



Oak Creek Club HOA
14505 Mary Bowie Parkway, Upper Marlboro MD 20774

Strategic Planning Meeting

Tuesday, February 11, 2025

The Board of Directors of the
Oak Creek Club HOA

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I. INTRODUCTION

Dear OCC Board of Directors

The Strategic Planning Session is scheduled for **February 11, 2025, at 6:30 PM**. This session will serve as an opportunity for the Board and Committees to collaborate and set priorities for the upcoming year. The agenda will include:

- **Reviewing and discussing Board priorities for 2025.**
- **Reviewing and discussing Committee priorities for 2025.**
- **Exploring potential cost-saving measures within each committee's scope.**
- **Identifying the support committees need to succeed in the new year.**

The main goal is to review and refine the HOA's long-term vision, define clear objectives for the current year, and identify key priorities for operational improvements and resource allocation. This session should also involve discussions on community engagement, fiscal health, and necessary capital improvements. As management we believe in a systematic process of **structure, people and process**.

To facilitate productive discussions, we requested committee members to submit any materials for Board review by closed of business on **Wednesday, February 5, 2025**. We also requested that Committee Chairs and Co-Chairs complete our online "**Oak Creek Club Homeowners Association Committee Survey**."

By the end of this session, the Board should be able to identify and answer the following questions.

What is Strategic Planning?

Strategic Planning is the process of answering key questions:

- Where are we going?
- What should we be doing?
- How will we do it?

Purpose of Strategic Planning

Strategic planning helps set overall goals for the association and establish a roadmap to achieve them. It involves stepping back from day-to-day operations to determine priorities and direction. A comprehensive strategic plan typically includes:

- Mission Statement
- Strategic Goals & Objectives
- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

II. CELEBRATING BLACK HISTORY MONTH

Monday, February 3, 2025

Prince George's Proud: An Update From Acting County Executive Jackson

Dear Prince Georgians:

Happy Black History Month! As a nation, each February we come together to celebrate the rich legacy, culture, and contributions of African Americans. This month serves as a time to reflect on the profound impact Black Americans have made throughout the fabric of society, from science and politics to arts and labor.

The origins of Black History Month date back to 1926 when historian Carter G. Woodson established Negro History Week to emphasize the importance of Black history in American education. In 1976, President Gerald Ford officially recognized February as Black History Month, encouraging the nation to honor African American achievements.

The Association for the Study of African American Life and History (ASALH) has designated this year's theme as "African Americans and Labor." This theme recognizes the generations of Black workers—entrepreneurs, organizers, labor leaders, and everyday workers. From the resilience of enslaved individuals to the activism of leaders like A. Philip Randolph, Isaac Myers, Dorothy Lee Bolden, and Bayard Rustin, African Americans have played a pivotal role in shaping labor movements and securing economic opportunities for all.

Here in Prince George's County, we take great pride in honoring the history, resilience, achievements of African American medical professionals, educators, business owners, and community leaders. Throughout the month, there are a variety of events celebrating African American heritage, labor, and culture. We encourage Prince Georgians to take part in these celebrations, reflect on the impact of African Americans in labor, and continue striving for equity and justice in our workplaces and beyond.

Yours in service,

Tara H. Jackson

Acting Prince George's County Executive

III. AGENDA

Oak Creek Club Homeowners Association
Board of Directors Strategic Planning Virtual Meeting
Tuesday, February 11, 2025, @ 6:30 pm
Upper Marlboro MD, 20774

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|-----------|---|
| 6:30 pm | I. Call to Order. |
| 6:31-6:33 | II. Certification of Board Quorum. |
| 6:34-6:36 | III. Welcome and Explanation of Virtual Meeting Protocol/Agenda Order (CAMP). |
| 6:37-6:45 | IV. Discussion of the Board's Mission Statement. |
| 6:46-6:50 | V. Discussion of Model Code of Ethics. |
| 6:51-7:20 | VI. Reviewing and discussing Board priorities for 2025. |
| 7:21-7:45 | VII. Reviewing and discussing the Committee's priorities for 2025. |
| 7:46-7:56 | VIII. Identifying the support committees need to succeed in the new year. |
| 7:57-8:02 | IX. Management remarks FY2024 financial summary. |
| 8:03-8:10 | X. Establishing KPIs and Targets. |
| 8:11-8:30 | XI. Resident Forum. (20 minutes, approx. 2 mins/person). |
| 8:31 pm | XII. Adjourn. |

