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0148	11 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0149	9 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0150	7 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0151	5 Ebb Tide Court	70	\$ 425.00	\$ 29,750.00
14C-0152	3 Ebb Tide Court	40	\$ 425.00	\$ 17,000.00
14C-0153	4 Mallard Drive East	30	\$ 425.00	\$ 12,750.00
14C-0154	8 Mallard Drive East	30	\$ 425.00	\$ 12,750.00
14C-0155	10 Mallard Drive East	90	\$ 425.00	\$ 38,250.00
14C-0156	14 Mallard Drive East	100	\$ 425.00	\$ 42,500.00
14C-0157	16 Mallard Drive East	100	\$ 425.00	\$ 42,500.00
14C-0158	18 Mallard Drive East	100	\$ 425.00	\$ 42,500.00
14C-0159	20 Mallard Drive East	100	\$ 425.00	\$ 42,500.00
14C-0160	22 Mallard Drive East	90	\$ 425.00	\$ 38,250.00
14C-0161	24 Mallard Drive East	90	\$ 425.00	\$ 38,250.00
14C-0162	26 Mallard Drive East	100	\$ 425.00	\$ 42,500.00
14C-0164	29 Mallard Drive East	140	\$ 425.00	\$ 59,500.00
14C-0165	27 Mallard Drive East	130	\$ 425.00	\$ 55,250.00
14C-0166	25 Mallard Drive East	80	\$ 425.00	\$ 34,000.00
14C-0167	23 Mallard Drive East	100	\$ 425.00	\$ 42,500.00
14D-0022	80 Wood Duck Drive	70	\$ 425.00	\$ 29,750.00
14D-0023	78 Wood Duck Drive	70	\$ 425.00	\$ 29,750.00
14D-0024	76 Wood Duck Drive	70	\$ 425.00	\$ 29,750.00
14D-0029	66 Wood Duck Drive	70	\$ 425.00	\$ 29,750.00
14D-0036	60 Wood Duck Drive	40	\$ 425.00	\$ 17,000.00
14D-0031	56 Wood Duck Drive	60	\$ 425.00	\$ 25,500.00
14D-0032A	52 Wood Duck Drive	60	\$ 425.00	\$ 25,500.00
				<b>\$ 956,250.00</b>

SEC-LOT	ADDRESS	SQ. FT.	RATE PER FT.	TOTAL
<b>2026</b>				
04-0257	3 Riverside Court	50	\$ 425.00	\$ 21,250.00
04-0259	9 Riverside Court	50	\$ 425.00	\$ 21,250.00
04-0260	11 Riverside Court	50	\$ 425.00	\$ 21,250.00
04-0261	13 Riverside Court	70	\$ 425.00	\$ 29,750.00
04-0303	233 Teal Circle	55	\$ 425.00	\$ 23,375.00
04-0365	128 Teal Circle	65	\$ 425.00	\$ 27,625.00
04-0366	126 Teal Circle	40	\$ 425.00	\$ 17,000.00
04-0377	379 Ocean Parkway	60	\$ 425.00	\$ 25,500.00
11-0301	116 Watertown Road	55	\$ 425.00	\$ 23,375.00
11-0302	114 Watertown Road	55	\$ 425.00	\$ 23,375.00
11-0303	1 Westfield Circle	60	\$ 425.00	\$ 25,500.00
11-0304	3 Westfield Circle	65	\$ 425.00	\$ 27,625.00
11-0310	15 Westfield Circle	60	\$ 425.00	\$ 25,500.00
11-0311	17 Westfield Circle	70	\$ 425.00	\$ 29,750.00
01B-0407	16 Harborview Drive	40	\$ 425.00	\$ 17,000.00
01B-0408	14 Harborview Drive	40	\$ 425.00	\$ 17,000.00
01-0409	12 Harborview Drive	50	\$ 425.00	\$ 21,250.00
01-0410	10 Harborview Drive	50	\$ 425.00	\$ 21,250.00
01-0411	8 Harborview Drive	30	\$ 425.00	\$ 12,750.00
01-0412	6 Harborview Drive	40	\$ 425.00	\$ 17,000.00
01-0413	4 Harborview Drive	50	\$ 425.00	\$ 21,250.00
01-0414	2 Harborview Drive	70	\$ 425.00	\$ 29,750.00
01-0545	36 Carriage Lane	125	\$ 425.00	\$ 53,125.00
01-0546	35 Carriage Lane	215	\$ 425.00	\$ 91,375.00
01-0547	33 Carriage Lane	100	\$ 425.00	\$ 42,500.00
01-0548	31 Carriage Lane	85	\$ 425.00	\$ 36,125.00
01-0549	29 Carriage Lane	60	\$ 425.00	\$ 25,500.00
01-0550	27 Carriage Lane	50	\$ 425.00	\$ 21,250.00
01-0551	25 Carriage Lane	30	\$ 425.00	\$ 12,750.00
01-0552	3 Windjammer Road	25	\$ 425.00	\$ 10,625.00
01-0553	1 Windjammer Road	30	\$ 425.00	\$ 12,750.00
01-0554	101 White Sail Circle	25	\$ 425.00	\$ 10,625.00
01-0555	99 White Sail Circle	60	\$ 425.00	\$ 25,500.00
01-0556	97 White Sail Circle	60	\$ 425.00	\$ 25,500.00
01-0557	95 White Sail Circle	70	\$ 425.00	\$ 29,750.00
01-0558	93 White Sail Circle	120	\$ 425.00	\$ 51,000.00
				<b>\$ 947,750.00</b>

