

OCEAN PINES ASSOCIATION STRATEGIC PLAN – GENERAL MANAGER

STRATEGIC PLAN

We continue to advance a wide range of initiatives that impact infrastructure, amenities, and overall quality of life throughout the community – from major capital projects like the south side fire station to everyday operations such as beautification and required maintenance. These efforts reflect the association's ongoing commitment to long-term planning and responsible financial management. With multiple projects moving simultaneously, we have a clear picture of both current needs and future priorities. The way I look at the strategic planning approach is I'm looking at the Ocean Pines experience. We want to enhance the customer experience, enhance the amenities, develop our team, and most importantly we want to give the best value for everyone's assessment.

DEVELOPMENT OF CORE VALUES

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

We will use these core value 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.

MISSION STATEMENT

Ocean Pines' mission is to provide the highest possible service standards to our property owners, residents, and their guests. To fulfill this mission, we are committed to these core principles:

- Maintaining, serving and supporting the community
- Providing high-quality, fairly priced products and services
- Exceeding expectations and demonstrating pride in our work
 - Recognizing and rewarding employee achievement
 - Deploying technology as practicable
- Demonstrating teamwork, building relationships and partnerships
 - Being fiscally responsible
- Demonstrating ethics and integrity in the performance of our jobs

RECOMMENDED GOALS

Achieve a strong and sustainable financial position.

- Organic revenue growth
- Expense efficiencies and reallocation

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

- DMA study
- Prioritize investments and appearances and eliminate unnecessary expenses

Maintain a high level of safety.

- Employee retention and recruitment for Police, Fire, & EMS
- Road safety (striping and road maintenance)
- Improve and maintain walking trails

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

- Communication plan
- Budget presentations and monthly updates
- Responsiveness of info@oceanpines.org for customer satisfaction and efficiency

Support leadership training and development.

- Staff coaching and development
- Retention program for employees

**OCEAN PINES ASSOCIATION
STRATEGIC PLAN – GENERAL MANAGER**

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.

Mission

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

Values

Integrity
Accountability
Collaboration
Respect
Sustainability
Transparency

Ocean Pines Association's Mission, Vision, and Values



**AMENITIES ARE THE
ECONOMIC ENGINE OF
OPA**



**DRIVEN BY OUR SENIOR
MANAGEMENT TEAM**



**RESULT OF A
CONSTRUCTIVE BOARD
AND THE ASSOCIATION**

**OCEAN PINES ASSOCIATION
STRATEGIC PLAN – GENERAL MANAGER**

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 – 2026/2027***
- ***Continuation of Golf Course Irrigation Project – 2026-2028***

- DMA study conducted October/November 2025. Review DMA study annually, with an overall independent review every 5 years.
- Continue ongoing infrastructure (maintenance, improvements, and renovations).
- 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. 10-year plan developed in conjunction with Public Works.
- Fleet – consistently review for efficiencies and proper dates to update in line with DMA study.

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STRATEGIC PLAN – GENERAL MANAGER**

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).

Fire

- Build new south station which will support the entire community.

North Gate Bridge & Roads

- Improve lighting added as you enter and depart from the bridge.
- Striping plans for roads and crosswalks (Ocean Parkway striping completed every other year).
- Improve and maintain walking trails.
- Enforce speed limit regulations in the community through signage and community outreach.

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.
- Develop communication plans on a regular basis.
- 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.
- Develop programs for new employees as well as current employees to promote team atmosphere and employee retention.

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 the pools and promote special events and additional classes 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:

- 2026-2027: Swim & Racquet Pool – Bathroom Renovations
- 2027-2028: Sports Core Pool – Recoat Pool
- 2027-2028: Swim & Racquet Pool – Asphalt
- 2028-2029: Sports Core Pool – Epoxy Floor
- 2028-2029: Sports Core Pool – Aquabikes
- 2028-2029: Mumfords Pool Aluminum Doors
- 2029-2030: Swim & Racquet Pool – Resurface Pool
- 2029-2030: Sports Core Pool – Deck Resurfacing
- 2029-2030: Beach Club Pool – Resurface Pool
- 2029-2030: Mumfords Landing Pool – Pool Cover
- 2030-2031: Mumfords Landing Pool – Resurface Pool Deck
- 2030-2031: Yacht Club Pool – Resurface Pool Deck
- 2030-2031: Swim & Racquet Pool – Concrete Pad Around Pool
- 2030-2031: Swim & Racquet – Pool Cover
- 2031-2032: Mumfords Landing Pool – Pool Project and Fence
- 2031-2032: Yacht Club Pool – Flooring in Pool House
- 2031-2032: Swim & Racquet – Splash Pad
- 2032-2033: Mumfords Landing Pool – Resurface Pool Well
- 2032-2033: Swim & Racquet Pool – Pool Fencing
- 2032-2033: Swim & Racquet Pool – Wood Decking
- 2032-2033: Sports Core Pool – Resurface Pool Well

- 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.
- 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.

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:
- Per pricing study, have increased the parking fees over the last 2 years
 - \$15 increase yearly for membership and daily/weekly parking; 10% increase in associate membership
 - No proposed increase this upcoming fiscal year due to a 2% decrease in check in's
 - Check-Ins:
 - 2024 – 2,441; 2025 – 2,395
- Step 2 Benchmark
Analyze comparable fees of neighboring communities.
- Step 3 Determine opportunities
Use assessment and benchmarks to find out 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:
- 2026-2027: Wheel stops
 - 2031-2032: Replace lighting in parking lot
- Step 5 Implement change
If raising the fee, announce new fee to members.

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 for replacement.

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. Bulkheads are 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 and then obtains Board 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. 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 (approval can take up to a year to obtain).

2026-2027

Address	Ln. ft.	Last
10th Fairway	1000	1990
Border Links	200	1990
Clubhouse Bridge	250	1990
Total In. ft.	1450	

2027-2028

Address	Ln. ft.	Last
4 Ebbtide	10	1995
6 Ebbtide	70	1995
8 Ebbtide	70	1994
10 Ebbtide	70	1994
12 Ebbtide	70	1994
14 Ebbtide	70	1994
16 Ebbtide	70	1976
18 Ebbtide	70	1995
20 Ebbtide	70	1995
3 Mallard West	40	1995
5 Mallard West	50	1996
11 Mallard West	70	1996
15 Mallard West	70	1996
17 Mallard West	70	1996
7 Heron Isle	50	1995
11 Heron Isle	70	1995
13 Heron Isle	70	1995
15 Heron Isle	70	1995
17 Heron Isle	70	1995
19 Heron Isle	70	1995
21 Heron Isle	70	1996
25 Heron Isle	120	1996
27 Heron Isle	180	1997
26 Heron Isle	90	1997
Total In.ft.	1730	

2028-2029

Address	Ln. ft.	Last
320 Ocean Parkway	50	1993
322 Ocean Parkway	120	1993
324 Ocean Parkway	60	1993
326 Ocean Parkway	60	1993
328 Ocean Parkway	60	1993
330 Ocean Parkway	60	1993
332 Ocean Parkway	60	1993
334 Ocean Parkway	60	1993
336 Ocean Parkway	60	1993
338 Ocean Parkway	60	1993
340 Ocean Parkway	60	1993
342 Ocean Parkway	60	1993
344 Ocean Parkway	60	1993
346 Ocean Parkway	60	1993
348 Ocean Parkway	60	1993
350 Ocean Parkway	60	1992
352 Ocean Parkway	60	1992
354 Ocean Parkway	60	1992
356 Ocean Parkway	60	1991
358 Ocean Parkway	60	1992
360 Ocean Parkway	60	1992
362 Ocean Parkway	60	1992
364 Ocean Parkway	60	1992
366 Ocean Parkway	55	1991
368 Ocean Parkway	90	1991
370 Ocean Parkway	180	1991
372 Ocean Parkway	55	1991
Total In.ft.	1810	