VII. FINANCIAL SUMMARY REPORT/REMARKS FY2024

Manager Summary Notes:

Management has reviewed the December 2024 financial report, which was emailed to the Board on Thursday, January 30, 2025, at 11:30 am by cc.accounting@ciramail.com. In our review of the unaudited year-end financial statements as of December 31, 2024, we identified expense account line items with significant variances, both negative and positive, for the fiscal year of 2024. For this summary, a “significant variance” is defined as a variance equal to or greater than 10%. Please note, these observations are based on unaudited accrual accounting, which means the following:

- **Revenue**

Accrual accounting records revenue when it is earned, such as when a service is performed, or goods are delivered.

- **Expenses**

Accrual accounting records expenses when they are incurred, such as when a liability is created.

*****Highlighted items represent a significant budget variance of approximately \$3,000 or more*****

Significant Negative Variances (Under Budgeted):

- Pool Repairs/Supplies
- Irrigation Repairs/Maint.
- Gym Equipment Maintenance
- Patrol Service
- Amenity Center -- Exterminating
- Amenity Center – Trash Removal
- Water & Sewer – Not Amenity Center
- Transponders
- Audit & Tax Prep
- Legal
- Printing and Copying
- Telephone
- Income Tax Expense
- State Income Tax

Significant Positive Variances (Over Budgeted):

- Landscaping Contract
- Snow Removal
- General Repair/Maint. – Site Items
- Generator Maintenance
- General Repair/Maint. – Lights and Electrical
- Amenity Center Repair/Maint.
- Real Property Taxes
- Amenity Center -- Water & Sewer
- Legal -- Collections
- Board Meetings
- Administration General
- Dues and Subscriptions
- Office Technology Equipment
- Office Technology IT Expenses
- Professional Fees

Strategic Financial Plan Objective

To optimize financial management by addressing significant negative and positive variances, ensuring fiscal responsibility while maintaining community standards.

Action Plan

Managing Negative Variances (Under Budgeted Items)

1. **Facility & Maintenance Costs (Pool, Irrigation, Gym Equipment, Trash Removal, Pest Control, Water & Sewer)**
 - **Preventative Maintenance:** Implement scheduled inspections and proactive repairs to reduce emergency costs.
 - **Contract Review:** Renegotiate service contracts for better pricing and service level agreements (if or when plausible).
 - **Usage Analysis:** Assess actual water and sewer usage trends to adjust future budgeting.

2. **Access Control (Patrol Service, Transponders)**
 - **Patrol Efficiency Review:** Assess patrol coverage to ensure cost-effectiveness.

- **Technology Integration:** Explore automated or digital access solutions to reduce transponder costs. (*Cellgate implementation was a good example, but residents still use transponders*).

3. **Administrative & Legal Costs (Audit & Tax Prep, Legal, Printing, Telephone, Income Taxes)**

- **Vendor Negotiations:** Seek competitive pricing or rearranging structure or SOP for legal, tax, and audit services.
- **Digital Transition:** Reduce printing and copying costs by increased implementation of digital communication.
- **Tax Planning:** Consult with a tax professional to identify potential tax-saving strategies.

Reallocating Positive Variances (Over Budgeted Items)

1. **Maintenance & Contracts (Landscaping, Snow Removal, Generator, General Repairs)**

- **Budget Adjustments:** Reduce allocations based on actual expenditures.
- **Reallocate Funds:** Direct surplus funds to underfunded maintenance areas like irrigation and gym equipment.

2. **Administrative & Operational Costs (Dues & Subscriptions, Board Meetings, Office Technology)**

- **Dues & Subscription Review:** Assess whether all memberships and dues are necessary.
- **Technology Investment:** Use excess funds to upgrade IT infrastructure for long-term efficiency gains.

