5-Year Operational Plan (Draft)

Miami Beach Association Profile

- Established/Incorporated June 1949 as a State Chartered Beach Association and Special Tax District.
- 268 Properties consisting of 244 homes (including condos and commercial buildings) and 24 empty parcels (i.e., empty lots, double lots, non-buildable lots, etc.)[1]
- Common amenities:
  - Office Building
  - Beach (including beach sidewalk and patio)
  - Road and Beach Gates
  - Shed
  - Sand Lot
  - Parking Lot (Including Sport Court)
  - Private roads

Strategic Objectives (2027–2031)

1. Increase Property Values

- Improve residential properties appearance and infrastructure.
- Complete preventive maintenance of Association-Owned property and establish projects that improve the infrastructure.
- Minimize deferred maintenance and become pro-active in completing projects that increase the stability and attractiveness of the Association for current as well as potential new property owners.

2. Maintain Financial Stability

- Keep reserve fund adequately funded.
- Limit tax increases once Association is stabilized.
- Control operating-cost growth by engaging a management company that will bring to the table best practices.

3. Improve Resident Experience

- Enhance communication.
- Improve amenity quality.
- Increase resident engagement.

4. Reduce Operational Risk

- Engage a management company for all operational work.
- Strengthen vendor oversight.
- Strongly and diligently oversee the sewer project.
- Improve safety and security.
- Maintain regulatory compliance.

[1] Source: Town of Old Lyme Grand List 2024

Year 1: Assessment, House Cleaning and Re-Establishing the Foundation

Administration

- Act on reviewing / revamping all Association ordinances.
  - Determine what ordinances can be legally enforced and what to do with those that can't. (Requires review of Town ordinances)
  - Present to members and vote
- Act on updating the Bylaws
  - Ensure alignment with current Charter
  - Make recommendations for future Charter revision
  - Present to members and vote
- Review all vendor contracts and research alternatives / options.
  - Beach cleaning
  - Security
  - Property Maintenance
- Establish new Owner/Renter and New Buyer guidelines
  - Establish new Owner / Renter policy
  - Research / investigate potential to establish administrative fees for renting and seller / buyer purchases to fund reserves
- Act on establishing a plan for the future of our office building at 249 Shore Rd
  - Review prior committee's findings
  - Establish a new Office Building Review Committee
    - Create mission statement
    - Obtain hard facts / figures for pros/cons of keeping or disposing of the asset by seeking and confirming potential buyers or renters and market analysis
    - Present findings and recommendations
- Present Management Company concept to members
  - Pros and Cons
  - Advantages / Disadvantages
  - Timeframe
  - Present to members and vote

Operations and Association Improvements

- Conduct comprehensive external only property condition assessment including review of all member and Association properties.
  - Establish a Property Ordinance Survey Committee
    - Create mission statement
    - Prepare / conduct surveys
    - Communicate and take appropriate action
- Conduct comprehensive review of the Brook
  - Establish the Swan Brook Action Committee
    - Create mission statement
    - Investigate / research companies for defoliation, cleaning and dredging
    - Investigate / research required Inland Wetland and DEEP permits
    - Investigate / research availability of grants
    - Prepare RFPs for cleaning / dredging / defoliation

    - Secure contract
- Act on purchasing a gazebo for our beach pad
    - Outstanding request from our senior members
    - Benefit to all for our Association events
    - (Optional) Extend beach pad for benches
- Investigate / research options for beach sidewalk entrance and take appropriate action.
    - Key card instead of button entrance (solar / electronic)
    - Extend height of gate and make self-retracting
- Replace the old, out-of-date white cinder block pillars at our entrances
    - Secure estimates to remove and replace with masonry stone-like pillars similar to Old Colony Beach.
    - Keep the shrubbery at our entrances maintained to a level that does not interfere with drivers line of sight or remove the shrubs completely.

Member Services

- Update, within the by-laws, conduct for Board, member, special meetings, and establish formal guidelines and timeframes for all regular and special communications.
    - Require Board to communicate to members on a monthly basis
    - Require Board to ensure call-in availability for members to all regular meetings
- Formalize guidelines to establish member involvement on committees
    - Establish process for member submittal / requests to participate
    - Establish interview process / guidelines in keeping with municipal requirements
- Act on ensuring all members have unimpeded access to their Association
    - Revisit the 1997 Pond Rd agreement and take action to have it nullified
    - Research / investigate the potential to move the main entrance from Flagler Ave to an entrance off of Hawks Nest Rd (either Clifton St or Liberty St).
- Conduct resident satisfaction survey.

Financial Optimization and Targets

- Set up semi-annual tax billing.
- Keep annual budget variance <5%.
- Be financially responsible with money currently in CD's.
- Establish a target of maintaining a reserve fund of at least $100,000.

Key Actions by Board

- Present management company concept to members for all operational work and member vote to engage or not.
- Discuss and vote on key projects to complete that will increase property values, are aesthetically pleasing, environmentally and financially responsible and enhance the member experience (based on comprehensive property assessment).
- Finalize and conduct member vote on Bylaw changes.
- Review/discuss Charter Revision (post by-law approval).
- Oversee vendor contracts.
- Set Board meeting schedule with member call in.
- Ensure Board meeting minutes and Association financial reports completed on time, posted on website and available to members at all times.

- Establish regular reporting schedule with WPCA including minutes to meetings and financial reporting to members.
- Resolve outstanding lawsuits and other legal matters.
- Establish a strong policy of governance, compliance, and risk management.