SEC-LOT	ADDRESS	SQ. FT.	RATE PER FT.	TOTAL
<b><u>2027</u></b>				
04-0114	1 Teal Circle	95	\$ 425.00	\$ 40,375.00
04-0115	3 Teal Circle	155	\$ 425.00	\$ 65,875.00
04-0116	5 Teal Circle	70	\$ 425.00	\$ 29,750.00
04-0117	7 Teal Circle	25	\$ 425.00	\$ 10,625.00
04-0118	30 Lookout Point	20	\$ 425.00	\$ 8,500.00
04-0119	28 Lookout Point	50	\$ 425.00	\$ 21,250.00
04-0120	26 Lookout Point	50	\$ 425.00	\$ 21,250.00
04-0121	24 Lookout Point	25	\$ 425.00	\$ 10,625.00
04-0316	24 Windward Court	105	\$ 425.00	\$ 44,625.00
04-0318	20 Windward Court	70	\$ 425.00	\$ 29,750.00
04-0319	18 Windward Court	55	\$ 425.00	\$ 23,375.00
04-0320	16 Windward Court	85	\$ 425.00	\$ 36,125.00
04-0321	14 Windward Court	85	\$ 425.00	\$ 36,125.00
04-0322	12 Windward Court	85	\$ 425.00	\$ 36,125.00
04-0323	10 Windward Court	70	\$ 425.00	\$ 29,750.00
04-0379	383 Ocean Parkway	60	\$ 425.00	\$ 25,500.00
04-0380	385 Ocean Parkway	65	\$ 425.00	\$ 27,625.00
04-0381	387 Ocean Parkway	65	\$ 425.00	\$ 27,625.00
04-0382	389 Ocean Parkway	65	\$ 425.00	\$ 27,625.00
04-0383	391 Ocean Parkway	65	\$ 425.00	\$ 27,625.00
04-0544	346 Ocean Parkway	60	\$ 425.00	\$ 25,500.00
04-0681	71 Clubhouse Drive	60	\$ 425.00	\$ 25,500.00
04-0682	69 Clubhouse Drive	60	\$ 425.00	\$ 25,500.00
04-0683	67 Clubhouse Drive	60	\$ 425.00	\$ 25,500.00
04-0684	65 Clubhouse Drive	65	\$ 425.00	\$ 27,625.00
04-0685	63 Clubhouse Drive	70	\$ 425.00	\$ 29,750.00
04-0686	60 Clubhouse Drive	60	\$ 425.00	\$ 25,500.00
04-0687	59 Clubhouse Drive	70	\$ 425.00	\$ 29,750.00
04-0688	57 Clubhouse Drive	70	\$ 425.00	\$ 29,750.00
04-0689	55 Clubhouse Drive	60	\$ 425.00	\$ 25,500.00
04-0690	53 Clubhouse Drive	60	\$ 425.00	\$ 25,500.00
				<b>\$ 875,500.00</b>

SEC-LOT	ADDRESS	SQ. FT.	RATE PER FT.	TOTAL
<b>2028</b>				
05-0080	4 Tiller Lane	105	\$ 425.00	\$ 44,625.00
05-0085	3 Portage Court	80	\$ 425.00	\$ 34,000.00
05-0086	5 Portage Court	100	\$ 425.00	\$ 42,500.00
05-0169	6 Dove Lane	40	\$ 425.00	\$ 17,000.00
05-0170	2 Dove Lane	20	\$ 425.00	\$ 8,500.00
05-0171	15 Battersea Road	70	\$ 425.00	\$ 29,750.00
14-0062	54 Pintail Drive	190	\$ 425.00	\$ 80,750.00
14D-0026	72 Wood Duck Drive	70	\$ 425.00	\$ 29,750.00
14D-0027	70 Wood Duck Drive	70	\$ 425.00	\$ 29,750.00
14D-0028	68 Wood Duck Drive	70	\$ 425.00	\$ 29,750.00
-	Borderlinks Units 47-52	150	\$ 425.00	\$ 63,750.00
-	Golf 10th Fairway	990	\$ 425.00	\$ 420,750.00
				<b>\$ 830,875.00</b>



SEC-LOT	ADDRESS	SQ. FT.	RATE PER FT.	TOTAL
<b>2029</b>				
01-0132	74 Newport Drive	15	\$ 425.00	\$ 6,375.00
01-0144A	98 Newport Drive	76	\$ 425.00	\$ 32,300.00
01-0145	100 Newport Drive	65	\$ 425.00	\$ 27,625.00
01-0146	102 Newport Drive	20	\$ 425.00	\$ 8,500.00
01-0341	6 Grand Port Road	65	\$ 425.00	\$ 27,625.00
01-0342	4 Grand Port Road	50	\$ 425.00	\$ 21,250.00
01-0343	2 Grand Port Road	60	\$ 425.00	\$ 25,500.00
01-0348	5 Harborview Drive	35	\$ 425.00	\$ 14,875.00
01-0349	1 Widows Watch Court	60	\$ 425.00	\$ 25,500.00
01-0352	7 Widows Watch Court	60	\$ 425.00	\$ 25,500.00
01-0353	9 Widows Watch Court	60	\$ 425.00	\$ 25,500.00
01-0354A	11 Widows Watch Court	60	\$ 425.00	\$ 25,500.00
01-0355	13 Widows Watch Court	75	\$ 425.00	\$ 31,875.00
01-0360	14 Widows Watch Court	85	\$ 425.00	\$ 36,125.00
01B-0374	17 Clipper Court	145	\$ 425.00	\$ 61,625.00
01B-0404	22 Harborview Drive	50	\$ 425.00	\$ 21,250.00
01B-0405	20 Harborview Drive	50	\$ 425.00	\$ 21,250.00
01B-0406	18 Harborview Drive	25	\$ 425.00	\$ 10,625.00
01-0415	1 Oceans End	50	\$ 425.00	\$ 21,250.00
01-0416	3 Oceans End	70	\$ 425.00	\$ 29,750.00
01-0417	5 Oceans End	105	\$ 425.00	\$ 44,625.00
01-0418	7 Oceans End	105	\$ 425.00	\$ 44,625.00
01-0419	9 Oceans End	80	\$ 425.00	\$ 34,000.00
01B-0451	61 Grand Port Road	70	\$ 425.00	\$ 29,750.00
01B-0452	63 Grand Port Road	135	\$ 425.00	\$ 57,375.00
01B-0453	65 Grand Port Road	155	\$ 425.00	\$ 65,875.00
01B-0454	66 Grand Port Road	125	\$ 425.00	\$ 53,125.00
01B-0455	64 Grand Port Road	135	\$ 425.00	\$ 57,375.00
01B-0458	58 Grand Port Road	60	\$ 425.00	\$ 25,500.00
				<b>\$ 912,050.00</b>

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## DRAINAGE

### **Goal:**

To maintain and enhance infrastructure as it pertains to drainage.

### **Strategy:**

Develop a plan for the culvert pipes throughout Ocean Pines that have deteriorated over the past 40+ years.

### **Strategic Initiatives:**

Maintaining drainage is a major initiative in assisting in reducing flooding in Ocean Pines.

### **Measurement:**

Currently testing a new method for repairing existing drainage pipes called CIPP (Cured-In-Place-Pipe). We plan on doing more work with this method as well as conventional replacement of drainage pipes.

