

Questions/Answers about the Master Plan (January 2013)

When was the Master Plan requested and why?

Since 1995, many Boards have recommended a Long Term Plan because it's a 'best practice' for any organization that plans to operate over the long term, and especially organizations that have facilities. Without a Long Term Plan, money is spent on short term pet projects without necessarily advancing toward a goal of improving overall value. At Monte Sano Club, the make-up of the Board changes every year, and for those of you who have served on the Board, you know that the primary effort goes to making that year's operation run smoothly and solving major maintenance problems. In 2003, a Strategic Plan was requested by the Board and a survey was taken by the Membership. Pool repairs and parking were items of concern at the time, and beginning in that year, major efforts went into replacing the pool gutters, upgrading the concrete decking, and paving the parking lot.

In 2009 the Board wanted to benchmark our membership experience at Monte Sano with that of other Clubs. We surveyed other club's dues, lifeguard requirements, social plans etc. and also decided to complete an extensive survey of the opinions of our membership. The findings of the write-in comments of that survey are available on the website. Discussions with members indicated that the most desired feature at the Club was the bluff and the community gatherings, informal and formal. During that time a Long Term Planning Committee explored the idea of building a year round facility and had concept drawings prepared. Membership feedback was mixed, but the majority preferred improvement to existing facilities over a year round building.

In 2010 a major overhaul of the bathhouse took place and the storage house was built the next year. Ramps for ADA access were completed. In 2011, at the General Membership meeting, the new Long Term Planning Committee was announced and recommendations for a Master Plan were promised in the next season. This committee used the 2009 survey as a guideline and held numerous conversations with members to refine the plan.

Our focus was to react to membership desires for the pool and property, determine the best use of the property and develop a longer term, cohesive plan that would meet those desires and maintain fiscal control.

What are the recommendations?

See the attached report for the detailed recommendations. In summary, the Committee determined that the three most desired elements were – more bluff access, more pool capacity and refurbished tennis courts. The Committee decided that a conservative financial approach

was best. We are aware of other clubs with significant debt and they are struggling to make the payments. Since Monte Sano Club can operate annually with funds set aside for capital improvements, the Committee explored a plan to meet the needs without using long term debt. We met with a master planner who quickly identified that the prime real estate at the Club is the bluff by the tennis courts because the gently sloping grounds and the expansive views from the bluff make that area most usable by the members. In order to achieve that objective, we would need to relocate the tennis courts and structurally fix the deck on the southern end. Relocating the tennis courts to the north would achieve two benefits – a better subsurface with less settling, and a way to consolidate the activities such that the southern grounds could be left open for green space. We learned later, that this was Lowell Anderson's original plan. (see the 1962 plan drawing by Lowell Anderson). Once the tennis courts were placed in the open area, it halted efforts to complete the green-space and bluff access.