2029-2030

Address	Ln. ft.	Last
374 Ocean Parkway	60	1976
376 Ocean Parkway	60	1976
378 Ocean Parkway	60	1988
380 Ocean Parkway	60	1988
382 Ocean Parkway	50	1988
384 Ocean Parkway	60	1990
386 Ocean Parkway	50	1990
388 Ocean Parkway	60	1990
390 Ocean Parkway	60	1990
392 Ocean Parkway	60	1976
394 Ocean Parkway	60	1995
396 Ocean Parkway	60	1995
398 Ocean Parkway	60	1995
400 Ocean Parkway	60	1996
402 Ocean Parkway	60	1996
404 Ocean Parkway	60	1996
406 Ocean Parkway	60	1996
412 Ocean Parkway	60	1996
414 Ocean Parkway	60	1996
416 Ocean Parkway	60	1996
420 Ocean Parkway	50	1996
90 Newport Drive	75	1996
92 Newport Drive	80	1996
94 Newport Drive	72	1996
96 Newport Drive	70	1996
98 Newport Drive	76	1993
100 Newport Drive	65	1993
102 Newport Drive	20	1993
2 Mallard West	85	2020
4 Mallard West	100	2020
6 Mallard West	100	2020
8 Mallard West	100	2020
Ocean Parkway to wetland		
Total ln.ft.	2073	

2030-2031

Address	Ln. ft.	Last
1 Laport	25	1990
3 Laport	55	1976
5 Laport	125	2014
7 Laport	180	2014
2Laport	15	2004
4 Laport	60	1990
6 Laport	140	1990
8 Laport	130	1995
1 Liberty Bell	15	1990
3 Liberty Bell	80	1990
5 Liberty Bell	140	1990
7 Liberty Bell	170	1990
2 Liberty Bell	25	1990
4 Liberty Bell	90	1990
6 Liberty Bell	125	1990
8 Liberty Bell	125	1990
419 Ocean Parkway	15	1990
2 Clubhouse	120	1976
4 Clubhouse	180	2004
6 Clubhouse	55	2004
8 Clubhouse	50	2004
10 Clubhouse	50	2004
12 Clubhouse	50	2004
14 Clubhouse	50	2004
16 Clubhouse	50	2004
18 Clubhouse	15	2004
36 Clubhouse	15	1990
40 Clubhouse	55	1990
42 Clubhouse	55	1990
44 Clubhouse	55	1990
46 Clubhouse	15	1990
Total ln.ft.	2330	

2031-2032

Address	Ln. ft.	Last
20 Teal Circle	140	1991
22 Teal Circle	85	1994
24 Teal Circle	65	1994
26 Teal Circle	95	1994
30 Teal Circle	75	1994
34 Teal Circle	65	1994
36 Teal Circle	50	1994
38 Teal Circle	50	1994
40 Teal Circle	60	1989
42 Teal Circle	50	1992
44 Teal Circle	50	1992
46 Teal Circle	35	1992
48 Teal Circle	15	1992
50 Teal Circle	20	1992
52 Teal Circle	50	1991
54 Teal Circle	75	1991
56 Teal Circle	90	1991
58 Teal Circle	90	1991
60 Teal Circle	65	1991
62 Teal Circle	65	1991
64 Teal Circle	65	1976
66 Teal Circle	65	1992
68 Teal Circle	75	1992
70 Teal Circle	95	1992
72 Teal Circle	180	1992
74 Teal Circle	95	1992
76 Teal Circle	70	1992
78 Teal Circle	60	1992
80 Teal Circle	65	1992
82 Teal Circle	60	1992
84 Teal Circle	60	1992
Total ln.ft.	2180	

2032-2033

Address	Ln. ft.	Last
3 Wood Duck	120	2017
5 Wood Duck	65	2017
7 Wood Duck	65	1995
9 Wood Duck	60	1995
11 Wood Duck	60	1995
13 Wood Duck	60	1995
17 Wood Duck	70	1995
19 Wood Duck	65	1997
21 Wood Duck	65	1997
23 Wood Duck	60	1997
25 Wood Duck	80	1997
27 Wood Duck	110	1997
29 Wood Duck	110	1991
31 Wood Duck	110	1991
33 Wood Duck	110	1996
35 Wood Duck	90	1992
37 Wood Duck	70	1992
39 Wood Duck	70	1996
41 Wood Duck	70	1996
43 Wood Duck	70	1996
45 Wood Duck	70	1996
47 Wood Duck	70	1996
49 Wood Duck	35	1996
114 Watertown	55	1990
116 Watertown	55	1990
118 Watertown	55	2002
120 Watertown	55	2002
Total In.ft.	1975	

