





Mark A. Diedrich, AIA Principal, Kuo Diedrich Chi Kdcarchitects.com





- Founded in 2002
- Registered in 23+ US States
- Contributing author on book of Golf Clubhouse Design
- Designed hundreds of clubhouses
- 5x winner of Golf Inc's Golf Clubhouse Of The Year Award
- 4x winner of Club Industry's Golden Fork Award for F&B design
- 3x winner of Golf inc's Best New Amenities



- Members of the AIA, ULI, and Club Forum Leaders
- Active in CMAA
- Panelist on Platinum Clubs of America / World
- other universities
- Extensive international experience
- Long history with the golf industry
- Published in numerous golf and club magazines



The American Institute of Architects







ABOUT OUR TEAM

Guest juror at SCAD (Savannah College of Art and Design) and

PARTIAL LIST OF PROJECTS

NOTABLE PROJECTS

Ansley Golf Club Atlanta, Georaia Atlanta Country Club Marietta, Georaia Belfair Bluffton, South Carolina Camp Creek Inn and Golf Club at Watersound Watersound, Florida Colleton River Club Bluffton, South Carolina East Lake Golf Club Atlanta, Georgia The Els Club Dubai¹ Dubai, UAE The Ford Field & River Club Richmond Hill, Georgia Golf Club of Georgia Alpharetta, Georaia Harbor Shores Benton Harbor, Michigan Ladera Golf Club Thermal, California The Landings Club Savannah, Georgia Memphis Country Club Memphis, Tennessee Oakmont Country Club Pittsburgh, Pennsylvania Richland Pointe at Reynolds Lake Oconee Greensboro, Georgia Ritz-Carlton at Reynolds Lake Oconee Greensboro, Georgia Saucon Valley Country Club Bethlehem, Pennsylvania

Shangin Bay Golf Club¹ Hainan Province, China

DOMESTIC (USA)

Balsam Mountain Sylva, North Carolina Belle Haven Country Club Alexandria, Virginia **Big Canoe** Jasper, Georgia Boothbay Harbor Golf Club Boothbay Harbor, Maine Butternut Creek Blairsville, Georgia Callaway Gardens Pine Mountain, Georgia Country Club of Spartanburg Spartanburg, South Carolina Daniel Island Club Charleston, South Carolina The Dunes Golf & Beach Club Myrtle Beach, South Carolina Echelon Alpharetta, Georgia Forest Creek Golf Club Pinehurst, North Carolina Forest Lake Club Columbia, South Carolina Florence Country Club Florence, South Carolina Governors Towne Club¹ Acworth, Georgia Hendersonville Country Club Hendersonville, North Carolina Hershey Country Club Hershey, Pennsylvania Hiahlands Falls Country Club Highlands, North Carolina Kinloch Golf Club¹ Manakin Sabot, Virginia Lake Toxaway Country Club Lake Toxaway, North Carolina Lennar Corporation Clubhouses Throughout the Southeast

Lookout Mountain Club Chattanooaa, Tennessee Mountain Air Country Club Burnsville, North Carolina Mvakka Villaae Sarasota, Florida Occano Club Village Merry Hill, North Carolina Oceanside Country Club Ormond Beach. Florida Old Overton Club¹ Birminaham, Alabama Palma Ceia Golf & Country Club Tampa, Florida Ping nFlight (Golf) Academy Alpharetta, Georgia Point O'Woods Golf Club Benton Township, Michigan **Ridgemoor Country Club** Chicago, Illinois Savannah Yacht Club Savannah, Georaia Springdale Cruso, North Carolina The Standard Club Johns Creek, Georgia Stonebridge Country Club Aurora, Illinois Trillium Cashiers, North Carolina University of Alabama Tuscaloosa, Alabama University of Georgia Athens, Georgia WindRiver Golf Club Lenoir City, Tennessee Woodland Country Club Indianapolis, Indiana

+ many more

INTERNATIONAL

Al Moui at The Wave Muscat, Oman **BR** Golf Resort Belarade, Serbia Delhi Golf Club Delhi. India Durrat Al Bahrain Kinadom of Bahrain Ecopark Hanoi, Vietnam Els Residences (Ernie Els) Worldwide EPGA (Ernie Els Performance Academy) Hanoi, Vietnam Golf de Val-Grand Paris, France Golf Resort & Villas St. Lucia Imperial Golf Estate Ludhiana, India Koncha Zaspa¹ Kiev, Ukraine Matalda Resort Mali Losini, Croatia Nine Dragons Golf Golf Club¹ Shanahai, China Panda Valley Golf Club Chengdu, China The Presidential at Yanai Lake Beijing, China Tripilsky Golf Club Kviv, Ukraine Tseleevo Polo Golf Club¹ Moscow, Russia Vista Verde Golf Club Sao Paulo, Brazil

+ many more

List of Golf Course Designers on KDC Projects

Andrew Greene Arnold Palmer Arthur Hills Beau Welling Bill Bergin Bob Copp Bruce Hepner Coore-Crenshaw Dana Fry & Jason Straka Davis Love III **Ernie** Els Gary Player Grea Norman Hale Irwin Jack Nicklaus Jerry Pate King Collins Design Kris Spence Kylle Franz (Eric)Larsen Golf Design Mike Riley & Curtis Strange Pete Dve Peter Harradine Rees Jones Robert Trent Jones Ron Garl Scott Poole Tom Fazio Tyler Rae Vinny Giles

¹ In association with Richard J. Diedrich, FAIA

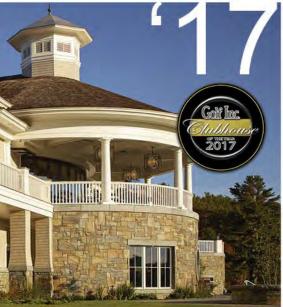
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www.KDCarchitects.com







A Master Plan is a collaborative process between the consultant and club leadership to establish a long-range plan for the facilities at the club. A Master Plan should be treated as a living document that provides a road map for future capital improvements and expenditures but should be revisited and updated from time to time.





The Kuo Diedrich Chi 10 Step Master Planning Process

For the master planning process to be the most effective, it should be based on sound information. Kuo Diedrich Chi uses its process to discern information regarding current and future member expectations, governance, operations, facilities and finance issues to set a good foundation for master plan creation. At its most inclusive, the following step by step process can be executed:

STEP 2	STEP 3	STEP 4		
Focus Groups & Initial Engagement	Program Development	Design Options		
Conduct group sessions to engage members and receive feedback	Identification and creation of the key components of the Master Plan	KDC generates design option for the Master Plan		
STEP 7	STEP 8	STEP 9		
Finalize Design	Master Plan Summary	Town Hall & Vote		
Final direction and decisions on the Master Plan	Book or brochure to be communicated to members	Town hall meeting with mer		
	<section-header><text><text><section-header><section-header><section-header></section-header></section-header></section-header></text></text></section-header>	Focus Groups & Initial EngagementProgram DevelopmentConduct group sessions to engage members and receive feedbackIdentification and creation of the key components of the Master PlanSTEP 7STEP 8Finalize DesignMaster Plan SummaryFinal direction and decisions onBook or brochure to be		



KDC 10-Step Process





STEP 1 – Research, Analysis, & Workshop

Kick-off 1-2 day planning workshop:

- Tour facilities
- Meet club leadership and staff
- Review existing information (as-builts, member surveys, designs)
- Participate in an outreach event such as "Member For A Day"
- Establish the Mission and Vision, utilizing "S.O.A.R."
- Third-party Property Conditions Report or Capital Needs Study
- Establish schedule and next steps
- Typically initiate Step 3 Program Development during the Workshop

Duration: 1-2 Days plus 1-2 weeks preparation Meeting: Visit #1 with Architect, Land Planner, and Interior Designer

Insight:

- Understand Governance
- Understand history and culture to ensure authenticity











1. OUR TEAM PROCESS

DAY 1

9:30-10:30	Mark, JC and Jon meet Todd for tour of facilities
10:30-12:30	 Kick off meeting - Introductions, goals, expectations, discuss committee members, KDC) Team introductions (10 mins) Goals of Charrette (5 mins) Recap of previous member survey/data (30 mins) Initial Programming and amenity trends general discussion General discussion of board/committee vision for capital Contingency/break time (15 mins)
12:30-4:30pm	Working Lunch and KDC Team find a quiet place and work
4:30-6:00pm	Preview of progress to planning sub-committee (Planning c
6:30 pm	Cocktails followed by dinner with KDC team. (all invited)

ssion, ideas (planning

ion (30 mins) 1 improvements (30 mins)

k/sketch/design (KDC)

committee, Todd)



1. OUR TEAM PROCESS

DAY 2

8:30-11:00am	Morning work session for Design Team (KDC)
9:00-10:00am	Meeting with select staff (department heads) (Mark, Todd, 2
11:00 – 1:00	KDC present sketches, ideas, plan going forward (Planning attend) (This is a working lunch with meal provided by the club)

1:30 pm KDC Team departs

Dept. Heads)

g Committee & Todd to



Successful Planning through S.O.A.R. (Strengths, Opportunities, Aspirations, Results)

Strengths

What the organization does well, along with its key assets, resources, capabilities, and accomplishments.

Example questions:

- What do we excel at?
- What are our greatest accomplishments?
- What are we most proud of?
- What makes us unique?
- What do we provide that is world class?
- What strengths are most valuable in our marketplace?
- What do we do or have that's better than anyone else?

Opportunities

Circumstances that your team could leverage for success, eg. to improve profitability, market share, or competitive edge.

Example questions:

- What partnerships would lead to greater success?
- What changes and trends in the market align with our strengths?
- What threats do we see that we could reframe as opportunities?
- What needs and wants are we currently not fulfilling for our internal and external stakeholders?
- Are there gaps in the market that we could fill?

Aspirations

An expression of what you want to be and achieve in the future. A vision to build on current strengths, provide inspiration, and challenge the current situation.

Example questions:

- What do we want to achieve in the future?
- What should our future business look like?
- How can we make a difference?
- What are we passionate about?
- What strategies and actions support our perfect future self?

Results

Tangible outcomes and measures that demonstrate you've achieved your goals and aspirations.

Example questions:

- What measures will tell us we are on track to achieve success?
- How do we translate our vision of success into tangible outcomes?
- How do we know when we've achieved our goals?



The Mission

OUR MISSION – Why we exist

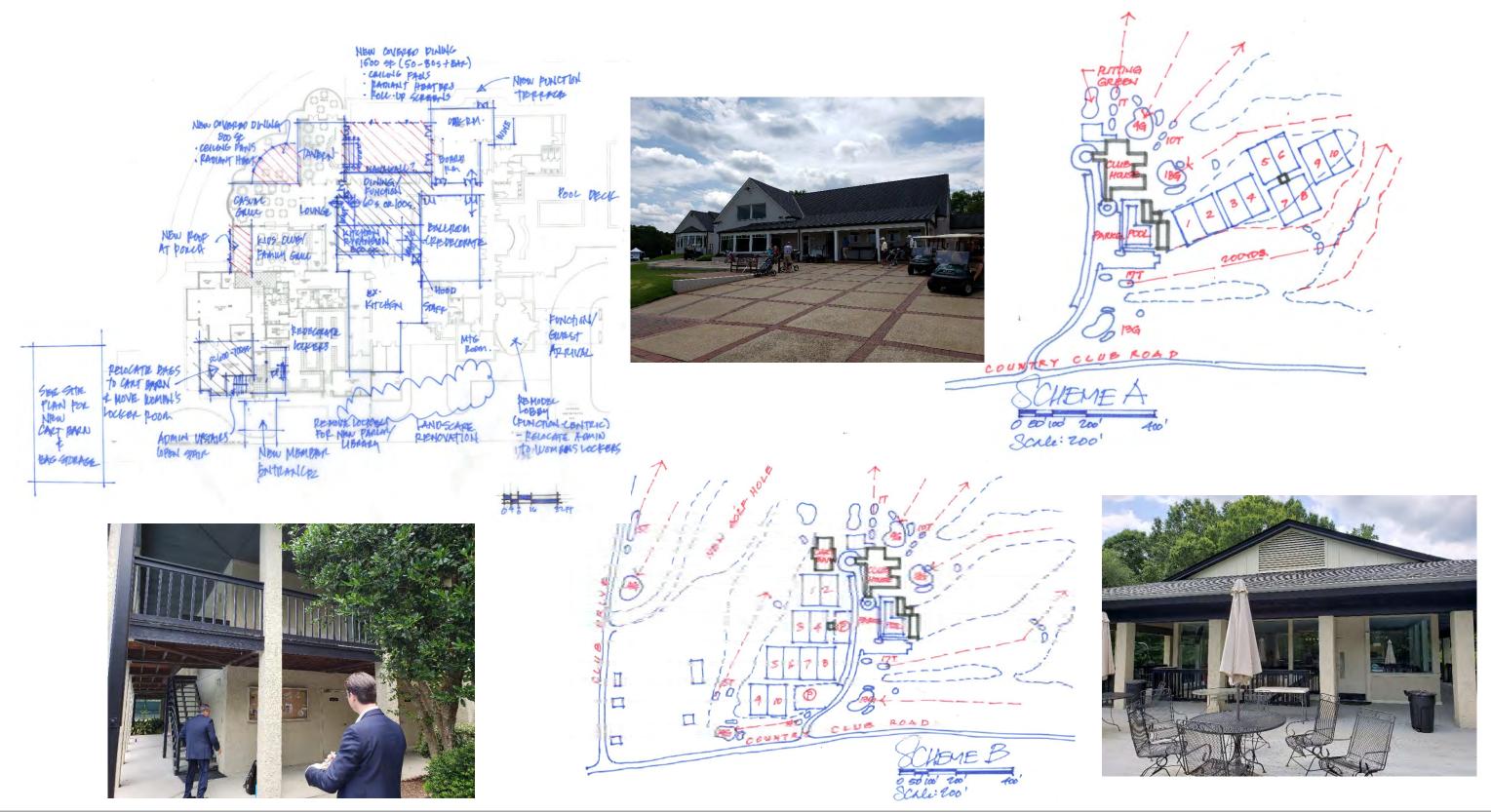
CCS will be the private club offering an elevated experience; where members gather to recreate, socialize, and enjoy life at its best in Spartanburg. We are dedicated to enhancing the legacy of 1908 through excellence in personal hospitality and amenities; striving to do better today than yesterday to ensure our member families cannot wait to return tomorrow.