### **Performance Evaluation:**

Develop phases by year for pipe repair or replacement.

- Step 1      Continue of Process  
Finish phase I and phase II of the CIPP and replace more pipes the conventional way in fiscal year 2022/2023.
  
- Step 2      Assessment  
Develop next years plan on which pipes can be repaired by the CIPP method and pipes that need to be replaced conventionally.
  
- Step 3      Utilize experts in field  
Obtain estimates from trade professionals on which method we will be using and the quantity of the work to be done to develop a budget estimate.
  
- Step 4      Budget Approval  
After budget approved, an RFP will be sent out to contractors for work to be done in the next year.
  
- Step 5      Make recommendation  
GM will take bid request prepared by staff with recommended contractors to the Board of Directors for approval.

**CIPP Pipe Lining**

Section	House #	Street	Size	Approx.length	Type
<b>2023-2024</b>	<b>\$230,000</b>				
1	5/1	Harborview/widowswatch	15"	100'	Galv.
2	13/17	Capetown	12"	45'	Alum.
3	62/58	Pinehurst	12"	35'	Alum.
4	34/33	Lookout Point	12"	40'	Galv.
4	42/45	Lookout Point	15"	40'	Galv.
4	65/64	Lookout Point	12"	40'	Galv.
4	36/37	Teal Circle	12"	40'	Galv.
4	82/80	Teal Circle	12"	40'	Alum.
6	27/32	Seafarer	15"	38'	Galv.
6	5/99	Moby Dick Seafarer	15"	46'	Alum.
<b>2024-2025</b>	<b>\$250,000.</b>				
6	43/99	Birdsnest/Abbyshire	12"	40'	Alum.
6	78/2	Abbyshire/Garrett	15"	40'	Alum.
6	76/74	Birdsnest/Windjammer	15"	50'	Alum.
7	35/36	Bramblewood	15"	38'	Alum.
7	8/15	Edgewwod	15"	38'	Alum.
1	260/259	White Horse	24"	100'	Alum.
1	9/1	Harborview/Widowswatch	12"	36'	Alum.
3	8/7	Pinehurst	15"	40'	Galv.
3	3/62	Beaconhill/Pinehurst	15"	38'	Galv.
4	177/176	Teal Circle	12"	40'	Galv.
<b>2025-2026</b>	<b>\$275,000.</b>				
4	191/190	Teal Circle	12"	40'	Galv.
4	232/231	Teal Circle	15"	40'	Galv.
4	6/9	Lookout Point	12"	40'	Alum.
4	25/27	Sundial	12"	145'	Galv.
4	30/27	Sundial	12"	45'	Alum.
4	15/133	Riverside/Teal Circle	15"	40'	Galv.
4	84/87	Lookout Point	12"	40'	Galv.
4	16/21	Teal Circle	15"	40'	Galv.
5	74/75	Battersea	12"	75'	Galv.
5	49/48	Duck Cove Circle	12"	38'	Alum.
<b>2026-2027</b>	<b>\$300,000.</b>				
5	36/31	Duck Cove Circle	15"	40'	Alum.
6	2/6	Lighthouse Ct.	15"	70'	Alum.
6	13/18	Harpoon/Seafarer	15"	36'	Alum.
6	49/48	Seafarer	12"	38'	Galv.
6	121/122	Seafarer	15"	36'	Galv.
6	19/20	Harpoon	15"	38'	Alum.
6	1/2	Starboard Ct.	15"	40'	Galv.
6	10/192	Falconbridge/Windjammer	15"	55'	Alum.
6	7/193	Falconbridge/Windjammer	15"	55'	Alum.
6	199/198	Windjammer	15"	38'	Alum.

Section	House #	Street	Size	Approx.length	Type
2027-2028	\$325,000				
7	57/58	Bramblewood	15"	38'	Alum.
7	69/67	Bramblewood	15"	50'	Alum.
7	76/75	Bramblewood	15"	50'	Alum.
7	99/100	Bramblewood	15"	38'	Alum.
7	4/3	Stonemeadow	15"	40'	Alum.
8	39/38	Garrett	15"	60'	Alum.
2	13/17	Capetown	12"	45'	Alum.
2	56/52	Capetown	15"	40'	Alum.
2	43/40	Capetown	15"	36'	Galv.
3	65/68	Ocean Parkway	18"	65'	Conc.

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## ROAD REHABILITATION

### **Goal:**

To maintain and improve the road system in Ocean Pines.

### **Strategy:**

Review and analyze the road infrastructure and develop a yearly plan.

### **Strategic Initiatives:**

Road maintenance is a major initiative in meeting the overall strategic objective of addressing infrastructure in Ocean Pines.

### **Measurement:**

In compliance with the DMA study, utilizing experts and regulatory agencies, inspect roads for maintenance issues.

### **Performance Evaluation:**

Measure every year the performance vs. overall plan.

- Step 1      Continuation of Plan  
Finish the road work that has been approved and scheduled for this budget period. RFP to go out in August for work to begin this Fall.
  
- Step 2      Assessment  
Referencing the Reserve Study tool (DMA report attached) and the annual road inspection performed by Public Works, develop a plan and make a list of the roads that are in most need of repair.
  
- Step 3      Utilize experts in field  
Send list to an engineer to have them evaluate on the correct amount of asphalt to overlay and if any of the areas need to milled first. Engineer will prepare an RFP to go out to the paving contractors (to be completed August of every year).
  
- Step 4      Present Recommendations  
Once bids are received, a bid package will be presented to the General Manager for his approval. Along with bids for road resurfacing, road striping to be conducted every other year on Ocean Parkway (done in 2022).
  
- Step 5      Board Approval  
After General Manager approves, he will present to the Board of Directors for their approval. Once the Board approves, the winning contractor will be notified and work scheduled (after Labor Day of every year).