2033-2034

Address	Ln. ft.	Last
319 Ocean Parkway	80	2018
321 Ocean Parkway	65	2018
323 Ocean Parkway	60	1990
325 Ocean Parkway	60	1990
327 Ocean Parkway	60	1990
329 Ocean Parkway	60	1990
331 Ocean Parkway	60	1990
333 Ocean Parkway	60	1990
335 Ocean Parkway	60	1990
337 Ocean Parkway	60	1990
339 Ocean Parkway	60	1990
341 Ocean Parkway	60	2018
343 Ocean Parkway	40	2018
Club House/Ocean Pkwy	120	1996
45 Clubhouse	70	1996
43 Clubhouse	60	1996
41 Clubhouse	70	1996
39 Clubhouse	70	1996
37 Clubhouse	65	1976
35 Clubhouse	65	1976
33 Clubhouse	60	1976
31 Clubhouse	60	2007
29 Clubhouse	60	2007
27 Clubhouse	60	2007
25 Clubhouse	60	2007
23 Clubhouse	60	2007
21 Clubhouse	60	2007
19 Clubhouse	50	1976
17 Clubhouse	50	2006
15 Clubhouse	50	2006
13 Clubhouse	50	2007
11 Clubhouse	55	2007
9 Clubhouse	45	2007
7 Clubhouse	70	2007
5 Clubhouse	70	2007
3 Clubhouse	120	2007
1 Clubhouse	105	2007
Total ln.ft.	2390	

2034-2035

Address	Ln. ft.	Last
1 Westfield Circle	60	1990
3 Westfield Circle	65	1990
5 Westfield Circle	65	1998
7 Westfield Circle	65	1998
9 Westfield Circle	65	1998
11 Westfield Circle	65	1998
13 Westfield Circle	70	1998
15 Westfield Circle	60	1976
17 Westfield Circle	70	1992
379 Ocean Parkway	60	2015
381 Ocean Parkway	60	1993
383 Ocean Parkway	60	1993
385 Ocean Parkway	65	1993
387 Ocean Parkway	65	1993
389 Ocean Parkway	65	1993
391 Ocean Parkway	65	1993
393 Ocean Parkway	60	2015
395 Ocean Parkway	60	2015
397 Ocean Parkway	70	2015
399 Ocean Parkway	65	2015
401 Ocean Parkway	65	2015
403 Ocean Parkway	65	1994
405 Ocean Parkway	65	1994
407 Ocean Parkway	65	1994
409 Ocean Parkway	65	1994
411 Ocean Parkway	65	1994
413 Ocean Parkway	65	1990
415 Ocean Parkway	60	1990
417 Ocean Parkway	60	1990
Total In ft.	1855	

2035-2036

Address	Ln. ft.	Last
35 Lookout Point	75	1991
104 Lookout Point	50	1991
102 Lookout Point	50	1991
100 Lookout Point	50	1991
98 Lookout Point	50	1991
96 Lookout Point	85	1991
94 Lookout Point	110	2013
92 Lookout Point	135	1997
90 Lookout Point	85	1997
88 Lookout Point	50	1994
86 Lookout Point	50	1997
84 Lookout Point	50	1997
82 Lookout Point	80	1997
80 Lookout Point	90	2006
78 Lookout Point	85	2006
76 Lookout Point	80	2006
74 Lookout Point	50	2006
72 Lookout Point	50	2006
70 Lookout Point	50	1997
66 Lookout Point	65	1997
64 Lookout Point	50	1997
62 Lookout Point	50	1997
60 Lookout Point	85	1997
58 Lookout Point	115	1997
56 Lookout Point	95	1976
54 Lookout Point	65	1976
52 Lookout Point	50	1988
50 Lookout Point	50	1988
48 Lookout Point	50	1989
46 Lookout Point	65	1989
44 Lookout Point	90	2014
42 Lookout Point	75	2014
40 Lookout Point	55	2014
38 Lookout Point	55	2014
36 Lookout Point	30	2003
Total In.ft.	2370	

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:

Continue with new method (CIPP – Cured-In-Place-Pipe) for repairing existing drainage pipes. We plan to do more work with this method as well as conventional replacement of drainage pipes, including bulkhead piping in between properties.

