

Monte Sano Club

2013 Master Plan

Draft Submission January 2013

Committee Members: Peggy Sammon, Zac Simpson, Glenn Carr, Steve Fair, Delia Siegrist, Sandra McAnally, Bob Crook, Ed Hart, Ralph Petroff, Albert Ordway, Jerry Stoddard, Greg Wright

Background: A Long Term Planning Committee was commissioned by the Club Board in 2010 to develop a multi-year plan for capital improvements and to explore financing options. The committee used the results of the Club survey performed in 2009 for guidance. The results of the survey (attached), and numerous conversations with members, indicated several desires by the members:

1. An updated Bathhouse/storage house
2. Ramps and ADA access
3. Weatherized Pavilion
4. Expansion to the Eastern Bluff
5. Additional Pool
6. Improved Tennis Courts
7. More year-round access to grounds and facilities

The top three items on the list were accomplished over the 2009-2012 time frame, so the LTP Committee focused on the remaining 4 items and based on discussions with various members, we added a Lowell Anderson Memorial project to the list. It should be noted that prior to 2009, several important projects were accomplished including improved and expanded parking, replacement of the pool gutters and repairs to the pool.

In late 2011, a partial survey of the useable grounds was accomplished by Zac Simpson. The LTP Committee met with member Greg Curl, a local landscape architect and planner, and he provided, pro-bono, some early conceptual drawings as a starting point for the Committee. After review, the Committee recommended that Greg Curl's company, GRC Design be hired to provide planning assistance. The Board approved the recommendation.

After many discussions, and many possible scenarios, the following list of requirements was approved by the Committee and provided to Greg Curl for 'placement' on the grounds. Simultaneously, a finance plan was begun by Steve Fair.

Requirements:

- **An additional pool**, solar heated, at a uniform depth, for multi-purpose, including lap swimming, games and swim team practice. The rationale for this requirement was that our current 7-lane 25 meter pool was not adequate to provide sufficient swim team practice, free swim and lap swimming with the current and expected demographics of the membership. The swim team has had over 120 participants for the past few years and they get less time in the pool than any other swim team in our league. A core group of 15-20 lap swimmers use the pool for daily exercise and free swim is popular among the children and adults. A solar heated pool would extend the use outside of the traditional May-Sept time period without adding to utility costs. A pool of uniform depth would allow additional sports such as water volleyball to the activity list. The size of the additional pool would be between 25 meters, with 4-6 lanes, depending on space limitations.
- It was decided that the optimal placement for the additional pool would be where the current **volleyball court** is, thereby allowing shared use of the bathhouse, pool pumps and pump room and ease of viewing by the lifeguard staff. This necessitates moving the volleyball court. The preferred new location for the volleyball court is the north end, close to the pool and away from the prime bluff real estate. The requirements for the volleyball court are to meet competitive play regulations, and provide an area for viewing.
- Several studies of the **tennis courts** have determined that cave areas under the courts will continuously cause settling and produce cracks in the surface. The solution would be to continually re-surface the courts or to re-locate them to a more stable area. We chose to relocate the courts to the north end, where there is ample space for two double courts (oriented in the correct N-S position), level ground and easy off-season access. We believe that better courts will help re-build the tennis participation among members, and would allow the Club to participate in tennis competitions with other Clubs.

- The extended **bluff** area has been off-limits, or partially off-limits for the past decade due to unknown, possible, structural concerns, and settling of the deck. We decided that the grounds that are currently occupied by the tennis courts, along with the bluff deck on the eastern side, represent the prime real estate for the Club. The area has a gentle slope, is quieter than the area near the pool and has outstanding views off the bluff. So we decided to upgrade this area with grassy fields, a terraced mini amphitheater and unified deck that would connect with the current deck on the eastern end. The goal is to provide a large area for picnicking and community gatherings away from the activity of the pool and other recreational sports.
- **Lowell Memorial:** We discussed several ideas, including fountains, plaques, sculpture, meditation area, etc. Ed Hart showed us an area on the eastern bluff by the waterfall that was a favorite area of Lowell's during the construction. We explored ideas for a structure in this area but did not settle on a firm idea. We recommend placement of a historical marker at the Club entrance highlighting Lowell's vision and work in establishing the Club as we know it today. Additionally we recommend a plaque on the eastern bluff noting Lowell's favorite spot to look off at the view.
- **Year Round Access:** We have discussed extended access to the grounds, as well as building a year-round facility. The building of a structure for year-round is complicated by the significance of the capital expense and the need for year round management. We decided not to recommend a year-round facility in this current 5 year plan, however, we have identified a location of the far western bluff where a potential future facility would optimally exist. We recommend a separate group be commissioned to develop a plan/recommendation for a year-round structure. Access to the grounds on a year-round basis can be accomplished with this plan. Limited access to the tennis courts and volleyball court can occur by having a separate gate to the main grounds. Access to the bluff areas can be accomplished with gate access although future boards will need to address whether or not to have Club staff present during off-season.

