

Marin Tennis Club
Board of Directors Minutes
10/11/2018
Taken by Emily Birkenseer, Secretary

Directors Present: Rich Hoffman, Liz Collins, Maureen Tierney, Mark Clem, Randy Tugaw, Emily Birkenseer, Jacqui Osterman, Aric Clark

Directors Absent: John Honey

Also in attendance: Chris Horne, General Manager, Lisa Cush and Jason Holmes, House and Grounds committee, Stewart Lum, Finance Committee

Meeting was called to order by President Rich Hoffman at 6:05 pm.

Minutes from the 8/30/2018 BOD meeting were approved unanimously with a motion by Aric Clark to approve, which was seconded by Liz Collins.

House and Grounds Presentation:

Lisa Cush and Jason Holmes gave a presentation from the House and Grounds committee that highlighted what the committee accomplished in their retreat and prioritized future projects. There was discussion of more innovated ways of fundraising for some of these projects (sponsors, locker PSLs, adopt a court, etc.). Details of this presentation can be found in their power point presentation, highlights below:

1. H&G feels our first priority is resurfacing the back courts (4-7). There are several options for this project including painting the courts, plexi-pave and plexi-cushion. All options have pluses and misuses (cost, surface durability, impact on players joints, etc.).
2. The next priority is the men's locker room. H&G feels that a small remodel could be accomplished in a relatively short amount of time and have a big impact on the space. For cost/timeframe, they feel that taking the floors down to polished concrete (similar to the "dance floor" in the club house) would take about 3-5 days. Adding new lockers and getting rid of the middle locker bank would take about 2 days...probably a total of 10 days downtime, but the locker room would still be usable during this time. A more detailed project plan is needed to finalize the design plan
3. H&G feels that the walkway to the beer garden should temporarily be filled in with mulch and flowers, so a better/safer strategy can be worked out for that sidewalk.
4. The committee would like to see updated gym equipment in the short term. They are open to the idea of used equipment or donated equipment.
5. New carpet in the club house/bar refurbishment

More long-term goals include:

1. Second floor remodel
2. Completing the beer garden
3. Access/delivery areas

4. Front control member/guest access point
5. Pool renovation

Rich asked H&G to meet with the Finance committee to discuss possible budgets and how they fit in with MTC's current cash flow/savings.

Finance Committee Report, Stewart Lum/Chris Horne:

There was a detailed presentation reported by Stewart and Chris which enlighten the board as to where MTC's money has been going for the last decade or so (details available in the Finance Committee report).

It was reported that in the last 12 years (since 2006) MTC has spent a very large amount of money in capital expenditures, but never assessed the membership for the debt that was created by those expenditures, which now has us in a tight cash flow situation while we try to service the debt for those expenses. Stewart and Chris did an extensive analysis of historical improvements, debt service and extraordinary cash inflows/outflows. They also presented the club with a new budget.

Stewart presented several ideas on how to manage our current cash flow/debt servicing issue. First, a 13th month assessment to get an immediate cash infusion. Second, a plan to take advantage of the club's popularity by capping membership and increasing initiation fees and assessing a capital improvement fees to new members. There was also a discussion of a dues increase vs. an additional or 13th month assessment.

Chris also highlighted some cost savings measures that are already in place. First, a decrease in staff has led to a decrease in payroll of about \$6K a month. There is also a plan in place for restructuring the maintenance staff and to put currently outsourced maintenance tasks to internal staff. Chris Horne is working on the action plan for that.

Three motions came out of this discussion:

Motion One

Made by Mark Clem, Seconded by Jacqui Osterman:

The Board moves to increase initiation fees and asses a capital improvement fee by the amounts outlined by Chris Horne starting 11/1/2018.

This motion was passes unanimously.

Motion Two

Made by Aric Clark, seconded by Emily Birkenseer

The Board moves to cap membership at 335 members, effective 11/1/2018 and start a waitlist. To join the waitlist, prospective members will pay a non-refundable \$500 which will be applied to their initiation fee should they decide to join.

This motion was pass unanimously.

Motion Three***

Made by Randy Tugaw, Seconded by Maureen Tierney

The Board moves to assess membership for past and present capital improvements beginning 11/1/2018 based on a working number of 315 members to run though 2023.

This motion was passed unanimously.

***Noted, it was later understood that the by-laws prevent the BOD from making this assessment, so this motion will be modified at the next meeting

GM Report, Chris Horne:

Chris reported on his maintenance team action plan, including retracting the staff to increase results and decrease costs.

He also reported that all tennis pros have signed the new lease agreement with MTC, they are invoiced every Thursday for their court time and pay those invoices on Friday. This is already turning into a successful change as MTC doubled the amount of money they got from Devin in the last month.

The next board meeting was set for 10/30/2018 at 6:00pm.

A motion to adjourned was made by Jacqui Osterman, seconded by Liz Collins and was passed unanimously.

Meeting was adjourned at 8:46pm