3. **Legal & Taxation (Collections, Real Property Taxes, Amenity Center Utilities)**

- **Legal Strategy:** Evaluate the effectiveness of legal collection efforts and adjust budget accordingly.
- **Property Tax Review:** Investigate potential appeals for tax assessments to reduce costs.

Implementation & Monitoring

- **Quarterly Budget Reviews:** Adjust financial planning based on spending patterns and operational needs.
- **Vendor Contract Analysis:** Continuously seek cost-saving opportunities in service contracts.
- **Community Transparency:** Provide regular financial updates to HOA members and the Board.

By implementing these measures, Management believes that it can strengthen financial oversight, optimize resource allocation, and maintain a well-managed community.

VIII. ESTABLISHING KEY PERFORMANCE INDICATORS (KPIs)

Key Performance Indicators (KPIs) for Oak Creek Club Homeowners Association

As part of the strategic planning session, establishing **KPIs** will help Oak Creek Club HOA track progress, measure success, and ensure alignment with the association's goals and mission statement. The KPIs should cover key areas such as **financial health, community engagement, operations efficiency, and sustainability**. Below is a list of proposed KPIs. These represent broad categories, and management will customize goals, measurements, and processes based on specific criteria.

Using this checklist, check or write-in the Board's top **THREE (3) priorities:**

- Financial Health & Budgeting KPIs**

- Community Engagement & Resident Satisfaction KPIs**

- Infrastructure & Maintenance KPIs**

- Operational Efficiency KPIs**

- Sustainability & Environmental Impact KPIs**

- Legal & Compliance KPIs**

- Strategic Goal Achievement KPIs**

- _____

- _____

- _____

IX. TARGETS FOR KEY PERFORMANCE INDICATORS (KPIs)

1. Financial Health & Budgeting KPIs

These KPIs focus on the HOA's financial sustainability and budget management.

- **Annual Operating Budget Variance**
 - **Definition:** Measures the difference between actual spending versus the approved budget.
 - **Reserve Fund Balance**
 - **Definition:** Tracks the total amount in the HOA's reserve fund compared to the recommended reserve study targets.
 - **Delinquency Rate**
 - **Definition:** Percentage of homeowners who are behind (60 days or more) on HOA dues.
 - **Collection Rate of HOA Fees**
 - **Definition:** Measures the percentage of homeowners who pay their dues on time.
-

2. Community Engagement & Resident Satisfaction KPIs

These KPIs focus on how effectively the HOA engages with residents and fosters a sense of community.

- **Resident Satisfaction Rate**
 - **Definition:** Percentage of residents satisfied with HOA services, maintenance, and events. Typically measured through surveys or feedback forms.
 - **Event Participation Rate**
 - **Definition:** Percentage of the community that participates in HOA-sponsored events (e.g., social events, meetings, volunteer opportunities).
 - **Communication Effectiveness**
 - **Definition:** Measures the effectiveness of HOA communication channels (website, text messages, social media, CiraNet) in terms of open rates, engagement, and feedback.
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- **Resident Engagement in Governance**

- **Definition:** The percentage of homeowners attending Board meetings or volunteering for HOA committees.
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3. Infrastructure & Maintenance KPIs

These KPIs focus on the condition and maintenance of the community's physical assets.

- **Maintenance Request Response Time**

- **Definition:** The average time taken to respond to and resolve maintenance issues or resident requests.

- **Condition of Common Areas**

- **Definition:** A qualitative and quantitative measurement of the condition of community amenities (e.g., landscaping, pools, parks, etc.).

- **Maintenance Cost per Unit**

- **Definition:** Total cost spent on maintenance divided by the number of units in the community. Management will create a “**Sample Contract Specification Requirements Checklist.**”
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4. Operational Efficiency KPIs

These KPIs focus on the efficiency and effectiveness of HOA operations.

- **Operational Cost per Resident**

- **Definition:** Total operational expenses divided by the number of households in the community.

- **Vendor Performance**

- **Definition:** Measures the effectiveness and reliability of third-party contractors and vendors (e.g., landscapers, security services).

