CASE STUDY

HERITAGE CLUB RENOVATION

LOCATION
Southwest Ohio

MARKET
Private Club / Hospitality

SQUARE FOOTAGE
18,500 SF

DELIVERY METHOD
Construction Management

COMPLETION YEAR
2025

Project Overview

How Conger worked with Heritage Club to bring the project back within a membership-approved budget while protecting the improvements most important to members.

This club project included an 18,500-square-foot renovation of the main clubhouse, including a full kitchen replacement, new roofing, and updates to the dining room, lounge and bar, locker rooms, exterior patio, and wood deck. The work also included a full replacement of the outdoor pool and surrounding amenities, a central part of the club's summer use.

Heritage Club's membership approved a capital budget and set expectations for the clubhouse and pool renovation dates. Members were eagerly anticipating the next pool season when early construction estimates came in higher than expected.

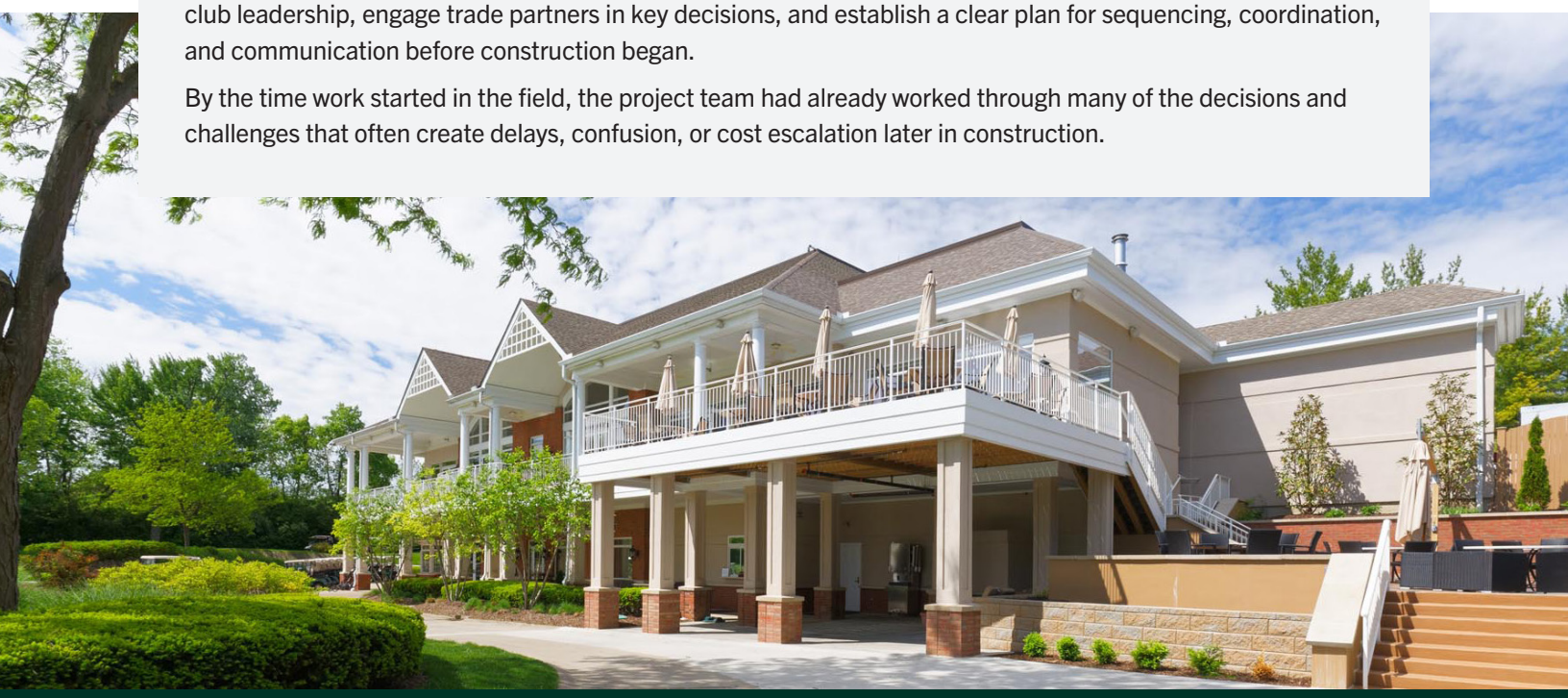
Preconstruction: The Work Before the Work

Some contractors present a lower budget number upfront, then drift higher as the project progresses, due to change orders and project adjustments. Conger takes a different approach. We use preconstruction to identify risks, coordination issues, and budget pressures before construction begins, helping owners make informed decisions upfront rather than reacting later.