Ocean Pines Association  
 Capital Expenditures for Year 2021

Line #	Component	Location	Replacement Cost *
2.00.02	Bridge Replacement	Clubhouse Drive over Canal	\$100,000.00
3.01.09	Road Resurfacing	Harbormist Circle	\$48,160.00
3.08.02	Road Resurfacing	Raft Rd.	\$25,200.00
3.09.19	Road Resurfacing	Tail of the Fox Dr.	\$106,400.00
<b>Total Expenditures for Year 2021</b>			<b>\$279,760.00</b>



Ocean Pines Association  
Capital Expenditures for Year 2022

Line #	Component	Location	Replacement Cost *
1.00.01	Road Resurfacing	Ocean Parkway Northgate Entrance to	\$15,297.07
3.01.02	Road Resurfacing	Carriage Lane	\$42,572.04
3.03.03	Road Resurfacing	Dinghy Court	\$18,471.94
3.04.01	Road Resurfacing	Beach Court	\$22,224.05
3.04.05	Road Resurfacing	Ivanhoe Court	\$25,976.16
3.04.11	Road Resurfacing	Portside Court	\$27,419.28
3.04.12	Road Resurfacing	Riverside Court	\$17,317.44
3.04.16	Road Resurfacing	Water's Edge Court	\$22,368.36
3.05.01	Road Resurfacing	Battersea Rd.	\$92,648.30
3.05.07	Road Resurfacing	Drawbridge Rd.	\$72,733.25
3.06.03	Road Resurfacing	Barnacle Court	\$11,544.96
3.06.06	Road Resurfacing	Birdnest Drive - West Cul-de-Sac	\$26,697.72
3.06.19	Road Resurfacing	Rabbit Run Lane	\$44,015.16
3.06.23	Road Resurfacing	Surfers Way	\$12,988.08
3.08.01	Road Resurfacing	Garrett Drive	\$39,974.42
3.09.23	Road Resurfacing	Weeping Willow Court	\$10,967.71
3.11.06	Road Resurfacing	Deerfield Court	\$22,224.05
3.13.03	Road Resurfacing	Fairhaven Court	\$25,976.16
3.13.05	Road Resurfacing	Juneway Lane	\$34,634.88
3.16.28	Road Resurfacing	Fire House lane	\$14,286.89
<b>Total Expenditures for Year 2022</b>			<b>\$600,337.92</b>

Ocean Pines Association  
 Capital Expenditures for Year 2023

Line #	Component	Location	Replacement Cost *
1.00.03	Road Resurfacing	Ocean Parkway - Dawn Isle to St. Martins	\$414,287.71
1.00.04	Road Resurfacing	Ocean Parkway - St Martins Lane to Moonraker Rd.	\$245,746.25
3.02.10	Road Resurfacing	Admiral Ave	\$74,378.40
3.06.02	Road Resurfacing	Fosse Grange	\$67,981.86
3.1.15	Road Resurfacing	Little John Court	\$31,833.96
3.1.27	Road Resurfacing	Willow Way	\$14,131.90
3.1.43	Road Resurfacing		\$28,263.79
<b>Total Expenditures for Year 2023</b>			<b>\$876,623.87</b>



Ocean Pines Association  
Capital Expenditures for Year 2024

Line #	Component	Location	Replacement Cost *
1.00.05	Road Resurfacing	Ocean Parkway - Newport Drive to Rt. 90	\$272,175.87
1.00.06	Road Resurfacing	Ocean Parkway - Rt. 90 Bridge to Offshore	\$855,782.28
1.00.07	Road Resurfacing	Ocean Parkway - Offshore Lane to Manklin	\$178,332.70
3.1.03	Road Resurfacing	Ash Court	\$11,347.05
3.1.05	Road Resurfacing	Birch Place	\$15,180.51
3.1.10	Road Resurfacing	Cottonwood Court	\$28,060.95
3.1.23	Road Resurfacing	Juniper Court	\$23,000.78
3.1.30	Road Resurfacing	Magnolia Place	\$18,400.62
3.1.35	Road Resurfacing	Poplar Trail	\$21,467.39
3.1.42	Road Resurfacing	Sweetgum Ln.	\$20,854.04
<b>Total Expenditures for Year 2024</b>			<b>\$1,444,602.19</b>

Ocean Pines Association  
Capital Expenditures for Year 2025

Line #	Component	Location	Replacement Cost *
3.01.06	Road Resurfacing	Driftwood Lane	\$55,953.72
3.02.02	Road Resurfacing	Canal Rd.	\$57,376.27
3.06.09	Road Resurfacing	Essex Court	\$22,128.59
3.06.10	Road Resurfacing	Falcon Bridge Road	\$82,191.90
3.06.11	Road Resurfacing	Fantail Court	\$16,596.44
3.06.14	Road Resurfacing	Helm Court	\$13,593.28
3.06.15	Road Resurfacing	Lighthouse Court	\$10,432.05
3.06.16	Road Resurfacing	Mast Court	\$14,707.61
3.06.17	Road Resurfacing	Moby Dick Drive	\$28,451.04
3.06.18	Road Resurfacing	Pirate Place	\$11,538.48
3.06.20	Road Resurfacing	Seafarer Lane	\$214,015.06
3.06.21	Road Resurfacing	Skipper Court	\$19,125.42
3.06.22	Road Resurfacing	Starboard Court	\$21,496.34
3.06.24	Road Resurfacing	Yeoman Court	\$16,596.44
3.07.05	Road Resurfacing	Dawn Isle	\$25,605.94
3.09.01	Road Resurfacing	Aurora Court	\$18,121.73
3.09.02	Road Resurfacing	Bayview Court	\$13,435.21
3.09.10	Road Resurfacing	Fleet Court	\$16,122.26
3.09.20	Road Resurfacing	Tortola Lane	\$18,809.30
3.1.01	Road Resurfacing	Abbey Circle	\$14,857.77
3.1.06	Road Resurfacing	Camelot Circle	\$177,819.01
3.1.08	Road Resurfacing	Catalpa Lane	\$22,128.59
3.1.14	Road Resurfacing	Footbridge Trail	\$59,114.94
3.1.18	Road Resurfacing	Greenwood Lane	\$43,782.99



Ocean Pines Association  
Capital Expenditures for Year 2025

Line #	Component	Location	Replacement Cost *
3.1.20	Road Resurfacing	Hickory Way	\$29,715.53
3.11.01	Road Resurfacing	Alden Court	\$30,980.02
3.11.02	Road Resurfacing	Avon Court	\$18,177.05
3.11.05	Road Resurfacing	Concord Lane	\$38,883.09
3.11.07	Road Resurfacing	Duxbury Rd.	\$30,505.84
3.11.11	Road Resurfacing	Quincy Court	\$14,541.64
3.11.13	Road Resurfacing	Watertown Rd.	\$125,816.83
<b>Total Expenditures for Year 2025</b>			<b>\$1,282,620.38</b>