Performance Evaluation:

Develop phases by year for pipe repair or replacement.

- Step 1 Continue of Process
Reallocate resources from efficiency and organic growth.

- Step 2 Assessment
Inspect major pipes and replace or line if needed. Research options and make recommendations. Prepare 5-year plan for pipe replacement.

- Step 3 Budget Approval
Annually, recommend amount for drainage reserve, prepare budget, and negotiate price.

- Step 4 Inspection
Inspect ditches and make priority list as far as maintenance; outsource work if needed.

- Step 5 Continue Program
Continue program implemented on “You Bag It – We Grab It” campaign through Republic Services and Public Works.

Continue CPI inspections and issue violation notices on ditches not maintained by owners on residential properties.

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

Completed items that were approved in current fiscal year budget:

- Racquet Center building
- Golf course bridge – 4th fairway

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:

- 2026/2027: Beach Club decking replacement
- 2026/2027: Public Works garage doors
- 2026/2027: Swim & Racquet Pool restroom renovations
- 2026/2027: South station firehouse
- 2027/2028: White Horse Park lighting
- 2027/2028: Marina walkway
- 2027/2028: Sports Core Pool recoating
- 2027/2028: Swim & Raquet parking lot

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.

FINANCE

Goal:

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

Success is defined as accurate and timely reporting and analysis 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 benefit 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 benefit that would occur with investment.

FIRE/EMS

Goal:

To maintain a high level of safety in Ocean Pines by replacing current infrastructure.

Strategy:

Review and analyze plans for new firehouse and develop payment options to fund the replacing of the firehouse.

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 house is completed.

- Step 1 Development
Recruited team to review building options. Reviewed plans and developed referendum language to have the funding of the new fire house approved by the community.
- Step 2 Benchmark
Analyzed funding options available for new building. Provided information to the Board.
- Step 3 Assessment
Once referendum was approved, team developed RFP for the project with the assistance of Vista. Reviewed all bids and developed analysis as to the best bid based upon:
- Building options
 - Demolition costs
 - Specifications required for fire departments (flooring, walls, decontamination units, etc.)
- Step 4 Prepare Budget
Develop payment plan out of reserves to be included in the yearly budget process. Also determine any apparatus needs yearly based upon the replacement apparatus schedule provided by the fire department. Determine staffing needs and include any additional full-time positions in the budget.

FOOD & BEVERAGE

Goal:

Continue strong financial performance while continuing to improve usage and customer satisfaction.

Strategy:

Continue to contract the food and beverage operations through a management company. Identify opportunities for continuous improvement in food, quality, and service.

Strategic Initiatives:

Contracting with a management company to operate the food and beverage facilities is a major initiative in providing exceptional service to the patrons of the facilities.

Measurement:

Achieving annual budget and review of customer feedback with OPA management. Attempt to measure resident vs. non-resident usage of all food and beverage operations.

Performance Evaluation:

Review financials yearly to compare performance vs. overall terms.

- Step 1 Assessment
Developed RFP and reviewed bids received for management of Ocean Pines food and beverage facilities.
- Step 2 Developed plan
Analyzed companies' potential for enhancing the customer experience and identified the best selection. Determined if a lease or non-lease contract would be the most beneficial to both parties. Reviewed with Board for approval.
- Step 3 Outsourcing of management
Crafted a win-win contract, which was awarded to the Touch of Italy of the Beach Club, Clubhouse Grill, and Yacht Club. 5-year lease contract signed on 1/8/25 for initial term beginning on 5/1/25 with an additional 5-year renewal term.
- Step 4 Analyze results
Per terms of contract, management company to conduct ongoing surveys to determine customer satisfaction and provide the results of surveys to owner. Also, take feedback obtained from info@oceanpines.org along with social media posts and discuss any negative feedback with Touch of Italy for resolution.
- Step 5 Marketing of facilities:
Continue advertising specials to appeal to current and potential users. Offer specials and events, such as the Sunday football special, golf specials, and music events that cater to all age groups.