- **Technology Utilization**

- **Definition:** Percentage of HOA services that are managed or automated through technology (e.g., online payments, communication platforms).
-

5. Sustainability & Environmental Impact KPIs

These KPIs focus on the HOA's environmental initiatives and sustainability practices.

- **Energy Usage Reduction**
 - **Definition:** The percentage reduction in energy usage (e.g., clubhouse lights, community street lighting).
- **Sustainability Projects Completed**
 - **Definition:** The number of sustainability or green initiatives completed (e.g., tree planting, water conservation, retrofitting pole lights and other light sources to LED, solar panels, etc.).
- **Waste Reduction Programs**
 - **Definition:** Percentage of residents actively participating in recycling or other waste reduction programs. Management will work to create a sustainability program.

6. Legal & Compliance KPIs

These KPIs focus on the HOA's adherence to legal regulations, community standards, and compliance.

- **Compliance with Local Regulations**
 - **Definition:** The HOA's adherence to local zoning laws, safety codes, and other regulations.
- **CC&Rs Violations Rate**
 - **Definition:** The number of CC&Rs violations per month or quarter, measured as a percentage of the total number of homeowners.

7. Strategic Goal Achievement KPIs

These KPIs track the progress on the strategic goals defined during the session.

- **Strategic Goal Completion Rate**
 - **Definition:** The percentage of strategic goals or initiatives completed on time and within budget.

Final Thoughts

These KPIs will serve as essential metrics to measure progress, identify areas for improvement, and ensure that the HOA is operating effectively and efficiently. They will also help the Board of Directors make data-driven decisions to fulfill the long-term vision for the Oak Creek Club Homeowners Association. Regular monitoring and updating of these KPIs will allow the HOA to adapt and stay on course toward its **goals/targets**. Once the Board has approved the KPIs, management will calculate/estimate the current KPI rates to establish a baseline. We will also revisit the management organization chart to determine if staffing recommendations are needed to reach high levels of efficiency.

X. DRAFT OCC ANNUAL CALENDAR 2025

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| <p style="text-align: center;">JANUARY 2025</p> <p style="text-align: center;">Board Meeting 1/14</p> <p>Obtain Pool Mgmt. Proposals/Renewal Finalize RFP for Grounds Contract JC Maintenance Contract Renewal Registration deadline for National Night Out (2/1/2025) Review Maturing Investments Manage Weather Events</p> <p style="text-align: center;"><u>Committee Meeting</u></p> <p>Budget & Finance Committee 1/6 Grounds Committee 1/7 Elections Committee 1/21 Covenants Committee 1/21 Access Control Committee 1/15 Social Committee 7/16 Facilities Committee 1/23</p> | <p style="text-align: center;">JULY 2025</p> <p style="text-align: center;">Town Hall 7/8/2025 Reinvestment of maturing CD 7/31</p> <p>2025 Budget Development Send Signed Audit Rep Letter Oak Creek Activity Pool Operations Call for Candidates 7/31 Review Monthly Financials Oak Creek Day 7/2025 Final Preparations for the National Night Out. Call for Candidates Notice/Annual Meeting Notice sent over to Sundra Printing</p> <p style="text-align: center;"><u>Committee Meeting</u></p> <p>Budget & Finance Committee 7/7 Grounds Committee 7/1 Elections Committee 7/15 Covenants Committee 7/15 Access Control Committee 7/16 Social Committee 7/17 Facilities Committee 7/24</p> |
| <p style="text-align: center;">FEBRUARY 2025</p> <p style="text-align: center;">Board Strategic Planning Session 2/11 Establish Board Liaisons Set Community Goals & Priorities Review Reserve Study Strategy Reinvestment of maturing CD 2/26</p> <p style="text-align: center;">Audit Engagement Letter Grounds Contract Finalization (if needed) Pool Management Contract (if needed) Amenity Reservation System</p> <p>Request Spring Flower Proposal (Landscapers) Obtain Power Washing Proposals YELP Testing (Gate entrances) Manage Weather Events Lake Source LLC for pond management services scheduled March to Nov. (2x a month) Feb to Dec (1x a month) Traffix Logic (Speed Radar) Cloud Subscription Exp. 2/1/2025</p> | <p style="text-align: center;">AUGUST 2025</p> <p style="text-align: center;"><u>Committee Meeting</u></p> <p>Budget & Finance Committee 8/4 Grounds Committee 8/5 Elections Committee 8/19 Covenants Committee 8/19 Access Control Committee 8/19 Social Committee 8/20 Facilities Committee 8/27</p> |

