

OCEAN PINES ASSOCIATION STRATEGIC PLAN

PROPOSED VISION

Ocean Pines will be a premier resort and residential community, committed to exceptional safety, value and quality of life, while welcoming and embracing residents and visitors of all ages, ethnicity, economic status, and interests.

PROPOSED MISSION STATEMENT

Ocean Pines will provide governance, public services and five-star amenities necessary to keep the community an attractive, affordable, safe, sustainable, and enjoyable place to live and work.

DEVELOPMENT OF CORE VALUES

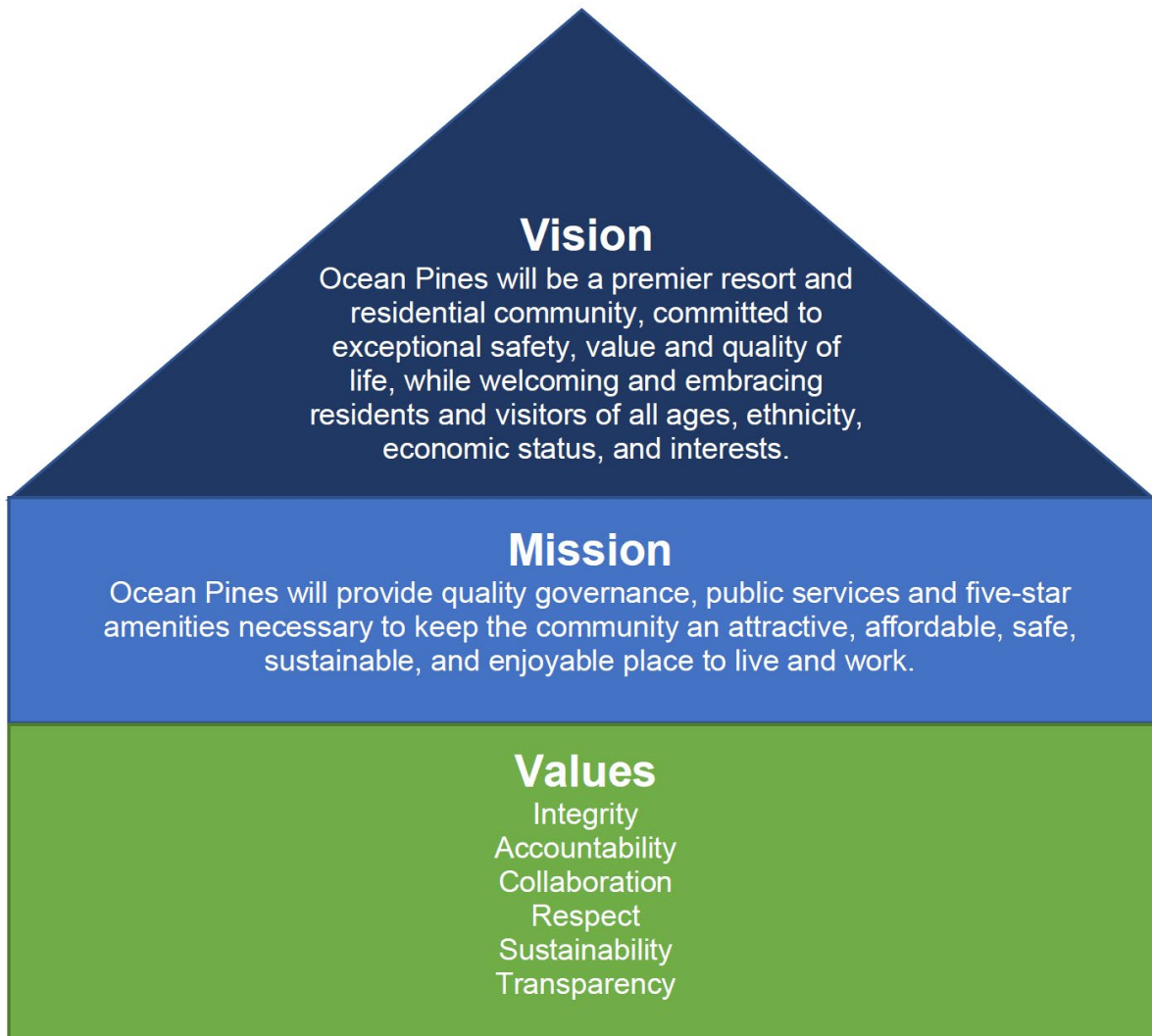
Integrity, Accountability, Collaboration, Respect, Sustainability, and Transparency

We will use these core values on our way to achieve our mission, fulfill our vision, and realize our long-term goals. We will work with integrity, hold ourselves accountable, be respectful in our dealings with others, be collaborative in all our endeavors, and be transparent with Ocean Pines membership in everything we do.