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. Assess equipment needs to improve course play.

- 2026-2027: Tractor
- 2026-2027: Mower
- 2027-2028: Mower with Trailers
- 2028-2029: Mower
- 2028-2029: Ventrac Tractor
- 2029-2030: Reelmaster Mower
- 2030-2031: Aerifiers
- 2030-2031: Greens Mower
- 2031-2032: Tractor
- 2031-2032: Rough Mower
- 2032-2033: Mower with Mulch Kit
- 2032-2033: Textron Spraytek
- 2032-2033: Tractor
- 2032-2033: Soil Reliever Aerifier
- 2032-2033: Mower
- 2032-2033: Utility Vehicle
- 2032-2033: Bunker Rake
- 2032-2033: TurfBreeze Fan

- Step 2 Assessment
Staff to physically review and evaluate the golf course on areas of concern, and address safety issues immediately.
- Step 3 Benchmark
Determine course maintenance cost, labor cost, and equipment cost to accomplish plan and to enhance the member experience. Continue with irrigation project to provide best value-added course to all members (all phases of the irrigation project scheduled to be completed in 2028-2029).
- 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.

GOLF OPERATIONS

Goal:

Addressing aging infrastructure and improving community engagement to increase public, package, and resident usage 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: 40,391 (2024/2025); 36,505 (2023/2024); 31,350 (2022/2023); 30,986 (2021/2022); 28,313 (2020/2021); 26,151 (2019/2020). 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 Enforce management policies and procedures for overall better play. Continue offering a wide variety of merchandise in pro shop to increase sales.
- Step 2 Continue to work with the food & beverage group to make a seamless engaging environment.
- Step 3 Work with the Golf Academy to help fill instructional needs and create a funnel of students to become future golf course customers.
- Step 4 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 5 Increase spending on infrastructure and maintenance to increase quality of experience and revenue
Utilize DMA Study to determine a replacement plan:
Ongoing – continued improvements to driving range to maximize revenue
Ongoing – irrigation system
Ongoing – tree removal, cut back, and clean up around the parking lot perimeter. Install perimeter barrier (fencing or hedge, etc.) for better aesthetics.
2025-2026 – redo the bag drop street lining for better clarity and function
2026-2027 – replace range picker cart
Date TBD – replace range netting
Date TBD – install sail shade over bag drop area for aesthetics and practical golf cart shade
Date TBD – find contractor for flower bed maintenance for consistent look
Date TBD – install electric at the bag drop for functionality (use of t.v., tablet, fan, etc.).
Date TBD – install cameras on the 1st and 10th tees for starter use.
- Step 6 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.

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:
- 2025-2026: enhancements and ERP market review
 - 2025-2026: creation and enhancement of the Ocean Pines app
 - 2026-2027: Ocean Pines membership app including online payments for memberships
 - 2027-2028: additional enhancements and options to the Ocean Pines app
- 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.

INFORMATION TECHNOLOGY
Market Review ERP (2025-2026)

- Step 1 Complete market review:
Perform a market review for an ERP alternative to NorthStar:
- Gathering internal requirements
 - Identifying pain points with the current system
 - Defining desired features and integrations
 - Research and compare competing ERP solutions for:
 - Pricing
 - Functionality
 - Vendor support
 - Scalability
 - Finalize a side-by-side evaluation to guide informed decision-making
- Step 2 Review alternate options
If viable alternate option found – begin RFP process while maintaining current NorthStar solution (path 1).
- If viable alternate option not found – continue NorthStar improvement plan (path 2).
- Step 3A Path 1 – If market review points to viable options, complete full RFP process and implementation (if selected vendor acquisition is completed).
- 2026 – fully define requirements: document organizational needs, including functional requirements, integration points, and budget constraints. Engage key stakeholders to ensure all perspectives are captured. Engage Technology Working Group.
 - 2026 – draft the RFP: create a clear, structured RFP outlining business objectives, technical requirements, evaluation criteria, and submission guidelines. Ensure vendors understand timelines and response expectations.
 - 2026/2027 – distribute to vendors: share the RFP with a curated list of qualified ERP providers. Allow time for vendors to ask clarifying questions before submission.
 - 2027 – evaluate responses: score vendor proposals against predefined criteria such as functionality, cost, scalability, and support. Shortlist the best candidates for demos and deeper analysis.
 - 2027 – select and negotiate: conduct vendor demonstrations, check references, and finalize scoring. Negotiate terms, pricing, and implementation support before awarding the contract (if desired, vendor cannot be acquired for any reason – continue with plan 2 below).
 - 2027/2028: end NorthStar life cycle and implement new ERP.