Ocean Pines Association  
Capital Expenditures for Year 2026

Line #	Component	Location	Replacement Cost *
1.00.08	Road Resurfacing	Ocean Parkway - Pine Forest Dr. to Manklin	\$748,335.81
1.00.09	Road Resurfacing	Ocean Parkway - Pine Forest Dr. to End	\$72,340.76
3.02.14	Road Resurfacing	Whaler Lane	\$45,294.44
3.04.10	Road Resurfacing	Park Place	\$12,871.44
3.05.02	Road Resurfacing	Brookside Drive	\$52,137.48
3.09.03	Road Resurfacing	Belle View Drive	\$15,152.46
3.09.07	Road Resurfacing	Cannon Drive	\$77,880.37
3.09.15	Road Resurfacing	Offshore Lane	\$78,206.22
3.09.16	Road Resurfacing	Sandridge Rd.	\$24,113.59
3.09.17	Road Resurfacing	Seagrave Lane	\$38,125.53
3.1.02	Road Resurfacing	Abbott Place	\$31,934.21
3.1.09	Road Resurfacing	Chestnut Way	\$18,248.12
3.1.12	Road Resurfacing	Dogwood Place	\$23,461.87
3.1.22	Road Resurfacing	Holly Court	\$16,781.75
3.1.28	Road Resurfacing	Locust Court	\$21,180.85
3.1.31	Road Resurfacing	Maid Marion Ln.	\$16,781.75
3.1.32	Road Resurfacing	Mulberry Ln.	\$19,062.77
3.1.41	Road Resurfacing	Spruce Court	\$24,439.45
3.13.04	Road Resurfacing	Harwick Court	\$14,011.95
3.13.08	Road Resurfacing	Wareham Court	\$15,152.46
3.14.02	Road Resurfacing	North Pintail Drive	\$45,131.51
3.14.03	Road Resurfacing	Pintail Drive	\$58,002.95
3.14.04	Road Resurfacing	Alton Point	\$86,352.71
3.14.05	Road Resurfacing	Harlan Cove	\$20,203.27



\* Cost after first year includes an inflation factor of 3.08%

Ocean Pines Association  
Capital Expenditures for Year 2026

Line #	Component	Location	Replacement Cost *
3.14.06	Road Resurfacing	Harlin Trace	\$52,626.27
3.14.07	Road Resurfacing	Leigh Drive	\$56,536.58
3.14.08	Road Resurfacing	Leslie Mews	\$52,137.48
3.14.09	Road Resurfacing	Stacy Court	\$44,968.58
3.14.14	Road Resurfacing	Goldeneye Court	\$28,512.69
<b>Total Expenditures for Year 2026</b>			<b>\$1,809,985.32</b>

Ocean Pines Association  
Capital Expenditures for Year 2027

Line #	Component	Location	Replacement Cost *
3.01.03	Road Resurfacing	Clipper Court	\$25,192.18
3.01.04	Road Resurfacing	Cove Lane	\$20,153.74
3.01.05	Road Resurfacing	Crow's Nest Lane	\$33,001.76
3.01.07	Road Resurfacing	Frigate Run	\$29,894.72
3.01.08	Road Resurfacing	Grand Port Rd.	\$75,576.54
3.01.10	Road Resurfacing	Harborview Drive	\$47,546.04
3.01.12	Road Resurfacing	Ocean's End	\$15,955.05
3.01.13	Road Resurfacing	Sailor's Way	\$38,292.11
3.01.15	Road Resurfacing	Sandy Circle	\$20,153.74
3.01.16	Road Resurfacing	Seabreeze Rd. - North	\$60,797.13
3.01.17	Road Resurfacing	Seabreeze Rd. - south	\$33,925.47
3.01.19	Road Resurfacing	White Sail Circle	\$96,737.97
3.01.21	Road Resurfacing	Widows Watch Court	\$24,688.34
3.02.09	Road Resurfacing	Mayflower Court	\$15,955.05
3.04.09	Road Resurfacing	Moonsheil Drive	\$61,804.82
3.04.13	Road Resurfacing	Sundial Circle	\$57,774.07
3.04.15	Road Resurfacing	Watergreen Lane	\$47,529.25
3.05.12	Road Resurfacing	Wharf Court	\$34,765.21
3.07.01	Road Resurfacing	Ambleside Court	\$19,146.06
3.07.03	Road Resurfacing	Bramblewood drive	\$130,327.55
3.07.04	Road Resurfacing	Briarcrest Drive	\$78,935.50
3.1.19	Road Resurfacing	Hemlock Lane	\$25,696.02
3.12.02	Road Resurfacing	Dog Leg Court	\$30,230.62
3.12.04	Road Resurfacing	Hingham Lane	\$127,976.28

Ocean Pines Association  
Capital Expenditures for Year 2027

Line #	Component	Location	Replacement Cost *
3.18.01	Road Resurfacing	Baybreeze Lane	\$11,756.35
3.18.02	Road Resurfacing	Carrollton Lane	\$46,689.51
3.18.03	Road Resurfacing	Fishing Creek Lane	\$44,506.18
3.18.04	Road Resurfacing	McHenry Court	\$20,825.54
3.18.05	Road Resurfacing	Mercers Way	\$46,689.51
3.18.07	Road Resurfacing	North Chase Street	\$18,138.37
3.18.08	Road Resurfacing	Paca Court	\$14,443.52
3.18.09	Road Resurfacing	South Chase Street	\$31,238.30
3.18.10	Road Resurfacing	Starfish Lane	\$28,685.50
3.18.11	Road Resurfacing	Stones Run	\$20,153.74
3.18.12	Road Resurfacing	Yacht club Drive	\$142,755.69
<b>Total Expenditures for Year 2027</b>			<b>\$1,577,937.43</b>