RECOMMENDED GOALS

1. Achieve a strong and sustainable financial position.
 - Organic revenue growth
 - Expense efficiencies and reallocation
2. Maintain and enhance infrastructure, community appearance, and current amenities.
 - DMA study
 - Achieve ranking systems on major infrastructure (bulkheads, roads, mailboxes)
 - Prioritize investments and appearances and eliminate unnecessary expenses
3. Maintain high level of safety.
 - Employee retention and recruitment for Police, Fire, & EMS
 - Investment in new police vehicles
 - North Gate Bridge railing and lighting
 - Road safety – striping and road maintenance
 - Improve walking and bike paths
4. Foster a sustainable and engaged community, driven by our core values.
 - Communication plan
 - Town hall meetings
 - Budget presentation and minimum monthly updates
 - Responsiveness of info@oceanpines.org for customer satisfaction and efficiency
5. Support leadership training and development.
 - New hire orientation
 - Staff coaching and development
 - Staff training

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Ocean Pines Association's Mission, Vision, and Values

After meeting with the Strategic Planning Committee, our team met and reviewed the findings and guidance from the Committee. I assigned a work group with a leader to drive our strategic plan.

The following pages include the overall Strategic Plan, which includes the detailed strategies for our amenities and departments.

We have listed goals consistent with what we have implemented over the last 3 years.

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Goals and Actions

Goal #1:

Achieve a strong and sustainable financial position.

Outcome: continue to maximize Ocean Pines homeowner value.

- Work with all department leads to analyze and review expenses. Utilize best practices and reallocate where needed.
- Review and benchmark pricing and processes to collect and record revenue.
- Set high standards for our amenities and deliver a high-end product.
- Enhance the Ocean Pines experience through programs, bands, food service, a well-maintained and challenging golf course, racquet center, aquatics, and recreation and parks facility.
- Strive towards amenities offsetting their expenses.
- Benchmarking best practices, KPI's pricing, and fine tune management positions for effectiveness and efficiencies.

Goal #2:

Maintain and enhance infrastructure, community appearance, and current amenities.

Outcome: to maintain and renovate all Ocean Pines assets.

Key investments over the strategic plan horizon with target fiscal year start dates are:

- ***New fire station – 2024/2025***
 - ***Racquet Center Building – 2025/2026***
 - ***Golf Course Irrigation System – 2025/2026***
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- Review DMA study annually, with an overall independent review every 5 years.
 - Continue ongoing infrastructure (maintenance, improvements, and renovations).
 - Renovate the administration building to include more efficient HVAC units.
 - Update gas lines for the marina and the docks.
 - Drainage – continue to increase spend and/or replacement and renovation of key pipes. Ditch maintenance efficiencies through investment in equipment.
 - Roads – increase reserve balance and replace or renovate as designated by evaluation and DMA study.
 - Bulkheads – replace per the strategic plan for bulkheads. Will begin a new 3-year plan.
 - Fleet – consistently review for efficiencies and proper dates to update in line with DMA study.

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Goal #3:

Maintain a high level of safety.

Outcome: increase investment in people and capital to maintain current high safety levels.

Police

- Work closely with Police Chief on plans for hiring and retention (payroll and enhanced benefits).
- New police station (completed) and regular maintenance and review of any safety enhancements.

Fire

- Same except review firehouse work on developing a fund-raising campaign.

North Gate Bridge & Roads

- Update guard rails in compliance with regulations.
- Improve lighting as you enter and depart from the bridge.
- Striping plans for roads and crosswalks.
- Improve and maintain walking trails.

Goal #4:

Foster a sustainable and engaged community, driven by our core values.

Outcome: maintain and improve upon the current high homeowner customer satisfaction level.

- Promote the association through communications and marketing.
- Work with committees as they represent the association membership.
- Develop communication plans on a regular basis.
- Set up and conduct town hall meetings.
- Identify long-term environmental, social, and financial trends and issues.
- Implement our core values throughout the organization.

Goal #5:

Support leadership training and development.

Outcome: increased investment in people to improve cross training, drive operational efficiencies, and provide seamless succession plans for key positions.

- Work with all department leads to cross-train employees for development within the organization.
- On-the-job training as well as offsite training of current staff for compliance with fire, emergency, health, and safety programs.
- Develop programs for new employees as well as current employees to promote team atmosphere and employee retention.

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NEXT STEPS

We have prepared a strategic planning binder with goals and objectives by department and amenity. Next steps will be to meet with the Strategic Planning Committee representatives and other committees. I will then submit the strategic plan to the Board.