Step 3B Path 2.

- Negotiations and commitment: use RFP process to maximize negotiation leverage and to obtain clearly defined enhancement goals with implementation schedules.
- Assessment: review current technology and recommend changes to management on current system and methods.
- Continue with current NorthStar initiatives.
- Continue implementing, assessing, and improving the NorthStar system, which began in 2019:
 - 2026: continue gap analysis and improvement target.
 - 2026: complete online payments – memberships (in process), improved golf integrations, and membership management enhancements.
 - 2026-2028: enhancements and efficiencies.
 - 2029-2030: enhancements and ERP market review.

INFORMATION TECHNOLOGY
IT General Performance Evaluation

- Step 1 Assessment:
Review current technology and recommend changes to management on current system and methods.
- Step 2 Complete path 1 or 2 as dictated above.
- 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.

MARINA

Goal:

Maintain and improve infrastructure at the Marina to enhance the customer experience.

Strategy:

Review and analyze the piers and gas equipment at the Marina. Develop a plan for replacement of components.

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:

- 2027-2028: Ice Eaters
- 2027-2028: Marina Walkway
- 2030-2031: Pilings at Swim & Racquet Marina
- 2030-2031: Pier B replacement
- 2031-2032: Marina Bollard Lighting
- 2031-2032: Piers A & D replacement
- 2031-2032: Ramp replacements
- 2032-2033: Water piping replacement

Step 2

Review Pricing

Review gas pricing based upon information from vendors. Recently changed vendors due to review for lower cost to members. Purchase gasoline at the best cost per gallon. Set pricing to obtain the best return through benchmarking pricing with other marinas.

Step 3

Review Maintenance Issues

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

Step 4

Make recommendations

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.

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 2026-2027
 - Bridgewater Park: to be replaced in 2026-2027
 - Somerset Park: to be replaced in 2026-2027
- Benchmark satisfaction of playgrounds through online survey and customer feedback. Take feedback 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.

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:

- Firearms (2027-2028)
- Vehicle replacements (2027-2028) (2028-2029) (2030-2031) (2031-2032) (2032-2033)
- Livescan and mugshot equipment (2028-2029)
- Radar display (2028-2029)
- Law radios (2032-2033)
- Body cameras (2032-2033)

Step 2

Benchmark

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

Step 3

Cost Analysis

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

Step 4

Make recommendation

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

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. Look for opportunities to grow revenue and/or cut costs. Support other departments by communicating events and initiatives through press releases, weekly e-blast, or other forms of marketing and public relations.

Strategic Initiatives:

Benchmark communication models and look for opportunities to grow engagement. Look for additional marketing opportunities and increase advertising revenue received quarterly through the newsletter publications. Develop yearly marketing plan for areas of growth to consider.

Measurement:

Use annual benchmarks. Report revenue and cost savings to the General Manager.

Performance Evaluation:

Annual reporting that ties into the budget process.

Step 1

Assessment

Catalog current communication channels and methods, including audience reach and cost.

- Current advertising includes paper only (Bayside Gazette, Courier, Ocean Pines Progress).
- Expand advertising to other channels including online ads (OC Today/Dispatch), radio ads (WBOC radio channels), and tv ads (Fish in OC).
- Utilize the free events calendars on tv channel websites to advertise events in Ocean Pines.
- Promote events on the 5 digital signs throughout Ocean Pines (digital signs added in 2024).

