



# **AITA Annual Membership Meeting**

**October 16, 2022**



# Agenda

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- **Call to Order**
  - **Introductions**
- **President's Report**
  - **Current membership count**
  - **Current challenges and opportunities**
  - **Annual maintenance & tennis facilities**
  - **By-Laws**
- **Nominating Committee Report**
  - **Recognition of departing board members**
  - **Recruiting new board members**
  - **Election of board members**
  - **Succession planning**
- **Treasurer's Report**
- **Volunteer Program Update**
- **FY'23 Plans and Objectives**
- **Q&A and Adjournment**



## Current Membership Profile

| Category             | 2022-2023  | 2021-2022  | 2020-2021  | 2019-2020  |
|----------------------|------------|------------|------------|------------|
| Full                 | 44         | 44         | 41         | 41         |
| Associate            | 63         | 62         | 66         | 60         |
| RDM                  | 9          | 11         | 18         | 18         |
| <b>Total regular</b> | <b>116</b> | <b>117</b> | <b>125</b> | <b>119</b> |
| On leave             | 9          | 15         | 9 + 14     | 11         |
| Intro                | 0          | 1          | 0          | 2          |
| Team                 | 12         | 11         | 3          | 20         |
| LSM                  | 0          | 2          | 0          | 2          |
| Summer               | 49         | 41         | 42         | 43         |
| Waiting list         | 17         | 11         | 0          | 0          |



## **Presidents Report-Accomplishments in 2021-2022**

- **Managed challenges of COVID pandemic (including 25% increase in court usage)**
- **Instituted new volunteer program when club manager position could not be filled**
- **Installed new back-up power generator**
- **Constructed new storage shed for outdoor courts**



## **Presidents Report-Challenges and Opportunities for 2022-2023**

- **Doubling of price of fuel oil from 2021-22**
- **Possible drop in court usage post-COVID**
- **Improving club communications with members**
- **Modernizing bubble emergency notification and maintenance request systems**
- **Installing lighting for outdoor courts C and D**
- **Maintaining clay courts if summers continue to be dry**



## President's Report – Update on Club By-laws

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- Current by-laws are outdated and need major revisions
- Several members with expertise have completed preliminary reviews but more work is needed
- By-law revision committee will be formed, chaired by Board member and supported by two or three current members
- Areas for consideration:
  - Tightening financial controls
  - Including members other than Full and Associate Members in governance
  - Updating committee structure
- Target dates:
  - January – First draft for board review and revision
  - March – Circulation to members
  - October – Vote to adopt new by-laws at annual meeting



# Nominating Committee Report – Board Member Recruitment

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- **Currently Board comprised of eight members with two rotating off in 2022**
- **Potentially another four members rotating off at end of 2023**
- **What is the nomination process for new board members?**
  - Nominating Committee comprised of chair and two other board members
  - Solicit names/candidates from membership and other board members
  - Members can email Chair or President and express interest
  - Committee vets the candidates: two separate conversations
  - Criteria:
    1. Active participation in committee, volunteer activity, projects, annual meeting
    2. Positive attitude and influence
    3. Fill specific role on board
    4. Bring talent, skill, experience
    5. General membership acceptance
  - Pool of candidates are discussed, debated, and decided by committee
- **Members elect board members at annual meeting**



# Nominating Committee Report – Recognition of Departing Board Members

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- **Pete Shanahan**
  - Has served as clay court manager, president, and acting bookkeeper
  - Contributor to club projects including watering system repairs and front shed, gazebo, and clay court shed
- **Sandy Eisenbies**
  - Has served as website creator and maintainer, league coordinator, and court scheduler
  - Contributor to club projects including clubhouse remodeling and clay court shed





## Nominating Committee Report – Nominated Slate of Board Members

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- Carol Aronson (*continuing*)
- Alain Bojarski (*new*)
- Ellen Browning (*continuing*)
- Chris Holmes (*new*)
- Bill Ren (*continuing*)
- Scott Robb (*continuing*)
- Nagaraj Vutukur (*continuing*)
- Autumn Zhang (*continuing*)

These members are being nominated for nominal slate of three years although several members plan to step down in one or two years.