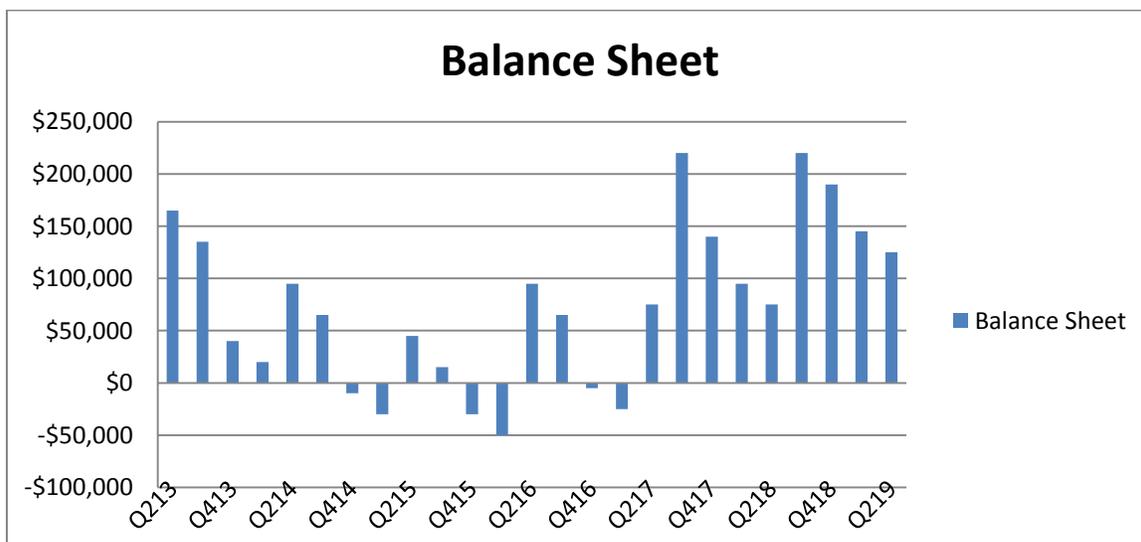
Financing:

A review of the past 5 years' operations indicates that if well managed, and without serious maintenance issues, the Club should be able to set aside approximately \$50,000 per year for capital improvements. Also the Club has access to \$100,000 line of credit for short term needs. Our analysis of the items included in this 5 year plan can be accomplished without long term debt and without assessing members. Our committee felt strongly that the Club should not take on long-term debt.

Our recommendation is to manage the 5 year plan in 3 phases, thereby matching expenses to reserves:

| | Activity | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------|-----------------------------|------|------|------|------|------|
| Phase 1 | New Pool/VB court | ■ | | | | |
| Phase 2 | Tennis Court/Entrance | | ■ | | | |
| Phase 3 | W. Bluff/Grounds, fireplace | | | | ■ | |

Assuming \$50,000 in reserves can be saved each year, and with a beginning balance of \$25,000, the forecasted Balance Sheet is shown below. Note that 6 quarters will require use of the Line of Credit for short term cash flow.



The following chart details the uses of funds over the 5 year period by quarter.

| Quarter Start | Balance Sheet | Capex | Notes | Yearly Assumption | | |
|---------------|---------------|----------|---------------------------|-------------------|--------|--------------------------------|
| Q213 | \$165,000 | | | Income | \$145k | (Q2) |
| Q313 | \$135,000 | | | Expense | \$95k | (\$30k Q2, \$45k Q3, \$20k Q4) |
| Q413 | \$40,000 | \$50,000 | <i>pool 50%</i> | | | |
| Q114 | \$20,000 | | | | | |
| Q214 | \$95,000 | \$70,000 | <i>pool complete</i> | | | |
| Q314 | \$65,000 | | | | | |
| Q414 | -\$10,000 | \$30,000 | <i>Tennis 50%</i> | | | |
| Q115 | -\$30,000 | | | | | |
| Q215 | \$45,000 | \$70,000 | <i>Tennis complete</i> | | | |
| Q315 | \$15,000 | | | | | |
| Q415 | -\$30,000 | | | | | |
| Q116 | -\$50,000 | | | | | |
| Q216 | \$95,000 | | | | | |
| Q316 | \$65,000 | | | | | |
| Q416 | -\$5,000 | \$25,000 | <i>Old Tennis Removal</i> | | | |
| Q117 | -\$25,000 | | | | | |
| Q217 | \$75,000 | \$45,000 | <i>Grounds Complete</i> | | | |
| Q317 | \$220,000 | | | | | |
| Q417 | \$140,000 | \$50,000 | <i>Bluff Work</i> | | | |
| Q118 | \$95,000 | | | | | |
| Q218 | \$75,000 | | | | | |
| Q318 | \$220,000 | | | | | |
| Q418 | \$190,000 | | | | | |
| Q119 | \$145,000 | | | | | |
| Q219 | \$125,000 | | | | | |
| | | | | | | |

Other Recommendations:

1. Establish a long standing Maintenance Committee that reviews Board recommendations for maintenance and repair of Club facilities prior to new expenses incurred.
2. Establish a historical Maintenance Data Base and keep current.
3. Establish a Construction Manager/Inspector to represent the Club during the process of the 5 year Plan.

4. We did explore the possibility of raising funds through the sale of some portions of land owned by the Club but not useable by members, (and outside of the viewing range of the bluff). We learned that when the land was originally purchased, Mr. Anderson felt that some of the bluff lots might be desirable by homeowners who wanted to protect their views, and that by selling those lots, the Club could enjoy some future income. We recommend that this idea be considered by the membership, although it is not required to fund this 5 year plan.