




BAY VIEW ASSOCIATION OF THE UNITED METHODIST CHURCH

Memo

To: Board of Trustees
Cc:
From: Barbara Pfeil, Executive Director *BKP*
Date: March 13, 2023
Subject: Executive Director's Report (February 4, 2023 – March 12, 2023)

Program Management

- Program Director meeting was held on March 3rd. Agenda included:
 - Discuss **use of cottage on Moors for 2023**. All bedrooms are large enough to provide a private sitting space / desk.
 - # of units available: 3 or 4 depending on how 2nd floor units are assigned
 - First Floor – master suite
 - Full bathroom
 - Full kitchen (shared)
 - Half bathroom (shared)
 - 2nd Floor
 - two 2-bedroom *—OR—*
 - one 2-bedroom and two 1-bedroom
 - Full bathroom (shared)
 - First floor kitchen (shared)
 - Basement
 - Two washer/dryer sets
 - Cottage **modifications by June**
 - Motion sensitive light over backyard entrance to basement
 - Monitored smoke and fire alarm system
 - Accessible sidewalk ramp to entry
 - Central dehumidifier for basement
 - Add a door between 2nd Floor bedrooms on west side
 - Through existing closet
 - Refrigerators for 2nd Floor bedrooms
 - Add interior door hardware and locks
 - Review initial **remodel** drawings and discuss forecasted program guests' needs.
A ▪ See attached note page titled "Future Housing Needs" – these notes include a second round of feedback from Program Directors on March 8th
 - Program Directors' **feedback on 2023 Marketing Strategy Plan** and Implementation
 - Chris Ludwa: "...well structured, good dialogue, more marketing plan than we've ever had." Julia Healy: "...pleased with plan"

- **Woods Walk II** (July 3rd at 4:30)
 - Barbara submitted PHSACF grant application for \$1,750 on March 1st
 - Julia and Amy will collaborate with April Mann from Ohio (<https://aprileight.com>) to work with Recreation campers. They will build fairy houses and possibly fairy doors with Bay View woodland materials, as well as tell a story about their creations.
 - May cross promote Woods Walk event at Vespers on July 2nd
- Bkp updated Directors on **150th Jubilee** presentation given at the Midwinter Meeting
- Set future Program Director **meeting dates** for April, May, and then weekly from June 6th through August 8th.
- **Education** (2023 Highlights video launched 2/16/23)
 - Participated in a Zoom meeting with Julia Healy, Amy Seamster, and artist, April Mann on March 7th to discuss plans for the Woods Walk
 - Julia has circled back to all BV instructors that she has scheduled to reconfirm details.
 - Julia is working with Zach and Lesley on 2023 marketing materials.
 - She will update the Education website page later this month
- **Performing Arts** (2023 Highlights video launched 2/9/23)
 - Chris has finalized 95% of music festival contracts.
 - Sid is creating a vision plan timeline. The Performing Arts vision report may not be presented until July or early August.
 - This report timeframe allows time for Chris to incorporate 2024 vision plans into his budget.
 - Chris is working with our Marketing Dept on marketing materials
 - As of March 11th, ticket sales for Blood, Sweat, and Tears: 692 sold / \$35K concert revenue
- **Recreation** (2023 Highlights video launched 1/26/23)
 - Amy would like to resurrect the Recreation Camps Age Policy and post it on Bay View's website page for Recreation. We worked on a policy draft together and our HR attorney, Laura Dinon has reviewed the policy. [See attached draft.](#) 
- **Worship** (2023 Highlights video launched 2/2/23)
 - Hilary attended the Calvin Conference and she plans to attend a Hope Words writers conference at the end of March, then she will attend the Festival of Homiletics in May in Minneapolis.
 - Hilary has formed a small ad-hoc speaker search committee who will recommend two to three speakers per season for her to consider.
 - Hilary plans to preach the first Sunday, the American Experience Week Sunday, and the last Sunday this year.
 - In 2025, Worship would like to host a renowned speaker for the American Experience Week Sunday, since Worship and Religion Life weekday lectures do not occur that week.

Facilities Management (2023 CAP-X / Mjr Maintenance informative video launched 2/23/23)


- Jake and his direct reports are managing over 14 large projects plus a myriad of smaller M&R projects with a goal of completion by Assembly Season for the majority of the list. This work involves coordinating efforts between outside contractors, engineers, architects, and government permit agencies, as well as in-house Bldg & Grnds Staff. In many cases, Jake acts as Bay View's project manager / general contractor / owner's rep.
 1. Cottage water meter activation, Badger meter software training (began March 8th)
 2. Protective fence at lift station
 3. Floating Dock for power boaters – approval from EGLE pending
 4. Tennis & Pickle Ball Courts – resurfacing near Lake, resurfacing and add Pickle Ball at Woods