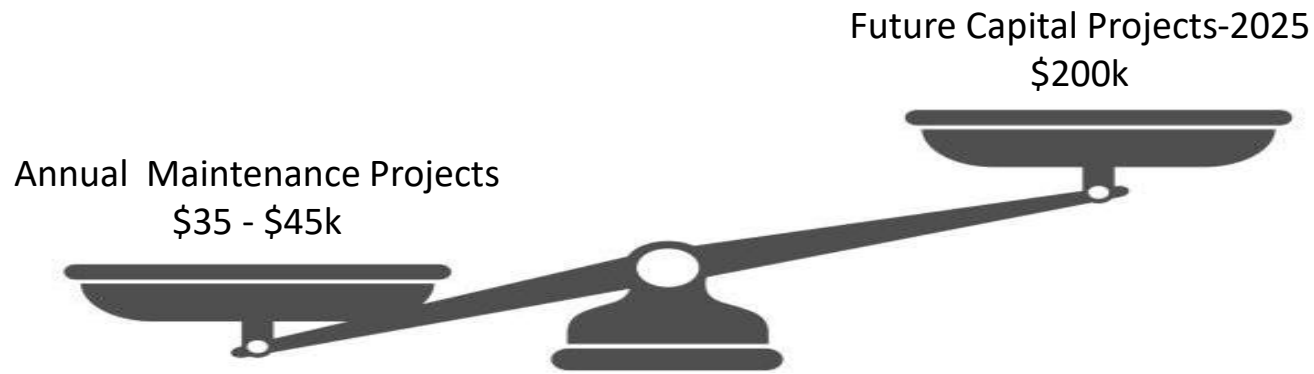
# Nominating Committee Report – Succession

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- **Board-member roles**
  - President, 2024
  - Treasurer, 2024
  - Volunteer Coordinator, 2023
  - Communications Coordinator (new), 2022
  - Nomination Chair, 2024
  
- **Additional club positions**
  - League Coordinator, 2023
  - Club Manager, 2023



# Treasurer's Report – Profile & FY'2022 Highlights



## Profile

- Registered as NFP tax exempt, 501c-Social Club
- Seasonal cash business with income spikes September & December and April expenses
- No debt
- Maintain level of liquidity with low market-risk investment

## Current cash position as of October 10th

- Checking-\$55,236
- Savings-\$35,055
- CDs-\$100,012
- **Total-\$190,303**

## Approach to cash management-*the balancing act*

- Annual target of \$25,000 net revenue supports maintenance improvement /capital projects
- Manage cash position to cover current operating expenses, fund annual maintenance projects, build reserves for major capital initiatives



# Treasurer's Report (*continued*) - FY'2022 P&L Summary

| Type                              | FY'20                            | FY'21                  | FY'22                                  | % Increase |
|-----------------------------------|----------------------------------|------------------------|--|------------|
| Total Cash Received               | \$147,012                        | \$145,597              | \$169,216                              | 16%        |
| Total Operating Expenses          | \$106,642                        | \$97,871               | \$104,633                              | 7%         |
| Profit and (Loss) from Operations | \$40,369                         | \$47,553               | \$64,583                               | 36%        |
| Maintenance and Capital Expenses  | \$17,500                         | \$385                  | \$34,052                               |            |
|                                   | Court resurfacing-second payment | New shed initial costs | New shed, chairs, deposit on generator |            |



# Capital, Maintenance, and Other Projects Completed, Current, and Pending: 2022 - 2025

| Type        | Project Names   | Priority | Costs            |
|-------------|---|----------|------------------|
| Capital     | Bubble replacement- <i>Current Bubble purchased October, 2007 with 15 -18 year life expectancy</i> - <b>2025 project</b>      | High     | <b>\$160,000</b> |
| Capital     | <b>Outdoor clay court shed (Completing October 2022)</b>  | High     | \$22,000*        |
| Capital     | Additional outdoor lights for courts C and D, Starting Fall 2022  | Medium   | \$20,000         |
| Capital     | Glare reduction/fencing upgrade outdoor Courts A & B  | Low      | \$1,000          |
| Capital     | <b>Current outdoor lights replacement Courts A and B and indoor light replacement (completed in September 2021)</b>           | High     | \$3,000*         |
| Capital     | <b>Generator replacement (completed 2022)</b>   | High     | \$42,000*        |
| Capital     | Town water connection (?)   | Low      | \$20,000         |
| Maintenance | Equipment: <i>Outdoor Court Sweeper (\$1k), Court Net Divider (\$1.5k), Court Roller (\$8.25k), Riding Lawn Mower (\$1k),</i> | Medium   | \$12,500         |
| Maintenance | Clubhouse plumbing upgrade, shower, locker room, and flooring   | High     | \$100,000        |
| Maintenance | Verizon Telecommunications bubble notification & maintenance request  | High     | \$1,000          |
| Capital     | Resurface indoor courts estimated- <b>2025 project</b>  | Medium   | <b>\$35,000</b>  |
|             | <b>Subtotal</b>   |          | <b>\$299,500</b> |
|             | *Not included in project costs summary  |          |                  |



## Treasurer's Report (*continue*) – Process of funding future projects

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### What's the process for funding maintenance and capital projects

- Solicit feedback from membership and board members and update project tracker
- \$1,000+ threshold requires written plan, cost estimate, and research
- Presented and reviewed at board meeting
- Board discusses priority level, finalizes budget, and forecasts potential timing
- Updated and monitored on tracker