OUR VISION – Our aspirations for the future To be the most respected, sought-after private, family focused, memberowned country club in South Carolina





FALL 2020 Master Planning Workshop







The Mission

Proposed Lookout Mountain Club Mission Statement:

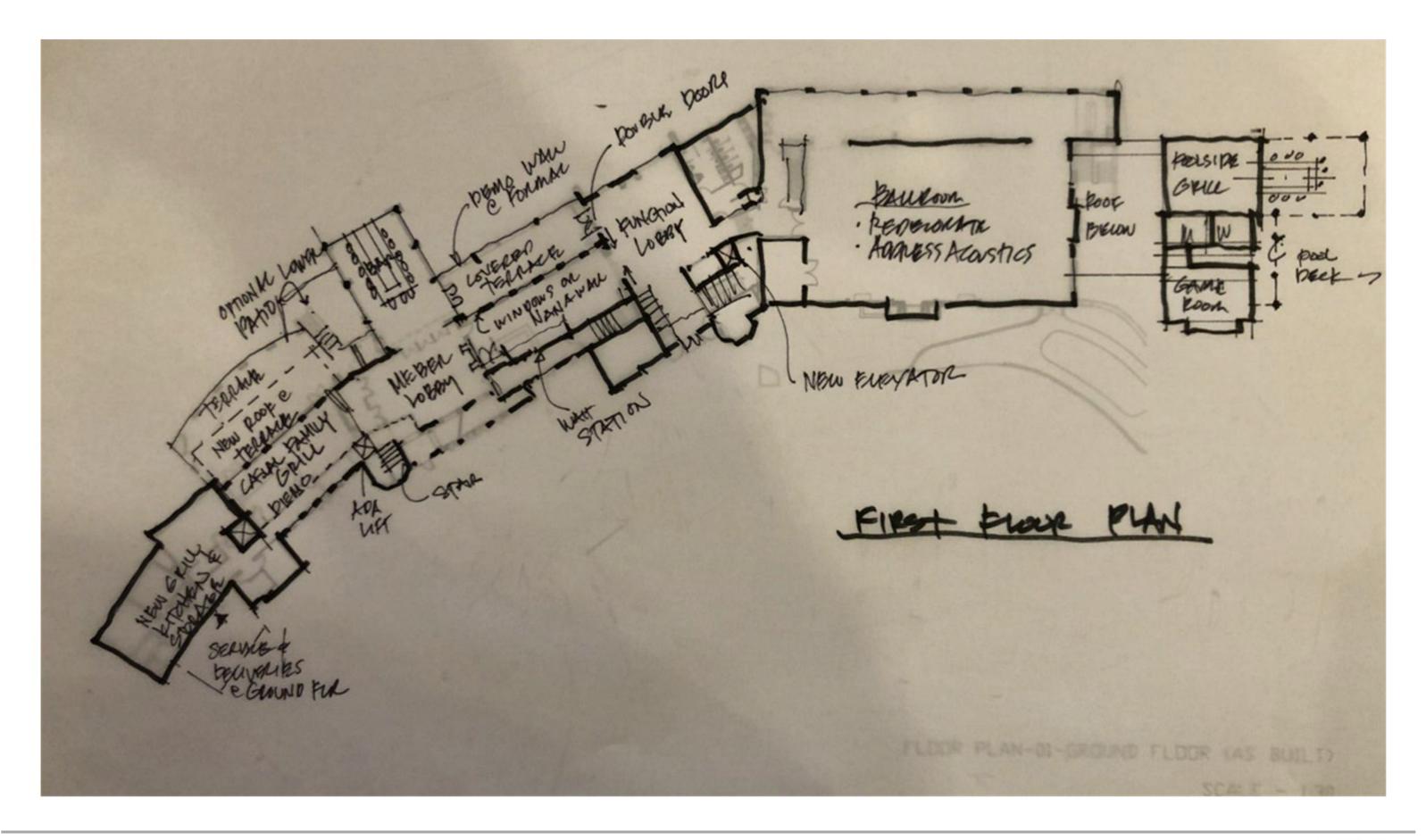
"Lookout Mountain Club serves its members and families with high quality social and recreational private club experiences in a year-round offering inclusive of outstanding nationally recognized Raynor golf, favorite place dining, social/recreational activities that create friendships for life and providing the social hub for the Lookout Mountain community."



Master Planning Priorities

Potential Improvements	% Rating Important	% Rating Unimportant
FAIRYLAND LOCATION		
Site/Parking		
Upgrade the appearance of the landscaping around the clubhouse and grounds	31%	34%
Provide a security gate at the entrance to the Club property	10%	68%
Clubhouse and Dining		
Provide an outdoor bar/socializing area with comfortable seating and fire pits	67%	9%
Expand the outdoor/patio dining area	61%	14%
Upgrade the existing casual bar/pub area	53%	18%
Upgrade the basement kitchen	46%	15%
Provide an adult casual grill adjacent to the bar/lounge	46%	26%
Upgrade the appearance of the outdoor/patio dining area	44%	20%
Provide a casual family grill area separate from the adult casual dining area	44%	26%
Provide a canvas awning over the outdoor/patio dining area	43%	23%
Swimming		
Upgrade the pool area to provide a more resort-style pool appearance, i.e., additional shade, improved poolside dining and beverage service, etc.	54%	18%
Add a simple bar/Tiki Hut facility for adults in the pool area	39%	33%





PROPOSED NEW CLUBHOUSE PLAN – GROUND FLOOR





STEP 2 – Focus Groups and Initial Engagement

Conduct group sessions to engage members and receive feedback:

KDC 10-Step Process

- Expand the discussion/participation to include additional member voices
- We recommend 3-6 focus groups of 8-12 people, held in meetings lasting 1-1.5 hours
- Document the conversation (recording and notes) \bullet

Duration: 1-2 days

Insight:

- GM needs to work toward a diversification of participants
- Include some new members





STEP 2 – Focus Groups and Initial Engagement

Mark Diedrich provided an overview of KDC architects. He gave a timeline of the KDC/LMC Master Planning project to date, reviewed future sequence of events. Also did an overview of the master planning process tools we use.

Fairyland - Dining

(Note - member feedback and questions are in italics)

It would seem that having a single kitchen in a more central location would be more efficient and less expensive.

Todd: take is that you will need two lines regardless, and it will not affect things much to have them separate. Also, remember that there are things like trash and dumpsters that you will not want visible (or to be transported through membership areas)

Mark: Serving a la carte dining from a different level kitchen is a major operational issue and one that needs to be resolved. The same is not true of the banquet kitchen, although it should be improved. An ideal solution of one large "island" kitchen located to serve all areas would take valuable space out of the main level that would eat into dining space.

Printed 5/12/2021

Page 2 of 4

Could we put a fireplace below the current terrace on the lawn? It is a currently unused outdoor space. Mark: we can explore this, although some of the landscaping equipment is currently stored under the terrace and would be an eyesore. This would need to be addressed, but it could be a unique opportunity.

Would these improvements increase total capacity?

Mark: at a very minimum we have added all the seats in the current library. We will do an overall seat comparison.

Todd: estimating 20% increase in dining capacity, doubling bar capacity.

How do you navigate this building being historically designated?

Mark: We are early in the process – currently focusing on a general wish list and plan. Once we have a desired path, we will be able to navigate the historic details and protection legalities



KDC 10-Step Process





STEP 3 – Program Development

Establish key components of the Master Plan:

- Often commences during Step 1 Workshop
- Design brief of the proposed new and expanded facilities
- Diagrams to illustrate the program elements for review with the Committee

Duration: 2-3 weeks

Insight:

Keep in mind that back of house support spaces will drive size of program



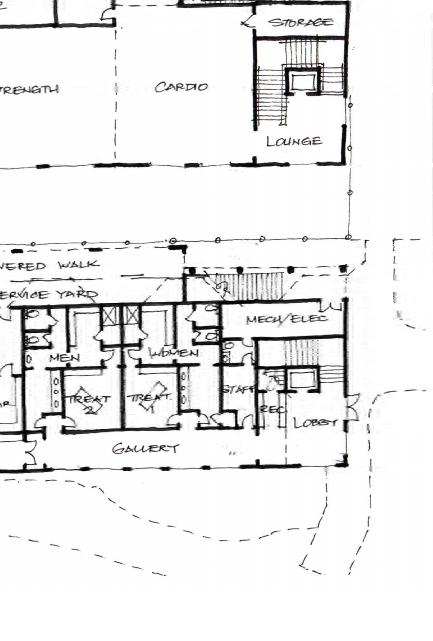


STEP 3 – Program Development

PROGRAM SPACE	QTY	UNIT	COND. AREA	UNCON. AREA		COMMENTS		
FITNESS								Grapf 2
Aerobics	20	people	1300 sf		sf	2 rooms + storage	32	9
Strength Equipment	15	stations	1050 sf		sf		GRAIP.FT. 24	
Cardiovascular Equip.	10	stations	750 sf		sf		GRAVP.FIT. 24	
Personal Training & Stretching	1	area	200 sf				T Z	STRE
Women's Lockers	12	Ikrs	60 sf		sf	Locker Rooms scaled back due to proximity to clubhouse		
Women's Wet Areas			sf		sf		DECK Z	
Showers	1	Н	80 sf		sf			
WC	2		40 sf		sf		UPPER LEVEL	
Lavs	2		40 sf		sf			
Men's Lockers	12	Ikrs	60 sf		sf	Locker Rooms scaled back due to proximity to clubhouse		COVE
Men's Wet Areas			sf	-	sf			SER
Showers	1		80 sf		sf			SER
WC	1		20 sf		sf		BOH	
Urinal	1		20 sf		sf			л
Lavs	2		40 sf		sf		COVERED	<u> </u>
Family restroom	2	rooms	160 sf			For use by pool users	1	KBAR
Locker Attendant	0		0 sf	<u> </u>	sf		DINING	
Lounge	0		0 sf		sf	With juice bar, coffee, water, café seating		
Retail	0.5		150 sf		sf	Retail for fitness, tennis & spa		
Staff	1		200 sf	1	sf	lounge and lay-down space for spa/fitness staff	INVITENCE	
Storage	0.5		75 sf		sf		MAINLEVEL	
FITNESS TOTAL			4757.5 sf	1.2.2.2.1	0 sf		5 85 T6 - 32'	¥



KDC 10-Step Process



TRAIN



STEP 4 – Design Options

Establish key components of the Master Plan:

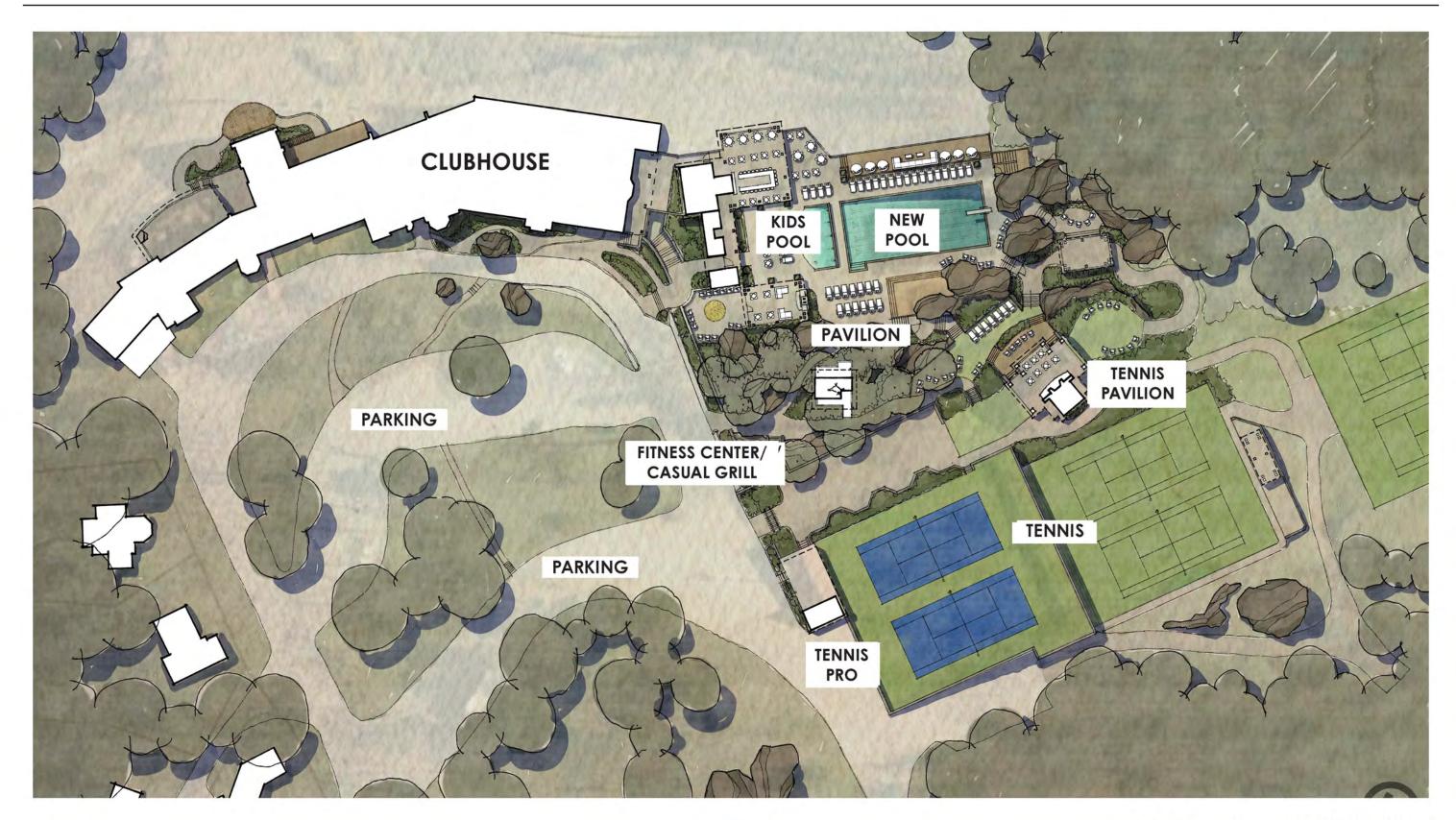
- Study conceptual options and discuss alternatives
- Review financial aspects of the Master Plan with client
- Concept floor plan sketches of proposed new facilities
- Plan sketches over existing floor plans for existing facilities
- Inspirational imagery "story boards" showing photos of similar spaces both interior and exterior
- Preliminary exterior building models or sketches for internal use (not) for presentation to membership)
- Address financial plan phasing (if applicable)

Duration: 8 weeks Meeting: Visit #2 with Architect and Land Planner

Insight:





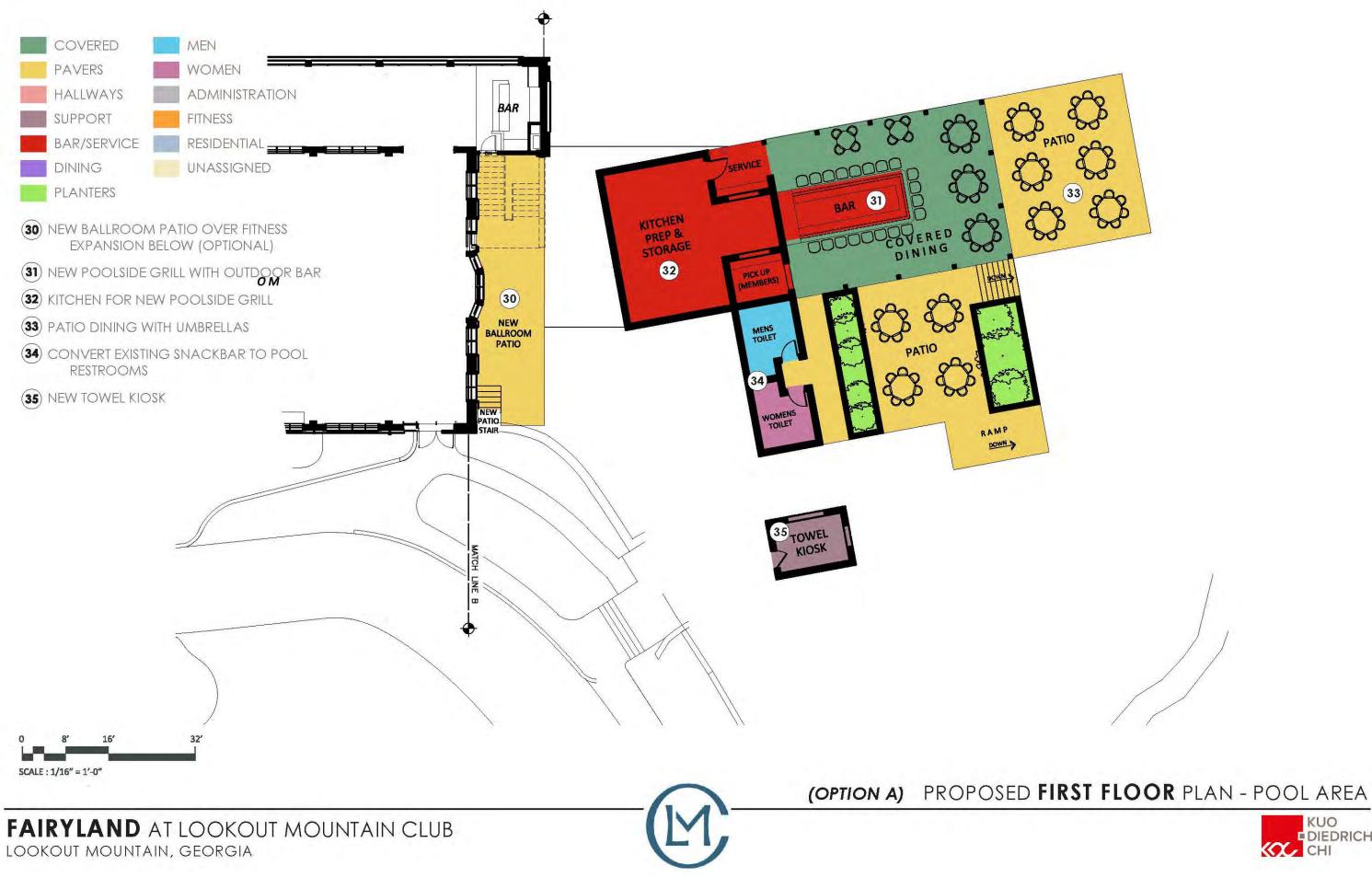


FAIRYLAND AT LOOKOUT MOUNTAIN CLUB LOOKOUT MOUNTAIN, GEORGIA 1/23/2020





(OPTION C) PROPOSED SITE PLAN

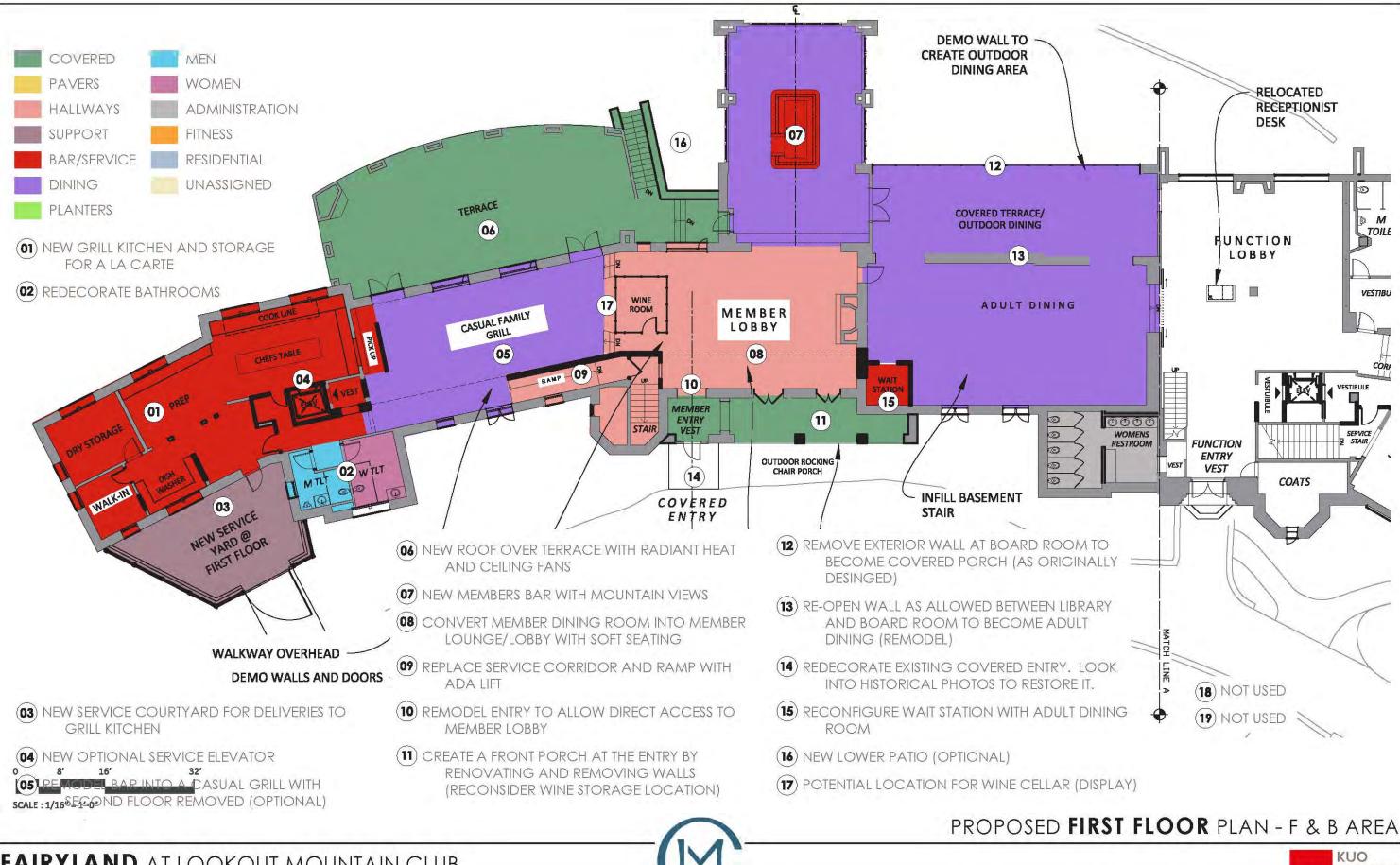






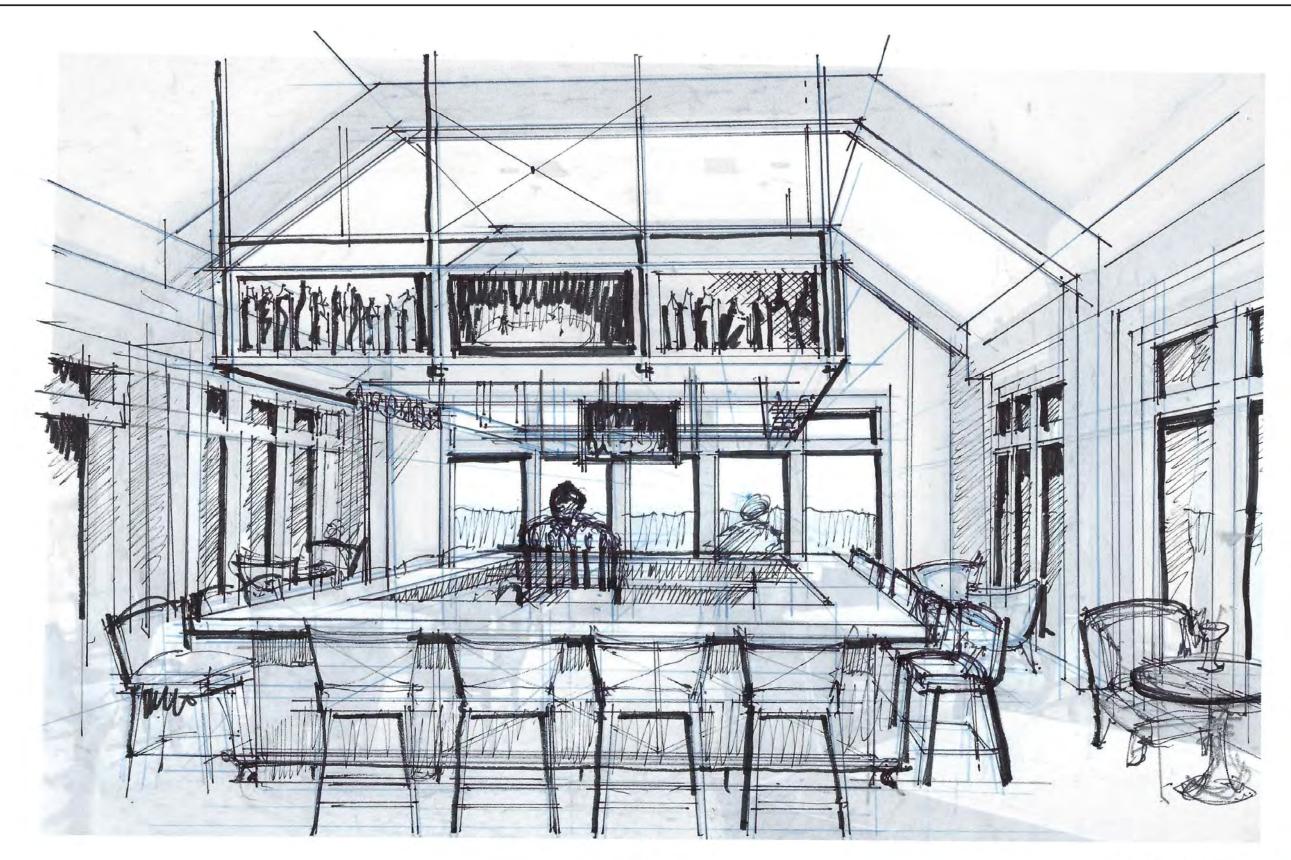
POOL IMAGERY





FAIRYLAND AT LOOKOUT MOUNTAIN CLUB LOOKOUTMOUNTAIN, GEORGIA





FAIRYLAND AT LOOKOUT MOUNTAIN CLUB LOOKOUT MOUNTAIN, GEORGIA



IMAGERY : BAR REDESIGN





IMAGERY : BAR REDESIGN