Promote Ocean Pines marketing opportunities to include newsletter, podcast, and sponsorships.

- Create sponsorship flyer to offer to businesses to become a summer event sponsor, wi-fi sponsor, podcast sponsor, and community spotlight sponsor in the weekly e-blast.
- Grow marketing in newsletters by making cold calls to businesses and comparing advertisers in other local publications for business opportunities.

Step 2

Benchmark

Analyze communication channels, including costs and revenue opportunities, to determine what communication channels are working the best and dedicate more of the promotion account in the budget to these communication channels.

Analyze advertising sales to determine if advertising is growing and way to improve advertising:

- Spring 2025 newsletter: \$18,109.17
- Summer 2025 newsletter: \$21,619.51
- Fall 2025 newsletter: \$20,779.51

Step 3

Determine growth opportunities

Use assessment and benchmarks to find areas where Ocean Pines can improve overall communication, engagement, and revenue/cost saving opportunities.

Step 4

Execution

Budget accordingly and put new and/or expanded communication models and channels into place as needed.

Step 5

Present results and evaluate

Evaluate what worked and what did not, determine other potential areas for growth and improvement, and repeat the process annually.



OCEAN PINES RACQUET SPORTS

Goal:

To Attract, engage and retain new generations of diverse racquet sports participants at all levels of the game and enhance our existing facility to provide a diverse recreational customer experience that elevates the community desirability and resident interaction at the Ocean Pines Racquet Center.

Strategy:

To plan, prepare, implement, and constantly review our goals, strategies and processes to ensure financial viability and member satisfaction within the club.

Research and strive to enhance the member experience in terms of training methodologies, social and competitive venues, and facility management.

Strategic Initiatives:

A thorough ongoing evaluation of existing programs, events, services, and staff performance helps identify what is working and what needs improvement. Our team will be addressing infrastructure by maintaining and improving the facility, court playing surfaces, nets, fencing and surrounding areas at the racquet center.

Continue to offer clinics for beginner players and higher levels of play, offer lessons for juniors, organize social mixers, and communicate events through the HOA newsletter and website and the Ocean Pines mobile app.

Implement a modern online reservation and guest management system to enhance the membership experience.

Measurement:

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

- Enhance shading/sails for all 3 sports – 2026
- Assess existing court at Swim & Racquet Club for suggestions on enhancements.

Performance Evaluation:

Review every year for priority issues with the infrastructure.

Step 1

Assessment

Determine replacement schedule using the DMA reserve study. Make a list of items that are not included in the study that will be replaced. Determine if new building is needed to enhance the racquet sports for a more current, customer friendly building.

Analyze demographic trends: Assess if the Ocean Pines community needs have changed due to an influx of young families, an aging population, or shifting sports trends.

Step 2

Increase customer satisfaction

Develop surveys for existing members and engage with members on survey feedback. Schedule monthly meetings with the club presidents for their needs.

Step 3

Facility Audit

Condition assessment: Document the condition of all courts, fences, windscreens, lighting, and other equipment. Note any repairs or replacements needed.

Technology review: Evaluate current access control systems (court booking, online reservations, clinic and class reservations, membership) to ensure they are secure, efficient, and meet resident needs.

Operational evaluation: Analyze usage statistics to determine peak usage times and demand for courts.

Step 4

Prepare budget

Detail in the annual budget process the schedule for all items needing replacement/renovation.

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 recommendations.

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 and White Horse Park:
2026-2027 – additional storage in Community Center
2026-2027 – replacement of trailer
2026-2027 – stage pieces
2026-2027 – safety enhancements to White Horse Park (landscaping and paving of trails)
2026-2027 – lighting in pavilion
2027-2028 – roof on pavilion
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.

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. Yearly, RFP goes out and work begins in the Fall.

- Step 2 Assessment
Referencing the DMA Report 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 the 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 by August of every year).

- Step 4 Present Recommendations
Once bids are received, a bid package will be presented to the General Manager for his forwarding to the Board for their approval. Along with bids for road resurfacing, road striping to be conducted every 2-4 years on Ocean Parkway (last done in 2022/2023) along with restriping of parking lots (as needed).

- 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).