Finalize/ Summarize Pool Management Bids for BOD Presentation

Committee Meeting

- Budget & Finance Committee 2/3**
- Grounds Committee 2/4**
- Elections Committee 2/18**
- Covenants Committee 2/18**
- Access Control Committee 2/19**
- Social Committee 2/20**
- Facilities Committee 2/27**
- Communication Committee**

MARCH 2025

Town Hall 3/11/2025

Reinvestment of maturing CD 3/5

Obtain Tennis Court Resurfacing Proposals (Per Reserve Study)

Obtain Parking Lot Resurfacing Proposals (Per Reserve Study)

Place Order for New Pool Furniture (Per Reserve Study)

Lake Source Contract Auto – Renewal on 3/31

Tot lot mulch proposal

Prepare for Watershed Clean-Up Day

2024 Audit Begins

Plan Oak Creek Day

Review Maturing Investments

Board Package Production

Member Splash Proposal or Amenity Reservation System

National Night Out Planning

Dunbar Security Solutions contract (expires 3/31/26)

Lake Source Contract Auto Renewals 3/31

Committee Meeting

- Budget & Finance Committee 3/3**
- Grounds Committee 3/4**
- Elections Committee 3/18**
- Covenants Committee 3/18**
- Access Control Committee 3/19**
- Social Committee 3/20**
- Communications Committee 3/21**
- Facilities Committee 3/27**

SEPTEMBER 2025

Board Meeting 9/9

Reinvestment of maturing CD 9/15 (2)

Reinvestment of maturing CD 9/22

Snow Removal Contract/Proposals

Committee Meeting

- Budget & Finance Committee 9/1**
- Grounds Committee 9/2**
- Elections Committee 9/16**
- Covenants Committee 9/16**
- Access Control Committee 9/17**
- Communications Committee 9/17**
- Social Committee 9/18**
- Facilities Committee 9/25**

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| <p style="text-align: center;">APRIL 2025</p> <p style="text-align: center;">Board Meeting 4/8/2025 JBI Services, LLC preventative maintenance of six (6) Generators as per contract JBI Services LLC Contract renewal US Treasury Bill Maturity Date 4-30-25</p> <p>Gates/Monument Sign Painting Contract Bid Review Oak Creek Day Proposal approval Paramus Court Tot Lot Tennis Court Repairs Tot lot Mulch Proposals Annual Arch Inspections Begin Connect Pool Phone Pool Registration Starts Pool Preparation Begins Schedule Landscaping Seminar Schedule Annual Backflow testing Perform Generator Maintenance Oak Creek Day Preparation Potomac Watershed Clean up 4/20/2024 Assess Pavement Overlays in Lakeview Section (Per Reserve Study) Member Splash (Auto-Renewal)</p> <p style="text-align: center;"><u>Committee Meeting</u></p> <p>Budget & Finance Committee 4/1 Grounds Committee 4/2 Elections Committee 4/15 Covenants Committee 4/15 Access Control Committee 4/16 Social Committee 4/17 Facilities Committee 4/24</p> | <p style="text-align: center;">OCTOBER 2025</p> <p style="text-align: center;">Annual Meeting 10/14/2025 JBI Services, LLC preventative maintenance of six (6) Generators as per contract CAMP Contract Expiring (December 2025)</p> <p style="text-align: center;">Commonwealth Digital (Printer Lease) – Auto-Renewal 10/1</p> <p style="text-align: center;"><u>Committee Meeting</u></p> <p>Budget & Finance Committee 10/6 Grounds Committee 10/7 Elections Committee 10/21 Covenants Committee 10/21 Access Control Committee 10/15 Social Committee 10/16 Facilities Committee 10/23</p> |
| <p style="text-align: center;">MAY 2025</p> <p style="text-align: center;">Town Hall 5/13/2025 Reinvestment of maturing CD 5/31 (2),</p> <p>Audit Deadline Pool Opening (Memorial Day) Annual Flower Sale Grounds Maintenance Spring Flower installations. Collections Referrals</p> | <p style="text-align: center;">NOVEMBER 2025</p> <p style="text-align: center;">Board Meeting 11/18/2025 Reinvestment of maturing CD 11/15</p> <p>GBI Generators (PM Plan) Auto-Renewal on 11/30</p> <p style="text-align: center;"><u>Committee Meeting</u></p> <p>Budget & Finance Committee 11/3 Grounds Committee 11/4</p> |