Ocean Pines Association  
Capital Expenditures for Year 2028

Line #	Component	Location	Replacement Cost *
3.02.13	Road Resurfacing	Sloop Lane	\$36,355.34
3.03.04	Road Resurfacing	Ivy Lane	\$14,992.25
3.04.07	Road Resurfacing	Liberty Bell Court	\$16,965.82
3.05.11	Road Resurfacing	Tiller Lane	\$16,446.46
3.07.06	Road Resurfacing	Edgewood Drive	\$27,699.31
3.1.13	Road Resurfacing	Evergreen Court	\$16,792.70
3.1.16	Road Resurfacing	Friar Tuck Way	\$16,965.82
3.1.21	Road Resurfacing	High Sheriff Trail	\$182,469.18
3.1.26	Road Resurfacing	Laurel Trail	\$18,523.91
3.1.33	Road Resurfacing	Nottingham Lane	\$218,132.03
3.1.34	Road Resurfacing	Poacher Trail	\$19,735.76
3.1.37	Road Resurfacing	Robin Hood Trail	\$151,134.34
3.1.38	Road Resurfacing	Royal Oaks Drive	\$45,530.73
3.1.39	Road Resurfacing	Sassafras Lane	\$30,815.48
3.15.01	Road Resurfacing	Bearberry Rd.	\$35,835.98
3.15.02	Road Resurfacing	Candytuft Lane	\$33,758.53
3.15.03	Road Resurfacing	Mist Flower Rd.	\$34,797.25
3.15.04	Road Resurfacing	Morning Mist Drive	\$57,129.82
3.15.05	Road Resurfacing	Pine Cone Way	\$20,947.60
3.15.06	Road Resurfacing	Salt Grass Rd.	\$62,669.68
3.15.07	Road Resurfacing	Beaumont Court	\$27,699.31
3.15.08	Road Resurfacing	Charleston Rd.	\$81,020.47
3.15.09	Road Resurfacing	Charlotte Court	\$20,774.48
3.15.10	Road Resurfacing	Piedmont Court	\$63,189.04



Ocean Pines Association  
Capital Expenditures for Year 2028

Line #	Component	Location	Replacement Cost *
3.15.11	Road Resurfacing	Port Arthur Court	\$46,569.46
3.19.02	Road Resurfacing	Shore Lane	\$106,642.33
<b>Total Expenditures for Year 2028</b>			<b>\$1,403,593.08</b>

Ocean Pines Association  
Capital Expenditures for Year 2029

Line #	Component	Location	Replacement Cost *
3.02.06	Road Resurfacing	Coventry Court	\$24,269.58
3.02.07	Road Resurfacing	Galley Lane	\$15,346.94
3.07.07	Road Resurfacing	Hopewell Court	\$12,848.60
3.09.06	Road Resurfacing	Cameo Court	\$15,570.00
3.09.11	Road Resurfacing	Haven End	\$23,020.41
3.09.12	Road Resurfacing	Liberty Street	\$53,000.48
3.1.04	Road Resurfacing	Beechnut Court	\$22,485.05
3.1.07	Road Resurfacing	Castle Drive	\$88,155.67
3.1.11	Road Resurfacing	Crossbow Trail	\$37,118.18
3.1.17	Road Resurfacing	Gatehouse Trail	\$49,966.78
3.1.25	Road Resurfacing	Knight Terrace	\$25,518.75
3.11.04	Road Resurfacing	Bridgewater Rd.	\$44,434.74
3.11.08	Road Resurfacing	Gloucester Rd.	\$54,071.19
3.11.09	Road Resurfacing	Granby Lane	\$27,481.73
3.11.14	Road Resurfacing	Westfield Circle	\$40,508.78
3.13.06	Road Resurfacing	Princeton Court	\$16,596.11
3.13.07	Road Resurfacing	Warbler Court	\$13,740.86

**Total Expenditures for Year 2029**

**\$564,133.85**



**SAFETY**

Fire/EMS  
Police

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## FIRE/EMS

### **Goal:**

To maintain a high level of safety in Ocean Pines by increasing full-time staff and renovating current infrastructure.

### **Strategy:**

Review and analyze current plans for new firehouse and develop budget for both firehouse and hiring of additional personnel.

### **Strategic Initiatives:**

The fire and EMS services provided to the Ocean Pines community is a major initiative in increasing safety throughout Ocean Pines.

### **Measurement:**

Continuation of providing exceptional service by reducing or maintaining response time to emergencies.

### **Performance Evaluation:**

Ongoing review until new fire department is built.

- |        |   |
|--------|---|
| Step 1 | <u>Development</u><br>Recruit experts to join team in developing fundraising and building options. Review options of either renovating or replacing existing building. Research best location for building for accessibility to the entire community. |
| Step 2 | <u>Benchmark</u><br>Analyze funding options available for new building. Review other local agencies plans for comparison to proposed building plans for the south station.  |
| Step 3 | <u>Assessment</u><br>Once team completes research, define best options for <ul style="list-style-type: none"><li>- building</li><li>- location</li><li>- additional funding needed</li><li>- final cost being proposed to community</li></ul>         |
| Step 4 | <u>Prepare Budget</u><br>Prepare for budget process by developing estimates, working with input from engineering firms. Determine any equipment needs yearly. Determine staffing needs and include salary information for each position.              |
| Step 5 | <u>Make recommendation</u><br>GM will go to Board with team recommended bid and final plans for building.   |

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## POLICE

### **Goal:**

To maintain a high level of safety in Ocean Pines through police recruitment and retention.

### **Strategy:**

Review and analyze the current processes and develop a plan for employee retention.

### **Strategic Initiatives:**

Adequate coverage of the community is a major initiative in reducing violent crime and continue to have Ocean Pines rank as one of the safest communities in Maryland.

### **Measurement:**

Retention of employees and hiring new employees to fully staff the Police Department.

### **Performance Evaluation:**

Review yearly for actual employee performance vs. overall plan.

Step 1

#### **Assessment**

Review current staffing shortages and develop plan/ideas on recruitment. Officers are currently working 10-hour shifts due to the department being short 4 officers. The shortage of officers is costing OPA money due to having to pay overtime. Also invest in infrastructure to aid the department:

- New vehicles (2022)
- Body cameras (2022/2023)
- Solar speed awareness (2023)
- Radios (2024)
- Emergency equipment (2025)
- Mugshot equipment (2026)
- Firearms (2026)
- Computers (2027)

Step 2

#### **Benchmark**

Analyze incentives and bonuses being offered by local law enforcement agencies in an effort to remain competitive.

Step 3

#### **Review of Options**

Provide GM options for retention and recruitment:

- Pension plans
- Pay differentials
- Take home car policy
- Full benefits (health insurance)

Step 4

#### **Cost Analysis**

Discuss and investigate how options will affect current year and future year budget and develop estimates per year.

Step 5

#### **Make recommendation**

GM will go to Board with team recommended options to retain and recruit officers.



# SUPPORT DEPARTMENTS

Facility Maintenance

Finance

Information Technology

Public Relations & Marketing

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## FACILITY MAINTENANCE

### **Goal:**

Maintain all Ocean Pines owned facilities (Administration Building, Beach Club, Clubhouse, Community Center, Golf Maintenance Building, Manklin Meadows Building, Police Building, Public Works, Yacht Club, and all pool buildings).

