

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

MINUTES

Date: December 13, 2023

Time: 7:00 PM

Place: Tuckahoe - Board Room

Board Members Present: Keith Bretzfield, Ana Florez, Nathaniel Glasser, Kristin Gorelik, Matt Kelly, Nick Metcalf (via Zoom), Hilary Scherrer, Monika Sibert, Ratih Sudharto, Lauren Wilson, Monica Winthrop, and Chris Zochowski (via Zoom).

Board Members Absent: Chris Bassler, Brendan Bayer, Scott Lisman, and Hiranya Maru

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

Officers Absent: Mike Thomas (Past President)

Meeting called to order at 7:03 PM at Tuckahoe by the President.

Secretary sent out November minutes. Minutes accepted.

President's Report:

- Jerry Nelson apology letters & reinstatement
- ABC licensing progress

Executive Committee

- Discussed staff annual performance evaluations

Manager's Report

It has been steady these past few weeks at the Club. We are staying busy with ongoing projects and serving the membership. Here are several highlights:

- The Holiday Mixer + Kid's Lock-in went really well with lots of participation and attendees staying till the end. We had 30 adults in the Holiday Mixer side and 20 kids in the Lock-in. We had lots of good feedback about including a children's option so parents could attend without the need to arrange their own childcare.
- Santa Visit is on December 16. We are bringing a professional photographer for the event to take photos of families that can be delivered for members to have a high-quality lasting

photo from the season. They will receive complimentary digital photos and can also purchase prints for their home or for gifts if they wish (directly through the gallery).

- We are continuing to work on redoing employee handbooks and building a member handbook. Long-term goal (when we are ready) is to create a more inclusive welcome experience for new members that educates on how to get plugged in and get the most out of the club (existing members may get a lot out of such a packet too).
- We winterized the whole club over the month of November.
 - The only item still to be done is the baby pool (was left unwinterized longer to let the new plaster cure).
 - The pavilion is set up for offseason use. We got lots of good feedback the first weekend in December of the setup and vibe. In addition to using the pavilion for events, we plan to also open it up for members to use for various activities (watching sports, hanging out during swim practice, etc.). Stay tuned for an announcement about such use following the Santa Visit (once we remove decorations and supplies for the event).
- We are taking this time to formalize many SOPs for management use to create a consistent and thoughtful experience when the busy season picks back up in the spring. SOPs being written include petty cash use, disciplinary steps, cleaning routines, communication standards, vacation time, filing, scheduling, and many more.
- We have begun using a new team management software, Connecteam.
 - We had been using a scheduling tool through our payroll software, Paylocity.
 - Paylocity is going to start charging extra for this tool, so we decided to change to one we liked better.
 - Connecteam is a powerful scheduling tool we can use for everyone at the club in addition to other features such as HR tools, checklists, communication, shift changes in app, and more.
- Settling outstanding fees on members' accounts from throughout the year.
- Changes to the website, including a new calendar, a member information section (behind a login wall), and weather updates. Club Automation has been very slow in this process – we have been actively working it all fall – but at this exact moment they are making progress and being responsive.
- The Tennis committee and management are working on planning some pickleball activities for the offseason. Ana Florez has arranged an expert who is willing to offer some free PB clinics to improve engagement and interest that we hope to turn into a more regular offering next spring/summer. More details to follow as the tennis committee is in progress on this project.
- Event planning for next season is underway.
- Swim and Dive team schedules are drafted. The club event schedule is also drafted and awaiting a chance for P&C and management to get together.

- Snow removal arrangements have been made and we walked the premises to establish the procedure.
- Fitness center project is closing the member feedback phase and will enter a decision-making phase. Fitness committee to expound.
- Cleaning crew has been a little inconsistent. But overall good – we are working with Fadia to tighten up a little bit. But she is making efforts, and we are seeing improvements.
- Machine aquatics is using the pools a lot right now. In addition to the multiple daily uses per our agreement, we have also taken on a handful of additional practices due to another facility they use being unavailable.
- I am developing a “hospitality” centered training that we will do in house with all staff prior to the start of summer. This training will be focused on teaching staff how to maintain high standards of safety and facility care while always prioritizing member experience through a yes culture, personalized service, +1’s, and thoughtfulness to the members outlook of each visit. More to come.

Lots being worked on in addition to these! Sharing these highlights to you all! Please let us know if you have thoughts or questions for the management team

Committee Reports

Operations: Chris Bassler

- Machine is currently using more Tuckahoe lanes (outdoor pool) since their normal facility was unexpectedly closed. They will be using some lanes during December and January.