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| <p>Confirm WSSC Backflow Results. YELP Testing (Gate Entrances) Monument Repairs Fire Extinguisher Service GRS Technology Solutions contract Auto Renewals 5/30</p> <p><u>Committee Meeting</u></p> <p>Budget & Finance Committee 5/5 Grounds Committee 5/6 Elections Committee 5/20 Covenants Committee 5/20 Access Committee 5/21 Social Committee 5/22 Facilities Committee 5/29</p> | <p>Elections Committee 11/18 Covenants Committee 11/18 Access Control Committee 11/19 Social Committee 11/20 Facilities Committee 11/27</p> |
| <p>JUNE 2025</p> <p>Board Meeting 6/10/2025 Reinvestment of maturing CD 6/30</p> <p>Review and Sign Tax Return Grounds Contract Recommendation</p> <p>Oak Creek Day Prep National Night Out Prep Pool Operations Grounds Maintenance Contract Finalize Electronic Voting</p> <p><u>Committee Meeting</u></p> <p>Budget & Finance Committee 6/2 Grounds Committee 6/3 Elections Committee 6/17 Covenants Committee 6/17 Access Control Committee 6/18 Communications Committee 6/18 Social Committee 6/19 Facilities Committee 6/26</p> | <p>DECEMBER 2025</p> <p>Reinvestment of maturing CD 12/30</p> <p>Brand Design (Website Support) – Auto-Renewal on 12/31 JD Air (PM Contract) Expiration – 12/15 Holiday Party, Saturday December 13th at 8:00 pm to Midnight</p> <p><u>Committee Meeting</u></p> <p>Budget & Finance Committee 12/1 Grounds Committee 12/2 Elections Committee 12/16 Access Control Committee 12/17 Communications Committee 12/17 Social Committee 12/18 Facilities Committee 12/25</p> |

Committee Meetings:

- Budget and Finance Committee Meeting-1st Monday of the Month
- Grounds Committee Meeting-1st Tuesday of the Month
- Covenants Committee Meeting- 3rd Tuesday of the Month
- Election Committee Meeting- 3rd Tuesday of the Month
- Access Committee Meeting- 3rd Wednesday of the Month
- Social Committee Meeting- 3rd Thursday of the Month

- Facilities Committee Meeting- 4th Thursday of the Month
- Communication Committee Meeting- 3rd Wednesday of Month Quarterly

Ongoing monthly tasks:

- BOD Minutes posted to CIRA
- All committee minutes & BOD minutes/packets filed to CAMP server & CIRA
- Management Report posted to CIRA – deliver board package at least 3 business days prior to meeting
- Update vendor Contract and COI in Vendor Management in CIRA
- Weekly wrap up sent to Board
- Provide update to community after board meetings

There are current volunteer opportunities available for each committee as follows:

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| Ad-Hoc Traffic Safety Committee | 7 members needed |
| Budget & Finance Committee | FULL |
| Communications Committee | 3 members needed |
| Community Access Committee | 2 members needed |
| Covenants Committee | 1 member needed |
| Elections Committee | FULL |
| Facilities Committee | 1 member needed |
| Grounds Committee | 2 members needed |
| Social Committee | 2 members needed |

*****PLEASE SHOW YOUR TEAM SPIRIT AND JOIN TODAY!**

*****FRIENDLY REMINDER: ELECTIONS ARE TAKING PLACE THIS YEAR, WITH TWO (2) OPEN BOARD SEATS AVAILABLE!**