

**Tuckahoe Recreation Club**  
**1814 Great Falls Street**  
**McLean, VA 22101**  
**(703) 356-1205**  
[www.tuckahoe.net](http://www.tuckahoe.net)  
**Tuckahoe Board of Directors**

**MINUTES**

**Date:** November 14, 2023

**Time:** 7:00 PM

**Place:** Tuckahoe - Board Room

**Board Members Present:** Brendan Bayer, Ana Florez, Kristin Gorelik, Matt Kelly, Scott Lisman, Hiranya Maru, Nick Metcalf, Hilary Scherrer, Monika Sibert (via Zoom), Ratih Sudharto, Lauren Wilson (via Zoom), and Monica Winthrop (via Zoom).

**Board Members Absent:** Chris Bassler, Keith Bretzfield, Nathaniel Glasser, and Chris Zochowski

**Officers Present:** Ed Cho (President), Bert English (Vice President), Brian Hult (Treasurer), and Lauren Bostrom (Secretary)

**Officers Absent:** Mike Thomas (Past President)

*Meeting called to order at 7:05 PM at Tuckahoe by the President.*

*Secretary sent out October minutes. Minutes accepted.*

**President's Report:**

- At the end of the meeting, we will move to executive session

**Executive Committee**

- No report

**Manager's Report**

- General Updates:
  - We have been rebuilding the fence around the outdoor pool heaters.
  - The baby pool has been replastered.
  - The surge tank is projected to arrive this month. Clearly been an ongoing project that has not had a good timeline, so we are staying on top of getting it done.
  - We have removed the awning.
  - We have stacked and covered deck furniture.
  - The indoor railings have been brushed and polished.
  - Trees have been, and are being, evaluated for health and priorities.

- Leaves have been rampant around the club, and we have had to deal with seasonal issues of leaves in the pool and drains.
- Elevator maintenance has been completed and it has passed the annual inspection.
- Cleaning is continuing to be something requiring attention to maintain standards.
- Lifeguard sweatsuits have been received.
- Increased rodent prevention in the WBH as the cooler temps were driving rodents inside.
- Closing off the sides of the pavilion and installing guard huts will be looked at this week or next week.
- Employee Relations - An initiative that we are working on right now is increasing how well we serve our staff to increase morale, retention, and build more ownership and care among the team. Some things we are doing are:
  - Human Resources
    - HR is an area where we have room for growth. Melissa is an extremely professional and skilled team member who serves as HR for us – but we have primarily only made HR a part of regular duties with onboarding and payroll.
    - We want to use Melissa to grow more in providing staff with support and recognition to increase our service to the team and positively impact performance and retention.
    - This may include gaining a SHRM membership (Society for Human Resource Management) where Melissa will be able to attend local chapter training, get ideas and encouragement, to help us empower both the management here and Tuckahoe as a whole by advancing HR practices and by maximizing our staff potential.
  - Starting an employee newsletter - Once a month we email out a document that highlights things such as upcoming birthdays and anniversaries among the team, training opportunities, resources available, etc.
  - Building an employee recognition program - Here we can recognize employees for going above and beyond or significantly impacting member experiences through good service, picking up trash on their own accord, anticipating needs of members, or whatever a staff member may be “caught” doing that we want to reinforce. We will share details of this program in the coming months as we develop the details.
  - There are many things we can do in this effort and as we build a foundation I am certain it will make an impact and grow. Please share any ideas you have or ways you would like to be involved in serving our staff!
- Member Communication
  - We are always working on improving our member communication. Recently that has resulted in a formalized temperature policy that we sent to members, pool

cover expectations, a revamped club calendar added to the website (still in progress), easier access to review minutes and financials behind a login wall (still in progress), weather alert bar on the main page of the website for weather notices (outside of daily temp procedures), and a newsletter at some point.