### **Strategy:**

Develop and implement a schedule of the maintenance items that need to be done in all the amenities owned by Ocean Pines including the facility and the equipment in each facility.

### **Strategic Initiatives:**

Maintenance of infrastructure is important in keeping facilities operational.

### **Measurement:**

In compliance with the DMA study as a guide, physically inspect facilities.

### **Performance Evaluation:**

Inspect all buildings annually and develop plans for improvements.

#### Step 1 Continuation of Plan

Complete items that were approved in current fiscal year budget:

- 2022: Administration Building renovations

#### Step 2 Assessment

Utilize the Reserve Study tool (DMA) to develop a list of the items that need to be repaired or replaced at the facilities along with the equipment inside the facilities. Major items include: 2024: Beach Club outdoor boardwalk and inside floors

- 2024: Community Center parking lot
- 2025: Marina walkway
- 2026: Public Works garage doors
- 2026: Yacht Club furniture
- 2027: Swim & Racquet wood decking and ramp
- 2028: Beach Club siding and bars/counters
- 2028: Sports Core fencing
- 2029: Mumford's bathrooms
- 2029: Yacht Club HVAC system and carpet

#### Step 3 Utilize experts in field

With staff knowledge and utilizing experts in the field, prepare the list by facility with estimate of the work and equipment that needs to be repaired or replaced and develop a budget number.

#### Step 4 Prepare budget

During budget process, present list to the General Manager of capital projects that will need to be approved by the Board.

#### Step 5 Make recommendation

Once budget approved, obtain bids on work to be done and equipment to be replaced. General Manager will take bid packet with staff recommendation to the Board of Directors for approval.

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## FINANCE

### **Goal:**

To continually enhance technology to improve the efficiency of financial reporting.

Success is defined as a quality product that efficiently produces outcomes coupled with the necessary financial controls firmly in place.

### **Strategy:**

Review and analyze current financial platforms utilized to determine and develop a plan for possible expansion and development.

### **Strategic Initiatives:**

Financial management systems and the processes embedded are vital for achieving the number one long-term goal of OPA's strategic plan (sustain a strong financial position). The efficiencies and controls implemented sets the appropriate infrastructure to achieve this goal.

### **Measurement:**

Finance and administration budgets, electronic document management and online payment processing implementation, year-end audit, budget monitoring throughout OPA, enhanced analysis to assess and improve various operations.

### **Performance Evaluation:**

Measure yearly by the timeliness, efficiency, and accuracy of financial reporting.

Step 1

#### **Assessment**

Review current financial transactional processes. Consideration should be given of any features not currently utilized in Northstar and ADP. Assess need for paper documents and observe where electronic approval processes can be initiated to enhance document workflow.

Step 2

#### **Benchmark**

Continue to network with leaders in other local municipalities and in the financial industry. Utilize experts in the field including our insurance agents, investment advisors, Northstar product team, Segal, DMA, and the UHY audit and tax team.

Step 3

#### **Determine investment opportunities**

Prioritize findings based on assessment of what offers the most payback while still considering controls with any development that occurs.

Step 4

#### **Execution**

Budget accordingly for any contracted services or additional software enhancements. Develop leaders within the group to lead the efforts while continuing to meet expectations with their current job duties.

Step 5

#### **Make recommendation**

Work with GM on regular basis to evaluate. Evaluate what opportunities are viable given internal resources and monetary budget constraints. Communicate priorities via any capital or operating investment results via the budget process. Document any savings, additional controls, or return/payback that would occur with investment.



# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## INFORMATION TECHNOLOGY

### **Goal:**

To maintain and develop the current infrastructure as it pertains to information technology.

### **Strategy:**

Determine needs of association departments for areas of growth and possible savings to the association.

### **Strategic Initiatives:**

Having a sound technology system enhances the strategic objectives for Ocean Pines.

### **Measurement:**

Review and analyze existing programs being utilized by Ocean Pines for possible changes.

### **Performance Evaluation:**

Review as needed.

- Step 1      Assessment  
Review current technology and recommend changes to management on current system and methods.
- Step 2      Continue with Current Initiative  
Continue implementing and assessing the NorthStar system, which began in 2019:
- 2019/2020: initial implementation and customization
  - 2020/2021: gap analysis and resolution of integration issues
  - 2021/2022: enhancements and online payment – assessments
  - 2022/2023: enhancements, online payments – memberships, golf management assessment, and food and beverage POS assessment
  - 2023/2024: enhancements and continuation of food and beverage transition
  - 2024/2025: enhancements and efficiencies
  - 2025/2026: enhancements and ERP market review
- Step 3      Review of Telecommunications Modernizations  
Use assessment and benchmarks to find areas where Ocean Pines can improve the telecommunication system.
- Step 4      Review of Internet, Infrastructure, and Security  
Use assessment and benchmarks to find areas where Ocean Pines can improve on internet redundancy, infrastructure and equipment, and system security.
- Step 5      Present results and evaluate  
Annually communicate steps 1-4 to GM, determine budget needs for areas for growth and improvement, and repeat the process.

**STRATEGIC PLAN  
FY 2023**

**INFORMATION TECHNOLOGY**

**Section 1: NorthStar (ERP)**

*NorthStar was first implemented in October 2019.*

*The 7-year plan overview for NorthStar is as follows:*

[Year 1] 10/2019 – 10/2020:	Initial Implementation and Customization
[Year 2] 10/2020 – 10/2021:	Gap Analysis and Resolution of Integration Issues
<b>[Year 3] 10/2021 – 10/2022*:</b>	<b>Enhancements and Online Payments Assessments</b>
<b>[Year 4] 10/2022 – 10/2023*:</b>	<b>Enhancements, Online Payments Memberships, Golf Management Assessment, and F&amp;B POS Assessment</b>
[Year 5] 10/2023 – 10/2024:	Enhancements and Efficiencies
[Year 6] 10/2024 – 10/2025:	Enhancements and Efficiencies
[Year 7] 10/2025 – 10/2026:	Enhancements and ERP Market Review

*\*Denotes plan years covered in FY 2023*

**1. Enhancements:**

This fiscal year has seen numerous NorthStar enhancements to date including: expanding and automating the daily membership report, expanding inventory control, and expanding the hosted website (member section, webcam).

Targeted enhancements to be worked on for the remaining period include: better linkage for primary and secondary accounts, enhanced reporting capability, and expanding online payments.