5. 6 renovated / new public restrooms: 2 under Wade, 3 at Swift Field, 1 at Rec Club
 6. 3 exterior buildings painted: Finish Woman's Council, Epworth, Vernor
 7. 33 campus lights to install
 8. New landscaping around Hall Auditorium and Crouse Chapel
 9. Updates to cottage on Moors for 2023 seasonal housing
 10. Implement facilities scheduling software (Skedda) – go live by end of March
 11. Repair toddler pool by early June
 12. Install new HVAC in Archives
 13. Renovate floor on main level of Epworth
 14. Permanent event signage frames along US 31
- Jake and his staff will continue to work on the following special projects throughout FY23
 - Erosion control design approval and installation at waterfront
 - Traceries- architectural manual project for Green Book – kick off meeting the week of April 3rd
 - Accessibility planning for Association buildings
 - Finalize full remodel plans for cottage on Moors and submit to Bear Creek Twp
 - Begin renovation after 2023 Assembly Season
 - GIS system data entry including information on: surveys, roads, water/sewer infrastructure, buildings, park inventory, work order system, etc.
 - Future Association building renovations – master plan
 - Repaint Boys & Girls Club exterior throughout the summer
 - Design patio for Library reading garden

Staff / HR

- **Waterfront Operations Manager**
 - Job ads have been distributed to regional Harbor Masters and via Bay View email Blast on 01/19/23. Job description is posted on Bay View's website. No applications received as of March 10th.
- **All Staff Meeting – February 24th**
 - Zach demonstrated website updates
 - All Admin staff was asked to be able to access our Member website
 - All Admin staff was asked to be able to direct members on where to find information on our website
 - Patrick updated staff on the progress made and next steps for implementing Skedda for facilities scheduling
 - Zach reviewed 2023 Summer Program and Member Directory availability and ASAP registration plans (go live April 3rd)
 - Goal to send program and directory to printer first week in April
 - Lesley reviewed deadline for Midwinter Bulletin articles
 - Reminder that employee insurance premium copays increase with the April 6th payroll
- **Marketing Professional**
 - Sarah George. Connective Consulting, is creating marketing materials and working on various portions of Bay View's website (both public and member)
 - Sarah has accepted an additional contract to assist with Bay View internal communication strategy. She will collaborate with Lauren Hearit and myself between now and end of April.

Administration Management

- **Finance / Accounting / HR**
 - Chautauqua Fee, BVA Lot Rent, Member Dues billing - week of March 19th
 - Select new payroll service and implement in June
 - Create billing template, timeline, and select billing methodology for cottage water/sewer billings
 - Review net asset class accounting history and endowed gift history per Plante Moran's request as they do not agree with KWN's reporting. (Working with Michelle and Barbara)
 - Provide revised 2022 net asset footnote reports with audit trails
 - Work with Assessor consultant on summer property tax billing logistics
- **Marketing / Communications**
 - Attended Marketing Committee Meeting on February 27th. Topics included:
 - Videos per program created by Steve Bayes. Hope to increase engagement for "tangential people"
 - Where will links be made available?
 - Review Bay View Chautauqua definition with branding strategy sub-committee
 - Should renter baskets be continued or replaced with another way to engage / track renters?
 - Next meeting April 3
 - Zach and I met with Lauren to review our marketing strategy plan and answer any questions on March 8th
 - We discussed a proposed joint workplan relating to priorities and assistance needs between in-house staff, marketing consultant, marketing chair, and marketing committee
 - Lauren will facilitate having the Marketing Committee assess / audit Bay View's current internal communication channels
 - Zach shared his detailed action plan for 2023 marketing strategy execution
 - Kick off meeting regarding internal communication strategy with Lauren Hearit and Sarah George scheduled for March 17th
- **Align policies & procedures with Bay View's independent 501(c)(3) status**
 - Informative ZOOM meeting scheduled with Adjunct Club Presidents on March 30th. [Invitation letter attached.](#) 

Community Relations

- Met with Little Traverse Historical Society on February 9th. Invited members to visit Bay View and shared program highlights for the 2023 season. [\(Hand-out attached\)](#) 
- Attended two court dates relating to the Landlord / Tenant lawsuit in Emmet County (2/27 and 3/06)
- Breakfast with Deedee Pichard, Events & Communications Coordinator for Great Lakes Chamber Orchestra and met JD Friley, Intermediate Executive Director on February 11th.