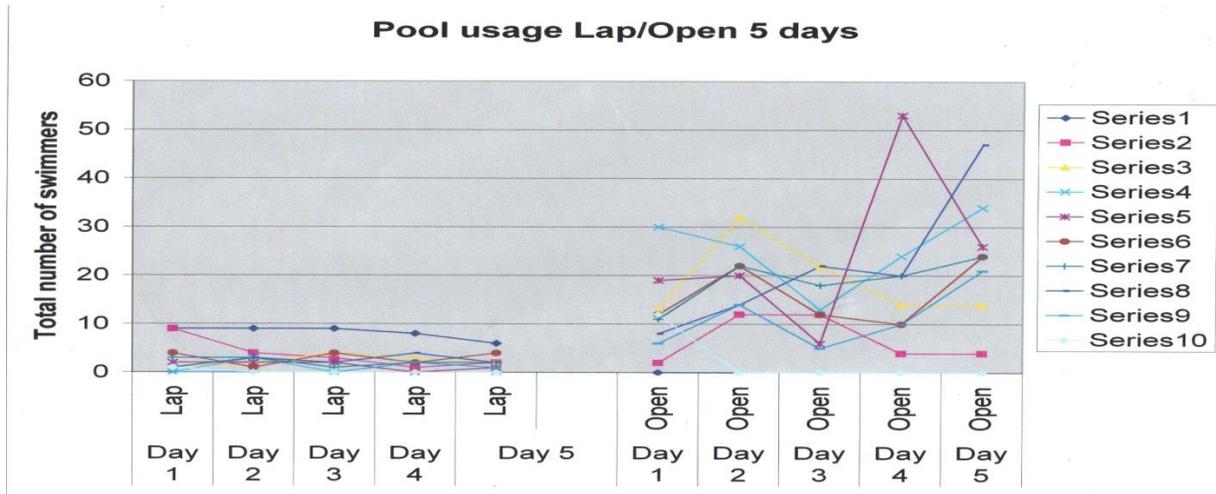
So to accomplish the 3 goals (more bluff access, more pool capacity and better tennis courts) we ran various scenarios and found that financially the best order was to build the pool first, then the tennis courts and eventually free up the southern lawn for more bluff access. Based on the preliminary cost estimates this could be accomplished in about 5 -7 years, with the construction happening in the off-season.

Do we really need more pool capacity?

Yes. On typical weekday the pool is open from 8am to 9pm. During those 13 hours, the pool has restricted use for 5.5 hours, or 42% of the time. (2 hours for lap swimming only, and 2.5 hours for swim team only.) So if a member is not a lap swimmer and not on swim team, then the daily pool hours are limited to 7.5 hours. Even giving this pool time to the swim team is barely enough for swim practice. Our team has less pool time than any other team in the league. Swim team is an important part of the community for many families at the Club. In 2012, over 100 families were involved with Swim Team. It's the largest activity at the Club. Lap swimmers use the entire pool from 8-10am, restricting others from free swim. Our membership has done a terrific job of sharing our prime facility – the pool, but we are left with a limited schedule and no opportunity for other activities (water volleyball, water ballet etc) that would require dedicated time.

The following graph is from 2010 when we kept daily use totals. The numbers charted are the average number of swimmers in the pool during lap swim and during open swim on each day of

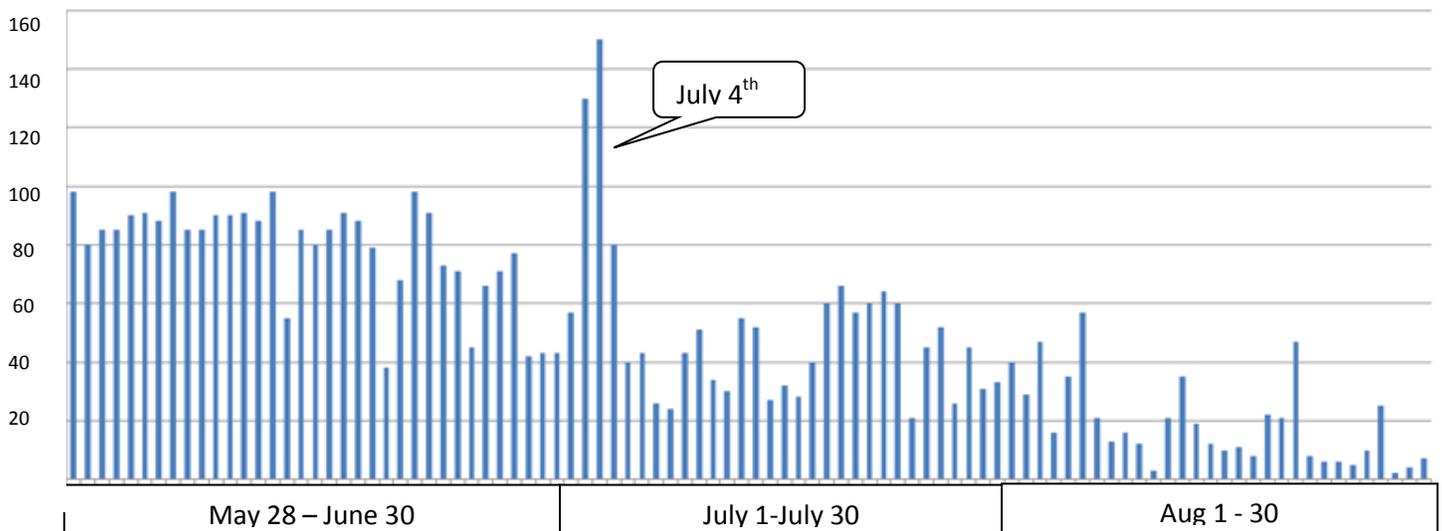
the week, reported over a 10 week period (series 1-10). So generally there were about 5-10 swimmers during Lap Swim and about 20 swimmers during Open Swim. (Use during Swim Team practice was not counted.)