Engineering and Maintenance: Brendan Bayer

- Just finished winterizing

Finance: Brian Hult

- Cash on hand - just over \$1.9 million
- Reminder: Capital Reserve Study from Club Benchmark noted that approximately \$120,000 should be spent in the fitness room for 2024/2025, and it would be a CapEx item. As currently proposed, we would be spending up to \$50,000 on the suggested improvements by CB.
- Budget
 - Expenses are mostly the same year over year (\$2.5 million expenditures over past YTD)
 - Staffing expenses slightly increased (in line with programming/legal/recruiting/etc.) - this is not because of poor retention, but rather to increase retention/morale. This will always be a “battle”, but it is mostly planned, rather than reactionary

- We have about \$1.6 million to cover with dues - if dues are kept flat, dues will cover budgeted needs, with minimal wiggle room, and there is no space to address deferred maintenance. We emphatically DO NOT want to raise dues, but we need to think about the fiscal (and physical) future of the club. Ideally, we would just raise the CapEx fees.
- Initiation fees are not forecast in the presented budget, but these will be allocated towards club enhancements.
- Plan to add a line item for deferred maintenance
- *Motion:* Approve budget as presented (except dues and deferred maintenance line items). *Motion approved unanimously.*

Membership: Lauren Bostrom

- Numbers:
 - Full members: 3,250
 - Absentee: 220
 - Emeritus: 103
 - Children under 5: 165
 - Limited members: 40
 - Waitlist total families: 414 (1,516 individuals)
 - New to waitlist: 4 families (13 individuals)
 - *Motion:* Approve list of new individuals to waitlist. *Motion approved unanimously.*

Member Relations: Monica Winthrop

- To this point, we have held no meetings but we are planning on advertising a Member Relations Meet & Greet with the Concerned Members listserv as well as having Phil broadcast it on the weekly update. I will provide a few dates for our committee members and see if we can host something on a Saturday afternoon in the heated pavilion to provide a forum for member feedback.
- Concerns have been expressed from some members concerning the proposed Fitness Room upgrade (primarily due to cost). While I understand a vendor has not been selected yet, we should ensure that the selected equipment is suitable for members at all levels of fitness. Many of our members are older with limited mobility to machines that can cater to lower levels of impact should be considered. Some additional information in terms of annual cost of fitness equipment lease would be helpful. Also, much of the equipment has exceeded or approached the estimated lifespan and the associated costs with equipment replacement has been included in the Club Benchmarking analysis. This information should be conveyed to membership so they understand this project was conducted with this in mind.

- Dick Nelson has proposed that a Member Profile (database) be created that can organize the membership roles into categories including number of full members, families, number of children, children's age (including those of ages 1-4), etc. This has been suggested in an effort to better forecast revenues and I assume to generate new suggestions for a revised dues structure. This is a completely manual process, so it is difficult to do more frequently than on an annual basis.

Programs & Concessions: Matt Kelly

- Had a great event in the pavilion - thanks, Phil
- 2024 calendar is approved
- Santa Visit coming up on January 16th
- Board members will be obligated to attend 3+ events per year to volunteer (this is in the ByLaws). There will be a SignUp Genius circulated by Phil and Cheryl.

Aquatics: Bert English

- Lots of fun! This is the last week of winter swim's first session. Getting ready to transition for the second session, and we are getting close to the final numbers for that session.

Tennis: Scott Lisman

- General member, Roman Sarna, who plays tennis 3-4x/week who will be a non-Board member on the Tennis Committee
- Looking into getting better structure/overall better facility
- Pickleball clinics - Pass Academy was confused as to our ask. They would provide this service if it was in their contract, but as of right now, it is not. We have found a volunteer who is willing/able to do it for free. Tennis committee will continue these discussions so that we can have a program for this spring.
 - Right now, we have two pickleball nets out (though one is often pushed to the side) and two in reserve. PB demand has not been high enough for all four nets to be up.
 - Ragged nets are youth program nets
 - There is not enough control of nets up on tennis hill, but we will work on this in conjunction with more programming.
- Security - suggestion for two-way speaker Ring cameras on tennis hill as a short-term fix. Will look into.

Long Range Planning: Chris Zochowski

- No report - all related to budget.

By-Laws: Nathaniel Glasser

- Received some recommended redline revisions - will discuss and report out.

Fitness: Matt Kelly

- Completing the member feedback portion of the fitness room refurbishment.
- We are comfortable moving forward with feedback and selecting a vendor.

Marketing: Monica Winthrop

- Newsletters will be sent out in February - this is a good time for us to advertise dues as well. This will also contain a summary of what is happening in the various committees and a broader overview of the club
- Website - weather and meeting minutes are now available on the website. Some details still being ironed out, but will be announced to membership when everything is working (early January)
- WhatsApp exists for the Marketing Committee in order to cut down on emails. In the same vein, we could create a “community” on WhatsApp, which is a one-way avenue for quick communication. Members would opt-in to this community.

Old Business

- No report

New Business

- What are current initiation fees? \$1,500 for individuals, \$2,500 for families; when they join waitlist, all pay \$535, \$500 of which is applied as a future credit.
 - *Motion:* Raise initiation fees. *Result:* Deferred to committee.
 - This is the most market-sensitive fee, raising too much will cause people to look elsewhere
 - This would allow us to fund deferred maintenance
 - Many clubs have initiation fees that are much higher
 - Tuckahoe is unique, we need to maintain our club and our memberships' expectations
- Is the \$50 Capital dues the same as the CapEx contribution? Yes; this can only be increased by \$10 each year, according to ByLaws. Will probably revisit this in the future.
 - *Motion:* Motion to increase the CapEx fees from \$50 to \$60. *Motion approved unanimously.*

Announcements

- Holiday staff party will be December 13, 3-5 PM. Board members encouraged to stop by.
- Next Board meeting will be held on January 16th at 7 PM.

Meeting adjourned at 8:35 PM.

Lauren Bostrom
Secretary

Ed Cho
President