- The weekly message has been well received and continues to be an effective way to share updates and inform members.
- Stats from the weekly emails:
  - A weekly update email has been sent every week since June 4th, 2023 without missing a week.
  - 3,763 emails are in our email contact list. Of those, 2,548 emails are active subscribers (the remainder is members who have unsubscribed).
    - The “open rate” is around 70% for every email sent out.
    - The “click rate” is around 15% for every email.
- Grille Manager:
  - We have moved on from Max as our Grille Manager. Last week was his final week. Max did a lot of good for the club and its offerings this past season, but he was not a long term fit beyond this year.
  - One struggle with the Grille Manager role is that, while the need is very evident for the summer season, it is not easy to create a useful year-round role for a Grille Manager. We have tried to pair the role with Head Lifeguard responsibilities in the offseason since there are always needs for aquatic staff – but it is simply very rare to find a person to fit, and excel, in both kitchen management and aquatics. It is simply two skill sets seldom found in the same person.
  - My proposed direction is that we try to pair the role of Grille Manager with the role of event coordinator. This has many benefits:
    - Event planning and execution is probably the area I could use help with the most. Currently, to plan and execute an event it takes a team effort from several people that have other primary responsibilities. This has been okay and worked well! But makes growth in our program and event offerings difficult because we have to pull even further from our primary duties at times.
    - An event coordinator would allow me to support the events and vision better without taking me away from other projects (even things as simple as member relations).
    - It would allow us the energy to focus on new offerings (such as fitness initiatives, remote programming, increased social media presence for our members to engage in, and more).
    - The skills of a food & beverage manager and the skills of an event coordinator have a lot of overlap and share priorities. Meaning a person that would fit well in both will be easier to find.

- It would connect the Grille Manager with the rest of the club leadership and encourage more team efforts.
  - Planning events has a large food & beverage component that would be cohesive with the same manager overseeing both departments. P&C also works with these two departments and a single manager would be cohesive and clear for board and committee involvement.
  - It would increase manager presence at events without drawing from other priorities such as during the week efforts to manage vendors, finances, membership, etc.
- I have completed a draft job description and given it to P&C to review and approve. Once that process has been completed and approved, we will post the position and look for candidates to potentially start in early 2024.
- Events
  - December 2nd: Adult Holiday Mixer/Jingle & Mingle Event
  - December 16th: Meet Santa Event
  - More details coming soon as we finalize our holiday offerings.
  - We are beginning to work with P&C to plan for next year's event calendar.

### ***Committee Reports***

#### **Operations: Ed Cho**

- No Report

#### **Engineering and Maintenance: Brendan Bayer**

- Most items covered in Manager's Report
- Trying to get outdoor heaters finished
- Waiting on Jeff Allen for indoor pool deck quote and surge tank manufacturer communication
- Had some follow-up meetings with Club Benchmarking
- Trash bins on the hill - we've had temporary ones, but are looking at more permanent options (tilting trash bins)
  - These would be easier for staff to empty and will look better
  - We will look into putting one by tennis courts
  - Aesthetics will need to be looked out
  - \$1,114.00 per unit
  - Powder coating - should be rust-resistant for 5-10 years, but ultimately depends on usage
  - *Motion:* Approve the purchase of 3 tilting trash can units for the hill and tennis court area. *Motion approved unanimously.*

#### **Finance: Brian Hult**

- YTD - approximately flat. Looking at excess cash flow of \$41k (rather than projected \$161k)
  - Revenue is \$60k lower than expected. Mostly aquatics is behind
  - Expenses above budget are: legal fees, computer hardware, recruiting, and licenses & permits
- Budget expenses
  - Broadly expenses have a modest increase (\$100k or 4.3%) versus last 12 months
  - One-time administrative expenses are rolling off while there are increases in staffing (new hires) and increases in supplies (such as pool chemicals)
- Dues
  - Desire to keep dues discussion out of budget discussion, since dues are a large-scale conversation
  - 2023 YTD revenue was \$1.8mm with \$1.6mm coming from annual dues (after giving \$150 credit back for 1st member of household)
  - For 2024 - to keep **operating** budget flat, we need \$1,525k from dues
  - That gives **\$0** cushion for overages and no money towards deferred maintenance (just short of \$2 million)
  - By not giving a \$150 credit this year, we have an additional \$163,200 of operating cash flow that can be used towards deferred maintenance
- Will move budget approval to December meeting - we are aiming to set up member meetings to solicit feedback