**2. Online Payments Memberships:**

March 2022 saw the launch of online payments for member assessments – OPA processed over \$500,000.00 in online payments as on August 2022. The next stage on online payments is to allow for the payment of memberships and events. Implementation for this stage is targeted for launch no later than March 2023.

**3. Golf Management Assessment:**

An assessment of the current capabilities of the NorthStar ERP in relation to Golf Course management will be conducted during this period. Additionally, comparisons will be made with the existing solution (EZ Links) and a market assessment of competing solutions will be reviewed with the goal of determining the best cost appropriate management software solution.

## STRATEGIC PLAN FY 2023

### 4. Food and Beverage Point of Sale (FB POS) Assessment:

An assessment of the current capabilities of the NorthStar ERP in relation to Food and Beverage Point of Sale functionality will be conducted during this period. Additionally, comparisons will be made with the existing solutions (Toast POS at Yacht Club and Heartland POS at Beach Club and Gold Club Grill) and a market assessment of competing solutions will be reviewed with the goal of determining the best cost appropriate POS software solution(s).

### **Section 2: Telecommunications Audit and Centralization**

OPA Information Technology manages or assists with managing four types of telecommunications: voice/hard line, voice over internet protocol (VOIP), internet service, and wireless service (voice and data.) All areas of telecommunications are undergoing a full service review and audit for functionality, cost, and removal of unneeded legacy items.

**Voice:** A full review and audit of all existing hard lines was conducted resulting in the closure of multiple lines, circuits, and services that OPA no longer needed – or that may be converted to VOIP lines. Additionally, a new telecommunications vendor was selected (Granite Telecommunications) to transition hard line service to – with a targeted savings of over 10% per year once transition complete (targeted completion year 2023.) Granite also provides a central point of contact (direct business support representative) and a organized online portal which our previous primary vendor (Verizon) did not – greatly improving service responsiveness and communications.

**VOIP:** OPA currently uses a vendor named ONSIP (Junction Networks) for VOIP hosted service. A full audit and market review is targeted for the Winter of 2022 to ensure best possible service and pricing. Of note, our new voice vendor, Granite Communications, is also a VOIP service provider and will be part of the market review.

**Internet:** OPA completed its addition of Xfinity as another internet service provider (ISP) at many of our locations – either as the primary or secondary (roll over) provider. Xfinity has shown to date a strong record of higher levels of uptime than our other main partner, MediaCom. Additionally, as part of our internet redundancy project we added Granite Communications as small third ISP via wireless service.

**Wireless:** OPA utilizes multiple wireless providers – Verizon, AT&T, and Granite Communications. This period saw the addition of Granite as a provider for wireless data service (see Section 3.)

## STRATEGIC PLAN FY 2023

### **Section 3: Internet Redundancy**

OPA Information Technology manages (11) locations and assists in (1) additional location (Police). This period saw the completion of a major goal of internet redundancy in all (11) managed locations. OPA IT employs three redundancy combinations as dictated by location availability:

**Dual Wire ISPs:** The primary method we use when available is to have two wire ISP services to a location – we utilize Xfinity and MediaCom. This redundancy solution is used at all locations except: SportCore, Mumford Pool, Beach Club, and Police.

#### **Wire Primary ISP and Wireless ISP:**

When a second wired ISP is not available at a location - but proximity does not allow for point-to-point wireless internet we utilize wireless ISP hardware (Cradlepoints.) This redundancy solution is used SportsCore and the Beach Club. Market review will be ongoing in the hopes of adding a second wired ISP in the future to phase out the need of using a wireless ISP rollover solution.

#### **Wire Primary ISP and Point to Point:**

When a second wired ISP is not available at a location - but proximity allows for point-to-point wireless internet we utilize this method (often called "powerbeam"). This redundancy solution is used only at Mumford Pool. Over the next period we hope to phase this point to point solution out for either a wired or wireless redundancy option.

# OCEAN PINES ASSOCIATION STRATEGIC PLAN

## PUBLIC RELATIONS AND MARKETING

### **Goal:**

To drive engagement through enhanced communication to Ocean Pines members, residents, and the public by providing timely, transparent, and relevant information in a way that is cost-effective and uses a variety of channels.

### **Strategy:**

Review and analyze existing communication channels and methods to look for possible growth areas. Focus on growing in-house channels and look for opportunities to grow revenue and/or cut costs. Support other department by communicating positive results of their strategic initiatives.

### **Strategic Initiatives:**

1. Benchmark communication models and look for opportunities to grow engagement. Look for opportunities to increase revenue/reduce costs by 3-5% during the first year.
2. Use customer satisfaction surveys and messaging to help other departments and amenities achieve their strategic objectives.
3. Implement core values.

### **Measurement:**

Use annual benchmarks. Report revenue and cost savings for the department and do annual customer satisfaction surveys.

### **Performance Evaluation:**

Annual process that ties into the budgeting process.

- |        |  |
|--------|--|
| Step 1 | <u>Assessment</u><br>Catalog current communication channels and methods, including audience reach and cost.  |
| Step 2 | <u>Benchmark</u><br>Analyze communication channels and methodology of comparable and neighboring communities, including costs and revenue opportunities.                                     |
| Step 3 | <u>Determine growth opportunities</u><br>Use assessment and benchmarks to find areas where Ocean Pines can improve overall communication, engagement, and revenue/cost saving opportunities. |
| Step 4 | <u>Execution</u><br>Budget accordingly and put new and/or expanded communication models and channels into place as needed.   |
| Step 5 | <u>Present results and evaluate</u><br>Evaluate what worked and what did not, determine other potential areas for growth and improvement, and repeat the process annually.                   |

## **Public Relations and Marketing**

### **History:**

**2019** – Reduced external spending by \$50,000 and focused on internal communication channels, including the quarterly newsletter and eblast.

**2020** – Improved ad revenue and expanded communication channels. Newsletter revenue doubled (\$30,000 in new revenue) and all Board meetings now on YouTube.

**2021** – Continued to improve revenue/reduce costs. Newsletters use a new printing contractor and new type of paper that approximately cut costs in half.

**2022** – Increased transparency and engagement through satisfaction surveys, Board meetings using Microsoft Teams, and more regular communication across all social media channels.

**2023** – (Goals) Increase revenue/drive engagement 3-5%.

**2024** – (Goals) Increase revenue/drive engagement by 5%.

**2025** – Work with membership to significantly increase revenue.