

# THE MANAGER'S DECADE REPORT, 2000-2009

## What's been accomplished?

**T**HE FIRST SUMMER I SERVED AS MANAGER, 1999, for several weeks painters diligently scraped and re-coated the 140 windows at Havenside—at considerable expense—and then many residents struggled to open and close them, not only because of the layers of paint, but because mechanical parts were corroded. Something was wrong with this picture!

### WHAT WE DID AND WHY

As a result of this experience and a closer survey of conditions by knowledgeable consultants, my work came to be guided by long-range financing and capital-needs plans. What guiding principles have we used while completing capital improvements and needed repairs?

#### “Low maintenance.”

Wherever possible, we have used materials that may require cleaning, but not painting or frequent replacement. This happened as we replaced all windows, all balconies, porches, ramps, and railings, and clad existing wood trim with aluminum.

#### “Preventive maintenance.”

Though everything new may forestall a breakdown, many changes aimed at heading-off possible problems. For example, we began upgrading old plumbing turn-off valves with ones that are easy for older hands to turn.

#### “Reduce operating costs.”

We switched to fluorescent light bulbs. We installed new, highly efficient gas boilers for heating, lowering our propane consumption by about 25%. (Unfortunately, the cost of gas has risen, disguising this savings.) High efficiency washers use less water and electricity.

#### “Make it safe.”

We installed aesthetically pleasing railings to make walking on our sloping walkways



easier, and improved access from the Crocker parking lot. The fire alarm system was upgraded, with new devices installed throughout apartments and buildings. Electric control panels were replaced in all buildings and seven apartments. We removed trees in danger of falling on a building or car.

#### “It's got to 'work right.'”

Things that were replaced, to be in working order: virtually all exterior doors and storm doors, hardware on all apartment entrance doors, all stoves, many stove hoods,

most refrigerators, all apartment heating thermostats and zone valve meters, building gutters, three hot water heaters, four washing machines and four dryers (all buildings).

#### “We need to fix this up.”

This category overlaps with “working right.” In every apartment we changed the kitchen sink, counter, faucet, upgraded electric wiring, and in many, replaced lighting fixtures. Kitchen cabinets were replaced, partially replaced, and/or expanded in eleven apartments. Cabinet doors were replaced or painted in an additional nine apartments.

In bathrooms, all medicine cabinets and lights were replaced, showers regouted. Two showers were replaced, also many sink faucets, toilet mechanisms and seats, some toilets. Some or all flooring was replaced in a majority of apartments, and all but two were repainted, some more than once if tenants changed. We replaced all entry foyer and basement flooring, painted common areas, refinished wood floor-



ing in one building. We rebuilt three existing porches, repaved several parking areas and walkways, beautified the landscaping (while trying to minimize maintenance demands). Occasionally residents also paid for enhancements that they wanted.

#### “Let's add some improvements.”

We installed ceiling fans in all upstairs apartments with cathedral ceilings, added porches to four apartments that had lacked an outside sitting area, expanded parking by four spaces, and constructed a sitting area by the mailboxes.

### UNEXPECTED TURNS

Not everything went according to plan! Unanticipated major expenditures during the decade included replacing two collapsed leaching pits, repairing roofs on all buildings, fixing disintegrating and clogged walkway drains.

Defective replacement windows in the front of the B Building, misdiagnosed for much too long, caused unfortunate major damage and repair expense over several years until we finally proved

the source of the problem and the window manufacturer agreed to supply new replacement windows.

### HOW MANY INDIVIDUALS BENEFITTED ?

A total of 75 people lived at Havenside during the decade; their rent payments helped fund the improvements they enjoyed. At the end of 2009, 33 islanders or relatives of islanders were living in our 29 apartments. Four of them had been residents since before 2000, and two of these since the 1980s! In age, six were in their nineties, ten in their eighties, fifteen in their seventies, and three in their sixties or upper fifties. In the course of the ten years, forty two other elders also resided on the property. All who moved in during the decade had waited from a few weeks to as long as five years to secure an apartment, depending on the length of the waiting list and the turnover rate at a given time. Havenside can count on full occupancy.

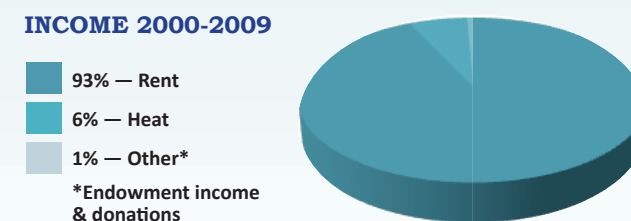
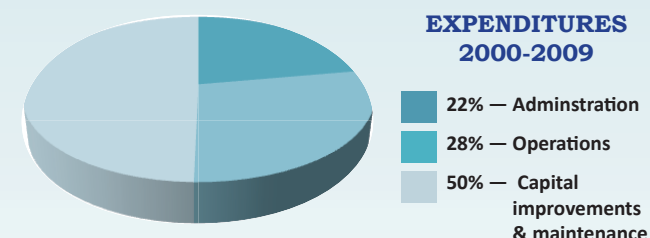
### WHAT LIES AHEAD?

A property such as Havenside will always require maintenance and additional replacements and



apartment refurbishing. A few major capital needs still loom, such as replacing the other roofs, paving, and reshingling. But as the next decade progresses, the major investments during the “aughts” should pave the way for a period of lower capital expenses as well as fewer routine repairs. This should help control the overall budget, even as many operating costs such as insurance, gas, and hourly wages for tradesmen, inevitably rise. The goal will always be to keep rents as low as possible, and in the “affordable” range, while maintaining the property at Havenside. Future island elders can count on being able to enjoy a well-maintained facility, a harbor view, the convenient location, and pleasant, independent living at Havenside!

Susan Phelps, Manager



### Operating Results, 2000-2009 (to nearest 100)

INCOME	
Rent	2,160,500
Heat	145,300
Other (Endowment income & donations)	16,400
<b>TOTAL INCOME</b>	<b>2,322,200</b>
EXPENDITURES	
Administration	542,100
Operations	688,500
Capital Improvements & Maintenance	1,213,500
<b>TOTAL EXPENDITURES</b>	<b>2,444,100</b>
<b>NET LOSS</b>	<b>(\$121,900)</b>