STEP 5 – Project Budgeting

- Clubhouse architects can provide order of magnitude budget based on square foot costs
- Estimating by a local GC is highly recommended
- Budget typically construction cost + approx. 40% for soft costs
- Soft costs include design fees, contingencies, FF&E, and Ownerlacksquareprovided items (A/V, security, flatware, etc.)

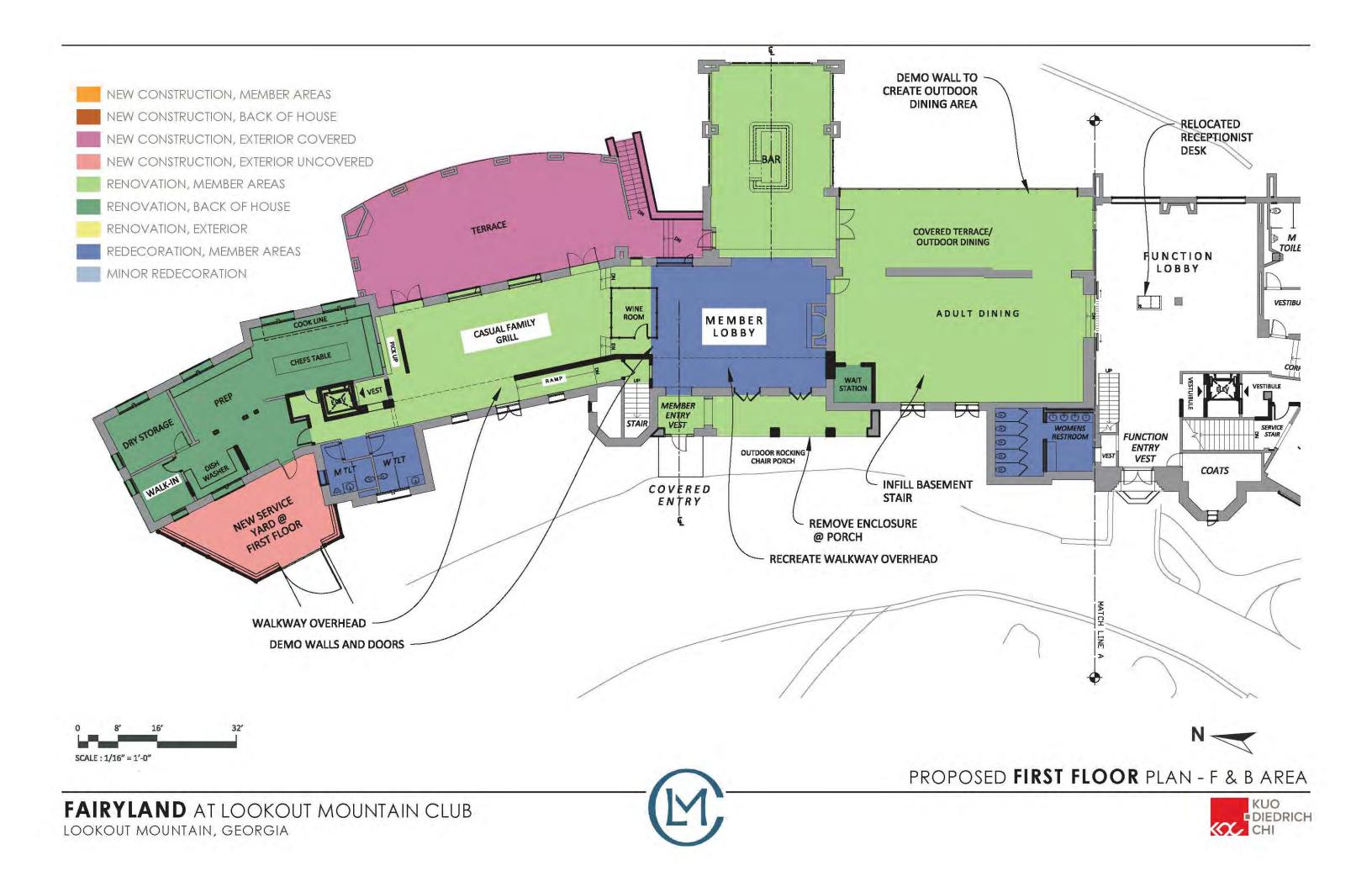
Duration: 3-4 weeks

Insight:

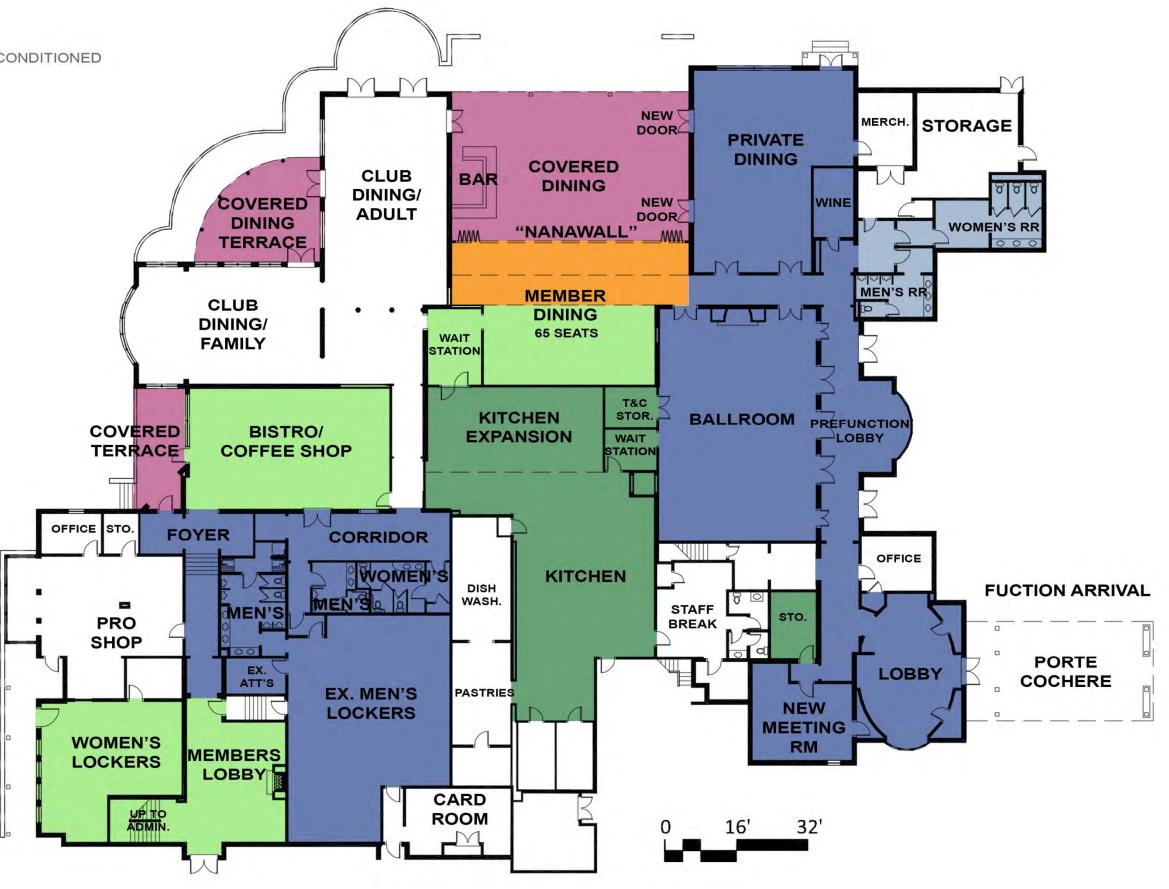
- In the GA region, construction costs have escalated 30-40% minimum since early 2020 (data indicates 12-15% annual inflation)
- May need to pay a small fee for a local estimate, but is usually worth it













THE COUNTRY CLUB OF SPARTANBURG SCOPE OF WORK DIAGRAM - CLUBHOUSE - MAIN LEVEL FLOOR PLAN 18 NOV, 2020



STEP 5 – Project Budgeting

	Kitchen Bene, 8 Member Dining Terraces	
	Total Master Plan Budget	\$17,117,756
	Cost escalation (if phased)	\$0 5% per year allowance
	Owner contingency 5%	\$745,547
	A/E/ID fees @ 10%	\$1,461,272
	Design/Construction Contingency 15%	\$1,789,313 Will be spent on items not defined yet
	Misc Sitework Allowance (7.5%)	\$894,656
	Misc Owner items @2.5%	\$298,219 low voltage, security, stemware, flatware, etc.
	Itemized Subtotal	\$11,928,750
PH2	Short Term Maintenance items	\$32,000 Per Intertek Report
PH1	Immediate Deferred Maintenance	\$82,750 Per Intertek Report
PH6	Relocate Maintenance Complex	\$1,000,000 allowance
PH5	Ex Fitness Remodel To Academy	\$681,190
PH5	Remodel Junior Grill to Party Barn	\$801,370
PH2	New Arrival paving, landscape	\$100,000 allowance
PH3	Remodel Service Area	\$50,000 allowance
PH2	Bag Drop & Staging Hardscape/landscape	\$100,000 allowance
PH2	New Sports and Wellness w/ Cart Barn	\$3,095,760
PH1	New parking Option A	\$120,000 Allowance
PH1	New Stadium court, pavilion, lights	\$200,000 allowance
PH1	10 New (Clay Tennis Courts)	\$600,000 \$60k/court
PH1	Reconfigure 14, 15, 16	\$300,000 per Kris Spence
	Clubhouse Building Improvements (Incl. FFE)	\$4,765,680
PHASE	MASTER PLAN BUDGET SUMMARY	
	February 4, 2021	
	Master Planning Conceptual Budget	
	Country Club of Spartanburg	

PH. 3	Kitchen Reno. & Member Dinin	g Terraces						
	New construction members	776	NCM	\$325	\$252,200	\$75	\$58,200	
	New construction b.o.h.		NCB	\$250	\$0	\$10	\$0	
	New construction outside	2346	NCO	\$250	\$586 <i>,</i> 500	\$65	\$152 <i>,</i> 490	
	Remodel member areas	904	RMM	\$175	\$158,200	\$25	\$22,600	
	Remodel back of house	2751	RMB	\$150	\$412,650	\$10	\$27,510	
	Remodel outside		RMO	\$100	\$0	\$0	\$0	
	Redecorate member areas		RDM	\$75	\$0	\$75	\$0	
	Minor Redecoration		MRD	\$50	\$0	\$75	\$0	
	Totals	6777			\$1,409,550		\$260,800	

KDC 10-Step Process







PHASED BUDGET FOR OPTION A- RELOCATED TENNIS AND **NEW SPORTS AND FITNESS CENTER***

PHASE 1: Relocate tennis and reroute golf with options to remodel member entrance, locker rooms, and bistro (snack bar)

PHASE 2: \$5,445,000 New Sports and Fitness Building, with option to relocate Cart Barn, and Bag Storage

PHASE 3: \$3,234,000 Expand kitchen, remodel member dining, cover the terrace and add an outdoor bar and TV's

PHASE 4: \$2,558,000 Redecorate the ballroom, meeting rooms, lobby, and function restrooms

PHASE 5: \$2,365,000 Remodel Junior Grill and Snack Bar and remodel existing fitness into a Golf Academy

PHASE 6: Relocate golf course maintenance facility *(2021 cost escalation of 10% applied to prior budgets) – 2022-23 escalation not incl.



BUDGET AND PHASING COSTS



\$1,870,000

- \$3,925,000

STEP 6 – Consensus Building

Interim member feedback and moving towards consensus

- Small-format town halls
- Open Houses
- Neighborhood meetings
- May or may not include design team

Duration: 1-2 weeks

Insight:

- Club Leadership should seek out key influencers in the club and share the information
- Be prepared for spreading of rumours





STEP 7 – Finalize Design

Final direction and decisions on the master plan

- Presentation to committee members
- Final selection of alternatives, prioritization and phasing
- Prepare 3D visual illustrations convey the scope to membership and provide a creative marketing piece
- Generate conceptual interior renderings as needed (optional)

Duration: 4 weeks Meeting: Visit #3 with Architect

Insight:

• May require 3rd party financial advisor/consultant



sing nembership and d (optional)



STEP 8 – Master Plan Summary

Book or brochure to be distributed to members

- Gather all materials for brochure
 - Letter from President
 - Graphic plans and images
 - Financial information on project and member contributions
- Finish any last-minute changes to the plan presentation
- Graphic design services for the final presentation materials (brochure and/or slide presentation)

Duration: 4-6 weeks

Insight:

• Electronic brochures can be accessed via website



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STEP 8 – Master Plan Summary