We have heard that there would be many more lap swimmers if the hours were not so restricted. Many members have requested a warmer pool. Using a solar-heated solution, we could probably open the new pool in April and close at the end of November.

Another helpful chart is the number of members who signed in (also in 2010). We analyzed the sign-ins and noted that about 80 families either do not come to the Club at all, or only once. Summer memberships have been granted to about 25 families per year who are on the waiting list for membership.

Monte Sano Club Member Sign In TOTAL Data 2010



Why not just resurface the tennis courts and leave them where they are?

The tennis courts are on the prime real estate for community gatherings. The gentle slope of the ground and the spectacular bluff would allow dozens of members to gather for picnics, away from the commotion of the pool activities. This was the original vision by Lowell Anderson.

The tennis courts are constantly cracking due to ground settling. They would be far easier to maintain on higher ground. We did get estimates for re-surfacing as part of our planning. The resurface cost is \$60k, and the re-build cost is about \$80k.

Why not just get rid of the tennis courts – who uses them?

We met with several member tennis players and are convinced that an active tennis program could be rebuilt at the Club if the tennis courts were in better shape and if tennis lessons were provided. In 2012, the tennis program for children was sold out. About 20 member families use the tennis courts now, even in their compromised condition.

Do we really want to cut down all those trees at the north end to make way for a tennis court?

No, of course we don't want to, but from a land-use perspective, the north end of the club is currently un-used and the suggested reclaimed green-space would allow for substantial tree planting. In 2012, the Board planted about 50 trees on the far north end, and that type of planting can continue in other areas. The wooded area to the west of the tennis courts are currently not used by the membership, and that area would become more accessible once the tennis courts are relocated. Several members have suggested building and improving trails below the bluff for nature walking. Keep in mind that the Club has 90 acres, 90% of which are forested.

Will these recommended improvements change the 'character' of the club?

The 'character' of the Club is cherished by members. That resonated strongly in the surveys, and the recommended Master Plan has attempted to respect the character, not change it. The Club is laid back, informal, child and adult friendly, and provides beautiful grounds in addition to the pools. The recommended plan has attempted to build on that theme by opening up more green-space and enabling more bluff dining. Many members have requested less crowded dining space on the bluff. We believe the current tennis courts are an eye-sore and actually detract from the Club's character.

Will dues go up to handle all these changes?

The Long Term Plan Committee developed the plan so that it would NOT depend on a Dues increase, but instead fit within the operating budget forecast. If the expenses are greater than predicted, the plan can be extended in order to match expenses with income.

Who provided the Master Planning Services?

Our committee performed the research and collected data, including topo survey data, and estimates for proposed facilities. Member Greg Curl offered early on to help the Long Term Planning Committee by providing concept drawings and recommendations on land use, drainage, etc. After providing many, many hours pro-bono, the Committee requested that his services be hired to help complete the plan. The Board approved that request, and we thank Greg and his local company GRC Design for their help.