### What's going to be different in FY'23

- Proactive communication on upcoming projects via President's bi-monthly newsletter and website
  - Explain the *why*
- Periodic flash electronic surveys to memberships for input
  - TBD



## Treasurer's Report (*continued*) - FY'23 Estimated Income

| Type                    | Dollars          | % of income |
|-------------------------|------------------|-------------|
| Winter Hours            | \$36,100         | 22%         |
| Summer Hours            | \$12,500         | 8%          |
| Penalties               |                  |             |
| Guest Fees              | \$4,000          | 2%          |
| Dues                    | \$111,485        | 67%         |
| Initiation Fees         | \$1,000          | .06%        |
| Prepaid Dues            |                  |             |
| Maintenance fees        | \$5,000          | .03%        |
| Misc. Charges & Parties | \$1,500          | .01%        |
| Director Credits        | (\$700)          |             |
| Misc. Credits           | (\$4,000)        |             |
| Other                   |                  |             |
| <b>Estimated Income</b> | <b>\$166,885</b> |             |



## Treasurer's Report (*continued*) - FY'23 Estimated Operating Expenses

| Operating Expenses    | Estimated Costs  | % of budget |
|-----------------------|------------------|-------------|
| Maintenance           | \$14,000         | 10%         |
| Supplies              | \$2,500          | 2%          |
| Professional Services | \$8,000          | 6%          |
| Online Reservations   | \$250            |             |
| Heat                  | \$45,000         | 35%         |
| Electricity           | \$14,000         | 11%         |
| Phone                 | \$2,800          | 2%          |
| Refunds               | \$500            |             |
| Water                 | \$4,000          | 3%          |
| Insurance             | \$6,000          | 5%          |
| NSC Rent/Taxes        | \$23,000         | 18%         |
| Clay Courts           | \$10,000         | 8%          |
| <b>Total</b>          | <b>\$130,050</b> |             |





# Treasurer's Report (*continued*)

| 2022 Challenges & Imperatives  | Status  |
|--|---|
| Find a new bookkeeper  | <ul style="list-style-type: none"> <li>Pete Shanahan is new bookkeeper</li> </ul>   |
| Evaluate modernizing back-office accounting systems <ul style="list-style-type: none"> <li>Consider switching to QuickBooks from Excel-based system</li> <li>Research alternative technology platforms and tools for better information flow between booking to billing</li> </ul> | <ul style="list-style-type: none"> <li>Improvements made on current Excel-based system for short term</li> <li>Implemented SaaS based systems for filing tax forms-1099s, 990s.</li> <li>Implementation of QuickBooks has started but not finished</li> </ul> |
| Rebalance short-term investments   | <ul style="list-style-type: none"> <li>Staying with CDs during uncertain economy</li> </ul>   |
| Continue building cash reserves for future capital improvement projects  | <ul style="list-style-type: none"> <li>On target for raising \$60K in funds (\$30k per year) for major capital project outlay in 2025</li> </ul>  |

| 2023 Plans  |
|---|
| <ul style="list-style-type: none"> <li>Complete QuickBooks implementation</li> </ul>  |
| <ul style="list-style-type: none"> <li>Automate management reporting</li> </ul>   |
| <ul style="list-style-type: none"> <li>Assess and analyze whole court reservation, invoicing to cash collection process with recommendations</li> </ul> |
|   |
|   |



## Volunteer Update

- *Thank You!*
- Last year we had a lot more uncertainty as to where we would be today.
- Members stepped up and maintenance tasks were done.
- Transition plan is still a work in progress. New ideas are always welcome.
- Fewer volunteers than last year but feel confident we can get major tasks done.
- Ten new people expressed interest in volunteering over last year



## **Volunteer Update – Teams In Need**

- **Adopt-a-Court Weeding**
- **Composting & Bittersweet Management**
- **Court Sprinkler System**
- **Leaf Raking**
- **Snow Shoveling**
- **Weed Whacking**



## Volunteer Update – Next Steps

- Complete remaining team assignments and notify members.
- If required cut scope of certain tasks, example weed whacking. Last year we whacked every week, if we don't have enough volunteers it may go to every other week.
- Email entire membership on maintenance team members.
- Update bulletin board with Team Leader contact information.
- Business Continuity Plan – continue to document and make to track to procedures so new team leaders don't have to reinvent the wheel



# FY 2023 Summary, Objectives and Plan

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- Major themes – *communications, transparency, and governance*
  - New Communications Coordinator
  - Greater use of website, start new bi-monthly newsletter, use pulse surveys
  - Update club by-laws
- Fill *Volunteer Coordinator* position to oversee volunteer program and serve as point of contact
- Continue building cash reserves to fund future maintenance projects and capital initiatives
- Continue to increase volunteerism to contain operating expenses
- Plan succession for board and coordinator roles



# Q&A