

Above Board

Oct 10, 2022

The Oct 7, 2022 Board of Trustees meeting lasted six hours and covered quite a few FY22 wrap-ups in addition to new topics. Following is a summary of conversations and decisions:

Staff Housing

Bay View Association is experiencing an increase in housing needs for the seasonal staff, visiting speakers, etc. This need was brought to the Trustees over several years of conversations with both Performing Arts and the Long Range Planning Committee. In particular, we have seen the need for additional housing suitable for families. At prior meetings we discussed the pros & cons of buying a cottage and converting it to staff housing versus building staff housing. The cost per square foot for buying a cottage was thought to be less than half what it would cost us to build, so we decided to keep an eye out for a suitable cottage to purchase.

Executive Director Barbara Pfeil found one! On Oct 6, 2022, the Association purchased the cottage on Block 32 Lots 6&7. The cottage is insulated and has central heat and air conditioning so the noise of Division should not be a huge problem for staff housed there. Because it is newish (built in 1991), it should have lower maintenance costs vis-à-vis a landmark cottage. We purchased it for \$100 per square foot which is less than a third of what it would cost to build.

Our goal is to convert the single family home into two family-appropriate apartments over the Winter and have staff housed there this coming Summer in order to reduce cottage rental and hotel expense. The cottage has an unfinished basement so we will be able to add a third apartment when the need arises, plus the fact that it is on two lots will also allow us to build an addition for a fourth apartment at some point in the future if ever needed.

Capital Reserves Fund

Some members may be confused about the term CapX, which has been used in past Above Boards and in some Town Criers. CapX is short for Capital Improvements and Major Maintenance Expenses. Bay View has a Capital Reserve Fund that the Trustees started years ago in order to have sufficient funds to pay for future capital and major maintenance projects. The Trustees asked the Administration a few years ago to create a 20 year plan for capital outlays and major maintenance expenses. This plan will enable us to prioritize large projects and help us forecast cash needs.

Our Superintendent of Building and Grounds and his staff have input data into the GIS system regarding the condition of our roads, water pipes, sewer pipes, common area buildings, etc. We want to get the database to the point where staff can begin predicting when a building will need a new roof or coat of paint, when we will have to replace our sewer system, when we will have to repave each section of road, when we will need to refurnish the various staff and

student housing, etc. They continue to add information that will allow us to be increasingly accurate about predicting the year work will need to be done.

We hope to pay for most of these costs with the Capital Reserve fund. Every leasehold receives a bill once a year that includes a charge for the Capital Reserve fund. It is much easier for leaseholders to fund major maintenance via an annual fee than receive a huge special assessment. Also, a reserve fund can take care of what is necessary instead of fixing only those things that we can cover through donations. Pushing off capital and major maintenance needs into the future only means more expense when they are finally addressed.

We are also funding capital reserves in other ways:

- We decided a number of years ago that the 4% transfer fee (the Association's portion of each cottage sale) would be put in a reserve fund.
- Additionally, when it became obvious that the Memorial Garden Fund was greatly overfunded (in other words, if the worst happened and we had no volunteers, there is more than enough money in the fund to pay people to do the work currently performed by the Committee), the Trustees decided that, as of fiscal year 2023, all new interment fees will go into the Association's Capital Reserve Fund.

(Contrary to rumors, the Trustees have not taken money from the \$320,000 Memorial Garden Fund. Additionally, all future donations to the Memorial Garden Fund will be deposited into the fund. We are confident that the fund will continue to grow since very little of it is used for garden maintenance and equipment in any single year.)

Ad hoc Committee on Communications

You might remember that this summer the Trustees created an ad hoc Committee on Communications. The ad hoc Committee's task is to recommend to the Board of Trustees cost-effective and actionable ideas for improving the mechanisms and methods of our communications so all our members -- with a variety of technical capabilities -- have suitable ways to stay informed about what is being done for Bay View.

If any of you have ideas about ways the Association could improve its communications, please contact the Chair of the ad hoc Committee: Christy Woods at christycwoods@gmail.com

Worship Visioning Report

Rev. Dr. Sid Hall, facilitator, and Rev. Dr. Hilary Barrett, Director of Worship and Religious Life, gave us an hour presentation on the Worship and Religious Life Program's visioning work. We were all impressed with the level of commitment to the project on the part of our Bay View members and the excellent work that resulted from that effort. We have more hope than ever that, despite changes in society about religion, our Worship Program will remain a vital and important part of the Association long into the future.

We asked Sid to add written commentary to the presentation so we could post it behind the member wall. When it is available, any interested member will have access to it and be able to learn what we heard.

In the coming years, the Director of Worship and Religious Life and her committee will be trying new ideas which arose from the visioning work. Some events or activities will be resounding successes and some may not work out as well as they hope. There will be some trial, and perhaps error, while they try to fine tune what a thriving program at Bay View will look like. Some members might find change difficult so we ask that you be patient, open, and willing to try new things. They will be doing good work on behalf of Bay View and, for that, all Bay View members are grateful.

Committee Succession

We began discussions about committee chair succession planning. We have situations where Chairs end their term without planning for a successor, which sometimes interferes with the forward progress of a committee.

One way to assure consistent progress would be to mirror the succession process begun by Larry Ternan when he stepped down as President of the Board of Trustees and has been followed since: one year before the President ends his or her term on the Board, the President steps down and a new President is voted in. Having Jon Chism on the Board of Trustees, available to answer questions and offer advice for the final year of his term, was helpful to me when I stepped into the role of President and I plan to do the same for the next President.