Bay View Association Future Housing Needs

Unknowns (as of 03/08/2023):

- # of long-term seasonal staff (ie. 4 wks or more) vs. # of short-term guests to house
- Housing needs “mix” based on family status: **Single vs. Couple vs. Family**
 - For 2023 P.A. has over 30 Singles, 6 Couples, 9 Family (including Chris)
 - Family units allow us to attract more experienced professionals, who have the most recruitment draw in the Performing Arts world
- Addressing **accessibility needs**
 - What will be required by state law?
 - Moors is the only Association housing that will be accessible
- Background checks are only done for staff, not guests
- No experience with Bay View housing inter-program staff and guests in the same bldg.
- Which guests will prefer **privacy vs. enjoy communal living**

Program Directors’ Comments about Bay View Housing Needs

Why additional housing is needed:

- The remote nature of Little Traverse Bay region means that the local pool of potential candidates is extremely limited.
- Broadens recruiting possibilities
 - Recreation is finding fewer candidates among member families and is actively recruiting outside of Petoskey
 - Worship has historically had trouble finding housing for more seasonal staff, such as an intern and other support staff
- Reduces cost for bringing talented people to Bay View campus
 - Hotel rooms are scarce during peak season too
- Program Directors need to be able to offer housing when they are recruiting
- Directors themselves might need to live in Bay View housing in the future
- Year-round availability means that auditors, consultants, and staff who need to return and work at Bay View off-season have places to stay.
- Bay View currently has no handicap accessible housing

What is the remodel “**wish list**” for Moors:

- Minimize the number of people sharing a kitchen or bathroom.
- Offer as much privacy as possible.
 - Offer private sitting space in each unit.
 - No interest in keeping the shared dining room space off the main kitchen
- Family units should include - 2 bedrooms, kitchen, full bathroom, and sitting area with private door access
- Create flexible units that can accommodate a variety of family statuses week to week

Hospitality:

- Meals provided by Bay View are not necessary (Perf Arts)
- Worship only provides a light breakfast on the first morning (ie. Sunday before church)
- Provide bottled water and a few snacks (Education)
- **Hospitality is the responsibility of the “host” – ie. specific to program bringing the guest(s)**



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BAY VIEW ASSOCIATION OF THE UNITED METHODIST CHURCH

Draft March. 2023

Bay View Recreation Camps Age Policy

History and Context: For as long as anyone can remember, there have been a wide range of approaches to handling campers whose birthdays fall in the middle of the Bay View season. At Tot Lot, attendance begins at age 3 with toilet training and acclimation to a preschool setting complete. Staff at Fawns have experienced that when campers join before turning 5, there is often a large maturity gap and the kids are unable to fit in smoothly with the rest of the group. At the Boys and Girls Club level, age seems to be less of an issue, with kids more easily fitting in with kids who might fit by grade. There are of course individual situations in which campers still have maturity issues even when placed in the appropriate age group. Organically, many campers who have early summer birthdays have "moved up" to an older group before their official birthday, whereas many campers with later summer birthdays have "stayed down" with a younger group, even after their birthday. These moves have helped to keep campers in the same group for the entire season and avoid the difficulty of changing groups of friends in the middle of a season.

Objective: The goal of this policy is to allow all campers to be placed in the best situation to be successful physically, socially, and emotionally while in our program. It allows for some parent and director discretion in placing campers whose birthdays fall between two different groups or who have documented disabilities.

Policy: Tot Lot (3-4 yrs old), Fawns (5-6 yrs old), and Antelopes/Bunnies (7-8 yrs old) will retain strict age requirements. A birth certificate, passport, or vaccination record must be shown at first day of Club to establish a birth date. Campers may not enter Tot Lot, move up to the Fawns group, or move up to Boys' and Girls' Club until the week that they turn 3, 5, or 7 years old. This will occur by week because registration is done a week at a time.

Once a child is in the grades eligible for participation in Boys' and Girls' Club, a camper may choose to sign up for a group based on their current age or their age by August 15th of that year. This allows a parent to look at their child's maturity, birth date, size, etc., and decide which group they feel is most developmentally appropriate. They can then sign up for the entire summer for either one of those groups and allow the camper to remain with the same group of kids the entire time.

Example 1: John's birthday is on July 27th and he is turning 9. His family has the option to sign him up for Antelopes (7-8 year olds) or Cubs (9-10 year olds). He may remain in either of those two groups for the entire summer or he may start in Antelopes and move up to Cubs on his birthday if he wants to do that. *Example 2:* Olivia's birthday is on July 2nd and she is turning 5. She will attend Tot Lot until the week of July 2nd and then she may move up to Fawns.

LIT Policy: An important and relevant component of the overall age policy for Bay View Recreation is the age requirement to be a Leader in Training (LIT), which for many campers is the next step after completing Bears and Squirrels. Children cannot begin their time as LITs until they have reached their 15th birthday, or have finished their freshman year of high school, regardless of groups they have attended in the past. This may be a consideration when placing children into groups earlier on in the process. Campers may choose to remain a Bear or Squirrel after turning 15 or they may begin their LIT process.