### **Membership: Lauren Bostrom**

- Numbers:
  - Full members: 3,250
  - Absentee: 220
  - Emeritus: 103
  - Children under 5: 165
  - Limited members: 40 (increased by 1)
  - Waitlist total families: 410 (1,503 individuals)
    - New to waitlist: 6 families (21 individuals)
    - *Motion: Approve list of new individuals to waitlist. Motion approved unanimously.*
- We are continuing to look at by-laws regarding dues collection and membership notification dates. We intend to move dates up one month, but this will not take place during the dues collection cycle of 2024.
  - Maybe send some sort of message out to gauge interest for remaining on WL
- Follow up from last month's meeting - we should set a price for emeritus members buying multiple passes. The first pass would be priced at \$165, the second pass would

increase with a cost of \$175, followed by any others at \$200/pass. This would be 100 visits for \$740

- *Motion* to approve the structure as reported above. *Motion approved unanimously*

#### **Member Relations: Lauren Bostrom**

- We have received several proposals from the Concerned Members group on dues/CapEx structuring to cover the anticipated deferred maintenance per the Club Benchmarking report. We intend to wait for the 2nd phase of the Club Benchmarking study before making any determinations on path forward

#### **Programs & Concessions: Matt Kelly**

- Jingle & Mingle event coming up

#### **Aquatics: Bert English**

- Registration for the second session of winter swim and dive is currently open. The second session runs from Jan 7-May 5. We had approximately 170 swimmers and 40 divers in the first session. This is pretty much on-par with past years.
- In coordination with Operations, the Aquatics committee approved the use of the hot tub for the dive team on Monday and Wednesday evenings from 6-8pm. Divers need to keep warm to maintain their flexibility between dives, especially during the winter season. As a condition of using the hot tub, each swimmer must obtain parental consent. Coaches will instruct the divers on the proper use of the hot tub as well as be responsible for supervising the divers. Members may continue to use the hot tub and the Committee will continue to monitor the effectiveness of the program. Phil has communicated the changes in the weekly TRC updates.
- Aquatics received a request for private dive lessons. Recognizing that space is limited and diving takes up a significant footprint, we are looking into rolling out private dive lessons on a limited basis during times when member usage is at the lowest or the boards are otherwise available.

#### **Tennis: Scott Lisman**

- Started a list of capital improvements
- Have been in contact with Tennis Reps and gotten an idea of what each program is
- Meeting with Dylan and Pass Academy to develop future needs/wants
- Beginning to look seriously at a new tennis shed - this could double as a shed and office. Currently, staff has no place to sit and monitor usage. This would also be good for Pass Academy, court schedules, etc.
- There seem to be high rates of non-members playing on courts (but we don't have real data for tennis, due to lack of monitoring). This could be a safety concern.
- Locks on courts - something electronic would be better than a normal lock

**Long Range Planning: Ed Cho**

- No Report.

**By-Laws: Nick Metcalf**

- Met last week
- Evaluating by-laws and will report out at a future meeting

**Fitness: Matt Kelly**

- Signs for new gym improvements are up in the lobby
- We are soliciting member feedback regarding contract and individual equipment. We are getting approximately 10 pieces of feedback per day. Right now, people generally want better mirrors and heavier weights. Nobody seems to be in opposition to the renovation yet. We will report out more findings at a later date. Peloton will be staying, but everything else will go.

**Marketing: Monica Winthrop**

- Started to establish priorities for the year.

**Old Business**

- No report

**New Business**

- Approach to getting funding for deferred maintenance raised by member - this will be taken into account by the board with upcoming budget discussions
- Feedback given regarding tennis structure
- Gas contract proposal - our existing contract will expire and we will be switched to a variable pricing structure. Proposal to consider this contract prior to November 30th (when the contract expires)

**Announcements**

- December Meeting scheduled for 12/19 – rescheduled to Tuesday, December 12
- Working on location for Board holiday get-together (it will likely be in January).

*Moved to executive session at 8:24 PM.*

*Meeting adjourned at 9:16 PM.*

**Lauren Bostrom**  
**Secretary**

**Ed Cho**  
**President**