

**Brookwood Swim & Tennis Club, Inc.**  
**Board of Directors Meeting Minutes**

Tuesday, Sept. 15, 2020

- I. Call to order
- II. Roll call
  - a. Present: Jeff Burg, TJ Day, Ryan Fitzpatrick, Bree Martin, Brandon Napier, Dave Phelps, Katie Robbins, Matt Suedkamp, Matt Thompson, Greg Webster, Kate Wiseman
  - b. Absent: Justin Slusher
  - c. Guests: David Phillips, Sean Swafford, Kevin Crail
- III. Review and approval of August meeting minutes
  - a. Unanimous approval of 08.25.20 meeting minutes
- IV. Management update (David Phillips)
  - a. Had a younger staff this year; less experienced but better about checking people in at the door
  - b. Without having cooked food, the concession stand was easily and efficiently managed (guards and managers could handle it)
  - c. We need to address the trees in the off season
  - d. Communication and cooperation between board and management has been better this year
  - e. Would like to recruit more adults to work as assistants (e.g., teachers) next season
  - f. Mike Haas offered to fix speakers; Dave P. offered to get a lift
  - g. Needs for next year: umbrellas, umbrella bases, chairs; plastic fold-up picnic tables are preferred if we need to replace any tables; mowers are on their last leg, but they work; could consider posting to Facebook asking if anyone is getting rid of patio furniture or lawn mowers
  - h. Board discussed ways to improve beer sales and the food truck experience
- V. Financing update (Ryan Fitzpatrick)
  - a. We have equity and good payment history
  - b. We need to be clear on what the ask is before we move forward
  - c. Ryan would like board to research costs of desired projects and share back so he can approach the bank with a number
- VI. Financial update (Matt Thompson)
  - a. Matt shared a calendar of what needs to take place each month as far as finances are concerned
  - b. Budget presentation will be in February, with vote in March; if board members want something in the budget, tell him in advance
  - c. Will plan to have 2021 payment plans start in November, but not advertise yet; need to look into esoft capabilities before going live

- d. Might want to consider having new board members start in September; would require a vote to change the bylaws

VII. Off-season services

- a. Discussed cable and dumpster services in off season; will cancel dumpster and just call for service as needed; Ryan will talk to folks who use club in off season about covering cable costs

VIII. 2021 Pre-season considerations (Matt Thompson)

- a. Matt shared a list of pre-season considerations for board to review (see addendum)
- b. Don't need to address all of these considerations this year, but being proactive about these items will make things easier when we are open

IX. Insurance policy presentation (Kevin Crail)

- a. We have \$1 million liability coverage, which covers all of our actions as a board; we have a \$2 million umbrella
- b. We have \$500,000 on the property—the pump house building, main building, fencing; he'll get quotes on covering the pool itself for board to consider
- c. We have \$3 million coverage for anything we sell out of concessions
- d. Cost of covering the beer sales is \$1,100
- e. Kevin recommends purchasing employee practices liability coverage; will need an employee handbook to apply for coverage; \$500,000 coverage should be sufficient; will be about a \$2,000 premium with a \$2,500 deductible
- f. We don't have business income coverage; \$100k limit, costs \$200; Kevin can get us a quote
- g. We don't have equipment breakdown policy; Kevin will get us a quote
- h. Kevin is looking into getting chlorine taken off the list of discharge pollutants for property damage since we are a swimming pool; it is covered for bodily injury
- i. Could consider adding a goodwill coverage
- j. Kevin will connect with Matt T. on quotes; renewal is in February

X. Membership update

- a. In 2019, we had 330–340; in 2020, we had 321
- b. We're down about \$8,500 (including guest passes, etc.) in membership; could have been much worse considering COVID-19 challenges
- c. Discussed credit card charges for member dues payments; amount depends on the credit card; to avoid losses, we could charge the percentage at the top of the range for all; will reach out to esoft and get a detailed report guide decision making

XI. Adjournment

## —Addendum—

### 2021 Pre-Season Considerations

Below is a list of questions that I think you would get different answers to, depending on which board member you ask. The more we can tackle early, the more we can get official votes on, and the fewer headaches we can have in the spring/summer. If you see something you would rather we have a vote on versus someone handling on the fly next summer, please volunteer to take it on, research it, and get it on the agenda for a vote in an upcoming meeting.

- Which meeting are we voting positions? What are the positions, do we want to change anything for new season?
- Should the trustee present on meeting/bi-law/board protocol in the October meeting for the new board members?
- Who are we, and what kind of club do we want to be?
- Do we want to have events and bands?
- Do we want to sell alcohol at all? If so, how and where?
- Do we want to have a bartender?
- How can we get the grill back open for 2021?
- What do we want from our members? Labor, membership drive, events?
- Do we want to change our insurance policy?
- Do we want to make money at concessions or break even?
- Are we ok with things being broken and a little messy? Are we ok with the rustic charm?
- Do we want to borrow to reinvest in the club? If so, what projects are we wanting to prioritize?
- What is our pricing? New member specials? Marketing plan?
- What is our banner sponsor goal? Who manages, makes invoices for recurring sponsors, tracks progress, sets prices?
- What are our general fundraising goals for the year? What is the plan?
- What is each board member's goal to bring money into the club?
- What efficiencies/tasks can be attained from the esoft site?
- What are our pool rules? Written and unwritten rules?
- Bubble School. Who is managing it up to the point of transitioning it to the staff?
- Where do we want our membership to be?
- What is the club's stance on distancing and protocol if 2021 is similar to 2020 as it relates to COVID-19? Engage an attorney to write a waiver of some kind?
- Does the board want to take a more active role in the hiring process and setting employee expectations?
- Do we want to vote on a budget? If so, what meeting do you want this presented and voted on?
- Do we want to establish backups for contingency and to aid in transition and support when needed?
- What is our pool closure procedure for weather?
- Who is the board member liaison with the staff that other members should direct concerns to?
- Which board member is in charge of everything in the offseason in terms of who comes down and comes in and out of the club?