A NATIONAL HISTORIC LANDMARK - FOUNDED IN 1875

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BayViewAssociation.org



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March 10, 2023

Presidents of Adjunct Clubs:

Sandy McLeod, Campus Club
Anne Chalesle, Morning Council
Kathy Duquette, Woman's Council

Dear Adjunct Club Presidents,

As part of the agreement with the plaintiffs to settle the membership lawsuit, The Bay View Association of the United Methodist Church ("Association") agreed to obtain its own 501(c)(3) designation from the IRS and stop operating under the 501(c)(3) status of the United Methodist Church. In March of 2020, the Association became an independent 501(c)(3) public charity. With this designation came some benefits but also many complications.

The Association's compliance with the requirements of operating as a public charity is now monitored by the IRS and we are required to file comprehensive annual financial reports with the IRS. Because we cannot risk losing our status as a public charity, we have had to ensure that our operations are fully compliant with applicable law.

Your Board of Trustees has assigned me the task of "continuing to evaluate and amend policies and procedures to align with Bay View's 501(c)(3) status and conform to IRS expectations." **You are invited to participate in informative presentations as well as question and answer sessions relating to what it means for Adjunct Clubs to continue operating under the Association's EIN. The first ZOOM meeting is Thursday, March 30th at 1:00 (EST).** Carol Neithercut, Michelle Hansen, and myself will share information and take questions. This session will be recorded for those who cannot attend.

The Board, my staff, and I look forward to continuing long-standing, positive relationships between the Association and Adjunct Clubs.

Thank you for your understanding and patience as the Association and its leadership adapt to our new charitable status.

Sincerely,

Barbara K. Pfeil
Executive Director

Cc: Bay View Board of Trustees
Michelle Hansen, Donor Relations Manager



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Bay View Association is a National Historic Landmark established in 1875. The Association is noted for its historic preservation of Victorian-era architecture and grounds. It is one of 20 Chautauqua communities in North America.

www.BayViewAssociation.org

Bay View Association 2023 (148th Season)

Bay View's 2023 Assembly theme is: **neigh . bor** (*noun*)

- 1: **one that is always willing to lend a hand**
- 2: **someone who makes the community feel more like home**
- 3: **a cherished gift**

Performing Arts (<https://www.bayviewassociation.org/performingarts/>)

Sunday evening Vesper concerts: June 18 – August 18 (tickets available)

POPS concerts: July 1- Post Modern Jukebox, July 21- Blood, Sweat & Tears, July 29- A Girl Named Tom
(POPS tickets not available yet)

Musical: Beauty & the Beast - July 14 & 15

Two one-act operas by Puccini: Suor Angelica and Gianni Schicchi – July 27 & 28 in Hall Auditorium

Handbell concert: August 17

Recreation

Bay View offers a Racquet Club (<https://www.bayviewassociation.org/racquet-sports/>) membership that is open to area residents who enjoy playing tennis and pickleball. Eight resurfaced / newly striped pickleball courts near the woods will be ready for use in Spring, 2023.

Worship (<https://www.bayviewassociation.org/worship/>)

Sunday ecumenical worship in Hall Auditorium at 10:45 a.m. from June 11 – September 3

Friday night sacred vespers in Crouse Memorial Chapel at 7 p.m. on June 23, July 21, and August 18

See our website for more worship programs.

Education (<https://www.bayviewassociation.org/education/>)

Date	Event	Price
7/8 8 pm	David Kwong <i>Inside the Box: An Evening of Puzzles and Magic</i>	\$35/ \$25/ \$20
6/29 7:30 pm	Barbara Dau: The America's Cup and Tiffany: The New York Yacht Club and its Splendid Collections and Clubhouses	\$10/\$15
6/29 1 pm	Scott Peters: <i>Making Waves: Michigan's Boatbuilding Industry 1865-2000</i>	\$10 / \$15
6/30 10 am	Geoffrey Reynolds: <i>Keep 'Em Fighting: Chris-Craft's Contribution to WWII</i>	NC. Donations accepted
7/21 10 am	Scott Healy: <i>The Art and Science of Scoring Films</i>	NC. Donations accepted
8/3 7:30 pm;	Fletcher and Singel: <i>An Intergenerational Perspective on the Odawa Experience in Northern Michigan</i> (also 8/4 10 am; 8/4 1 pm)	NC. Donations accepted
7/28 10 am	Jarrett Skorup: <i>Socialism, Capitalism and the Political Divide: A Look at the Past to Help Decide Our Future</i>	NC Donations Accepted
7/25 1 pm	David Kaplan: <i>The Lucy: Sinking of the Lusitania</i>	\$15/\$25
7/26 7 pm	Beth Wemigwase: <i>The Rarely Discussed History of Prohibition in Harbor Springs</i>	\$10/\$15
8/17 1 pm	Dave Comer: <i>Historical Model Railroads: The Intertwined History of Bay View and the GR&I Railroad</i>	\$10/\$15