We wonder if committees and in-coming Chairs would find the process helpful as well. We made no decisions at the meeting, so if you have thoughts about this idea, please let us know by sending an email to BOT@bayviewassociation.org.

Committee Roles and Staff Roles

Along with adding professional staff to our rosters comes the question of where staff responsibility ends and committee responsibility begins or vice versa. This issue comes into particular focus when a committee is essentially doing the work that staff would be doing IF we had the staff to do it. Architectural Review Committee, Plat Committee, Operations Committee, Building & Grounds Committee and Woods Advisory Committee are good examples of this, but not the only areas where confusion exists.

The ad hoc Committee on Committees and Trustees will work to begin clarifying committee and staff roles so there is a common understanding. Those of you who volunteer on committees should expect that we will be reaching out to you as we try to clear up roles and responsibilities.

Green Book Revision and Archival Architectural Database

The Trustees would like to thank the Historic Awareness Committee, particularly Christine Parker, Vice Chair, for bringing Emily Eig of EHT Traceries to Bay View this past Summer. During her visit Emily showed us a better solution for the formatting and layout of our Green Book to ensure our cottages will remain historically appropriate.

After Emily's visit, an ad hoc committee comprised of Christine, Kate Brown (Chair of Architectural Review Committee), Bob Wyatt (Chair of Building & Grounds Committee), Patrick Kilkenny (Operations Manager), and Jake Porath (Superintendent of Buildings & Grounds) worked together to request a proposal from Traceries that would result in an illustrated design guidelines handbook.

At present, the Green Book is difficult to understand and results in misunderstandings because it uses words instead of pictures. Using pictures to explain both our regulations and the Landmark standards will make evaluations of plans more objective and defensible. An illustrated handbook would be useful for cottagers when thinking about exterior changes, for architects when designing exteriors, and for staff & the ARC, when evaluating exterior plans.

The architectural database will be developed and integrated into Bay View's existing archive system to better assist cottage owners, committees, and staff. Once the database is set up, Traceries will conduct an onsite survey, photographing each cottage as well as the public buildings, and recording information about their sites and architecture. The result of the survey database will be an electronic inventory that can be easily accessed, supplemented, and refined in the future

The ad hoc committee recommended to the Board of Trustees that we accept Traceries' proposal and the Trustees did so. The Historic Awareness Committee and donors have promised to cover 72% of the cost of this project and we are most grateful to them! Three members of Tracer organization will be on campus some of next Summer to begin the work.

Florida Hurricane Issues

We have several members who may be delayed returning home to Florida due to the effects of the hurricane that swept through the Keys and the west coast of Florida. If you need to stay in Bay View after our 2022 closing date (Nov 7, 2022) because your Florida home is not yet inhabitable, please reach out to Executive Director Barbara Pfeil. She will review requests on a case by case basis.

Bits & Pieces

- The ad hoc Committee on Branding and Messaging has completed its task. We now have the words to talk about Bay View that honestly reflects who we are in a way that is relevant to each of our various constituencies. Our thanks to Karl Hansen, Zach Panoff (Manager of Marketing and Technology), Lauren Hearit and Ben Handcock for their multi-year effort.

- Jake Porath, Superintendent of Buildings and Grounds, and his staff have many activities planned while we are closed for the Winter. Some of things he has planned that you might find of interest are:
 - He hopes to have water meters installed in all cottages and Association buildings before we open up again in 2023.
 - He will order the historically appropriate campus lights within the next couple of weeks and he hopes to have phase one lights installed before the start of season in late June. These dark sky compliant fixtures will replace the current campus lights on telephone poles.
 - He is working with an engineer to find a solution for the erosion caused by the 90° corner of sheet pile between the Sail House and the Rec Club.
 - He is working with the same engineer to find a floating dock solution so powerboaters can safely exit onto the new dock extension. This is an increasingly dangerous situation since the water level continues to drop.
 - He and his staff continue to add data into the 20-year capital and major maintenance plan so we can plan for the future.
- Development Update:
 - Michelle Hansen, Manager of Donor Relations, gave the fiscal year 2022 Donor Report. We were pleased that we exceeded our goals on nearly every measure!
 - She also is beginning to create Development policies which have long been needed and shared drafts of a Naming Policy and a Commemorative Plaque Policy. Bay View has a long history of naming things in honor of exceptional service (such as the Ernie Gray Clubhouse) and also to recognize significant gifts (such as Crouse Chapel).
 - These policies are intended to create a clear direction of the process for continuing this rich history so that IF opportunities present themselves, there is a procedure for execution and appropriate recognition. The drafts can be found here: [Draft Development Policies](#).
 - We made no decisions at the meeting, but gave her feedback on the drafts. Michelle would also welcome your thoughts and comments. She can be reached at giving@bayviewassociation.org
- Security: We received a Security Report from Patrick Kilkenny, Operations Manager, who was able to report on security activity.

Month	Number of Calls to Call Center	Number of Calls Where Security needed to be Alerted
January	5	1
February	2	0
March	4	0
April	16	1
May	26	2
June	60	10
July	49	21
August	Not yet reported	10
September	Not yet reported	9

During the summer months, the call center received about 12 calls a week, most of which did not require staff to come to the office. Nearly all security calls occurred during the established patrol hours. When a call required staff presence, response time was typically around 15 minutes.

If you have left Bay View, you are missing out on some of the most beautiful fall colors imaginable. Try to get back in October: the colors are breathtaking.

Our next Board of Trustees meeting is Monday, November 21st, at 6:30p Eastern.

Best wishes to all,
Carol