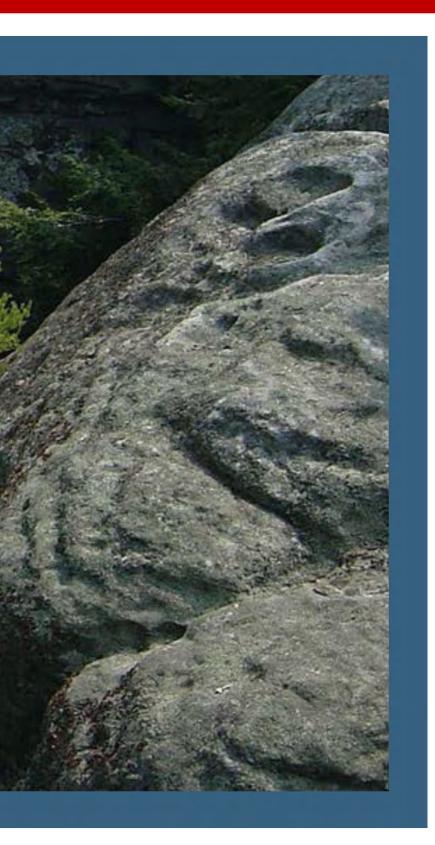


THE LOOKOUT MOUNTAIN CLUB

PHASE I CAPITAL IMPROVEMENTS PLAN



KDC 10-Step Process





STEP 9 – Town Hall (& Vote)

Necessary if vote is required, but recommended regardless

- 1 or more Town hall meetings with membership
- Accompanied by member brochure and online materials
- Consider AV capabilities and capacity during planning
- Carefully outline and practice the presentation
 - Involve Board president and financial speaker along with designer

Duration: 1 day, plus 1-2 weeks preparation Meeting: Visit #4 with Architect, Land Planner, and Interior Designer

Insight:

 Consider a designated web page for member FAQ and as a source of information (CC of Spartanburg – beoneccs.club)





STEP 9 – Town Hall (& Vote)





KDC 10-Step Process



STEP 9 – Town Hall (& Vote)

Components of a typical Town Hall

- Outline the process and how membership helped drive decisions
- Summarize membership survey and focus group data
- Include credentials of the consulting team
- Use quality graphics or video to convey the plan
- Clearly summarize the financials
- Outline how this benefits everyone (Assessment)
 - Junior members concern is cost vs family income
 - Convey investment in their future
 - Be understanding and consider financing options
 - Older members see shorter time to benefit
 - Convey the importance of the legacy they leave
 - Typically, have benefitted from years of deferred maintenance without paying

KDC 10-Step Process





2023 - Master Planning Concept

2023 – TENNIS/PICKLEBALL SITE PLAN



PHASE 1A SCOPE OF WORK:

- REROUTE GOLF
- RELOCATE TENNIS COURTS
- NEW PICKLEBALL COURTS
- AND TENNIS (40 SPACES)
- NEW TENNIS PAVILION
- JUNIOR CLUBHOUSE RENOVATION
- REDECORATE GRILL
- NEW COMFORT STATION AT #4/#15

PHASE 2 SCOPE OF WORK:

PLAYGROUND

NEW FITNESS

LOCKER ROOMS



 LANDSCAPE/HARDSCAPE REMODEL AT CART STAGING AND ARRIVAL

REDECORATE MEN'S AND WOMEN'S

GOLF CART AND BAG STORAGE UNDER

NEW SPORTS AND FITNESS BUILDING

NEW PARKING NEAR MEMBER ENTRANCE

STEP 10 – Implementation

Project specific architecture and engineering

- Proposals needed for Architecture, Building Engineering, Interior \bullet Design, Site Engineering, Landscaping, Pool Engineering, etc.
- AIA B101-2017 Standard Agreement Between Owner and Architect is the typical contract referenced
- A third-party Owners Representative (Project Manager) \bullet recommended – They don't typically teach construction in Club Mgr curriculum

Duration: 6-12 months for design BEFORE construction can start

Insight:

- Best to continue with the same design team that got you to this point due to relationships and member trust
- Avoid using members



KDC 10-Step Process



Implementation – Executing Capital Plans

- The Design Team
- Design Fees
- Phases of Design
- Interior Design
- Insight and Considerations







Implementation – The Design Team

Architect's Scope

- Structural Engineer
- Mechanical, Plumbing, Electrical, Fire Protection Engineer
- Others:
 - Lighting Design
 - Pro Shop Fixtures
 - Fitness Layout
 - Spa
 - Acoustics
 - Envelope/waterproofing









Implementation – The Design Team

Owner's Scope

- Civil Engineer (site engineering)
- Low Voltage: data, security and AV
- Project management / Owner's representative
- Contract with General Contractor
- Pool Engineering

May be under Architect or Owner

- Interior Design and Procurement
- Landscape Architect
- Food Service

Insight:

- KDC has Interior designer under its umbrella slightly more than half the time
- KDC has Landscape Architecture under its umbrella most of the time
- KDC has Food Service Equipment design under its umbrella half the time



Implementation of Master Plan



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Implementation – Design Fees

Construction Budget Under \$2 million \$2-5 million \$5 million and above

10.0% 9.5% 8% - 9.0%

Insight:

- Renovations cost more than new construction as % of cost
- ID fees are similar % for design, but FF&E procurement costs are lacksquare20%-27% of the wholesale cost of furnishings



Implementation of Master Plan

Estimated Fee %



Implementation – Phases of Design

CONCEPTUAL DESIGN AND PROGRAMMING (IN MASTER PLANNING) \bullet

AIA B101 SCOPE OF WORK:

- SCHEMATIC DESIGN 15%
- **DESIGN DEVELOPMENT 20%**
- **CONSTRUCTION DOCUMENTS 40%**
- **BID PROCUREMENT 5%**
- **CONSTRUCTION ADMINISTRATION 20%**





Implementation – Interior Design

SELECTING YOUR INTERIOR DESIGNER

- DOES THE DESIGN FIRM HAVE EXPERIENCE IN YOUR INDUSTRY?
- IS THE INTERIOR DESIGN FIRM PRIMARILY FOCUSED ON HOSPITALITY \bullet **PROJECTS (VS RESIDENTIAL)?**
- CHECK EXPERIENCE AND REFERENCES. ARE THEY:
 - RESPONSIVE
 - SENSITIVE TO BUDGET
 - DELIVER WHAT WAS EXPECTED
- DOES THE ID FIRM USE A PROVEN APPROACH TO MANAGING CLUB **PROJECTS?**
- HAVE THEY WORKED WITH THE ARCHITECT'S TEAM BEFORE?





Implementation – Interior Design

Insight:

- Interior Design and Interior Decorating are different professions
- Bigger isn't always better in club interior design
- Interior Design is very subjective. It's not as defensible as the multi-disciplinary planning of Architecture – avoid an ID committee
- If a committee is mandated by your board, limit to no more than 3 and no more than one practicing ID, preferably none
- Avoid residential firms commercial furnishings and fabrics are a different industry and clubs take a lot of wear and tear
- Avoid using <u>members</u> to provide this service
- Let the ID coordinate procurement. A single point of responsibility is best and is worth the cost







Implementation – Interior Design

Managing the Process:

- Introduce the ID scope early in the design process
- Communicate vision, goals and <u>budget</u>
- Manage expectations of club leadership and members regarding ID – Select the firm and let them manage the process
- Scheduled presentations and milestones:
 - Schematic Design Inspirational imagery, furniture plans, budget
 - Design Development Finishes, plumbing fixtures, hardware and furniture
 - Construction Docs Millwork details, finish specs, FF&E purchasing specs
 - Construction Order FFE, review submittals







Implementation – Insight and Considerations

Final Thoughts:

- The Master Plan is an integral part of the overall Strategic Plan
- Leave adequate time (up to a year)
- Listen to members, follow advice on trends from consultants
- Communicate with members, especially if you need their vote
- Have reasonable expectations of volunteer members and plan to engage outside help for most aspects
- If you don't already, encourage your board to add a capital line item to dues that's reserved for growth and replacement
- Engage an experienced team of consultants
- Don't get left behind. Plan for the future to ensure the sustainability. of your club







Implementation – Q&A

QUESTIONS?

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