That process produces a more realistic initial budget and creates greater cost predictability throughout the project.

At Heritage Club, preconstruction allowed the team to address budget pressure upfront, define priorities with club leadership, engage trade partners in key decisions, and establish a clear plan for sequencing, coordination, and communication before construction began.

By the time work started in the field, the project team had already worked through many of the decisions and challenges that often create delays, confusion, or cost escalation later in construction.



CASE STUDY





Character: Moving Forward Within the Budget

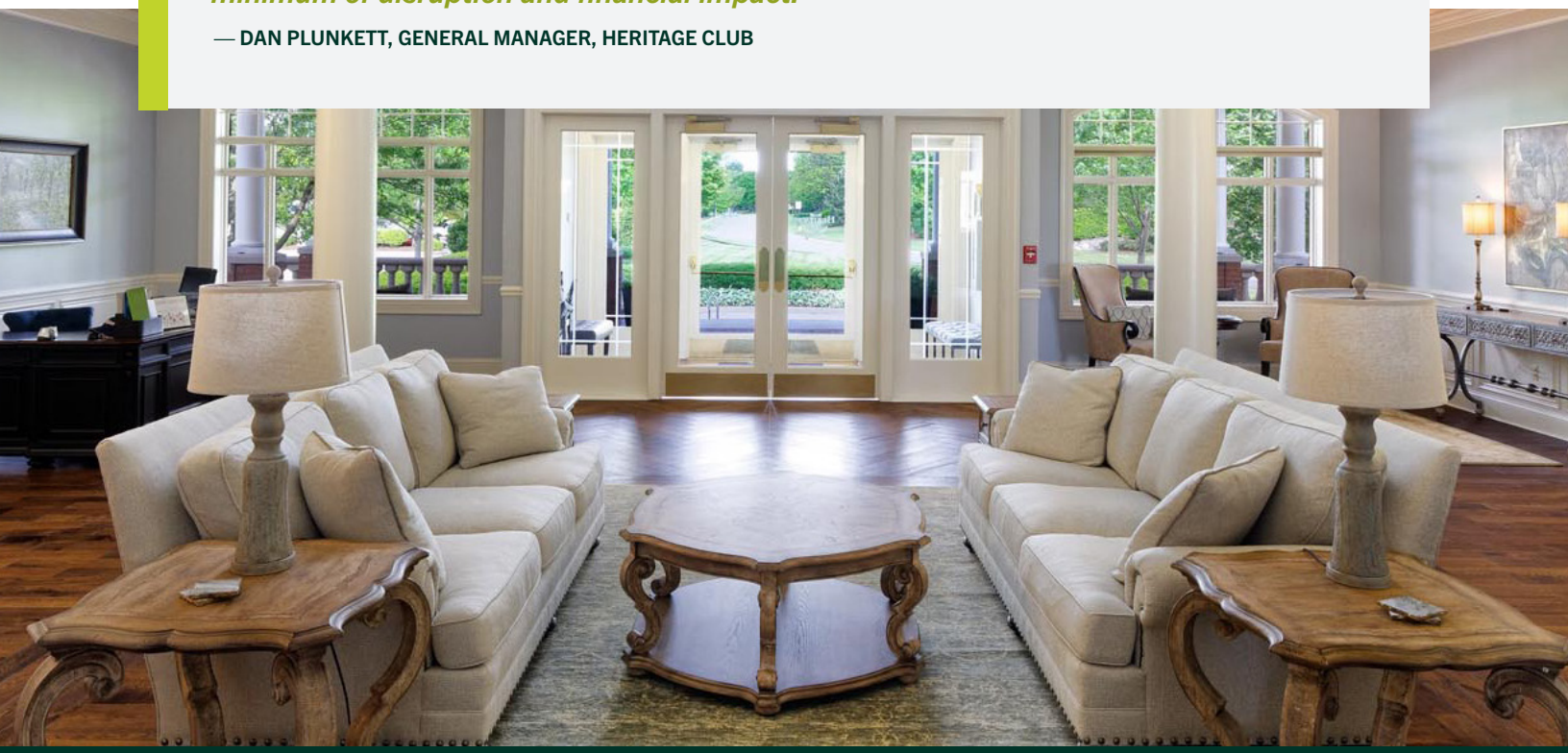
Conger worked with Heritage Club's leadership team to bring the project back within the approved budget while keeping the work moving forward. Rather than presenting a single "take it or leave it" plan, the team reviewed priorities with the club and developed a set of options and tradeoffs tied to how members use the facility.

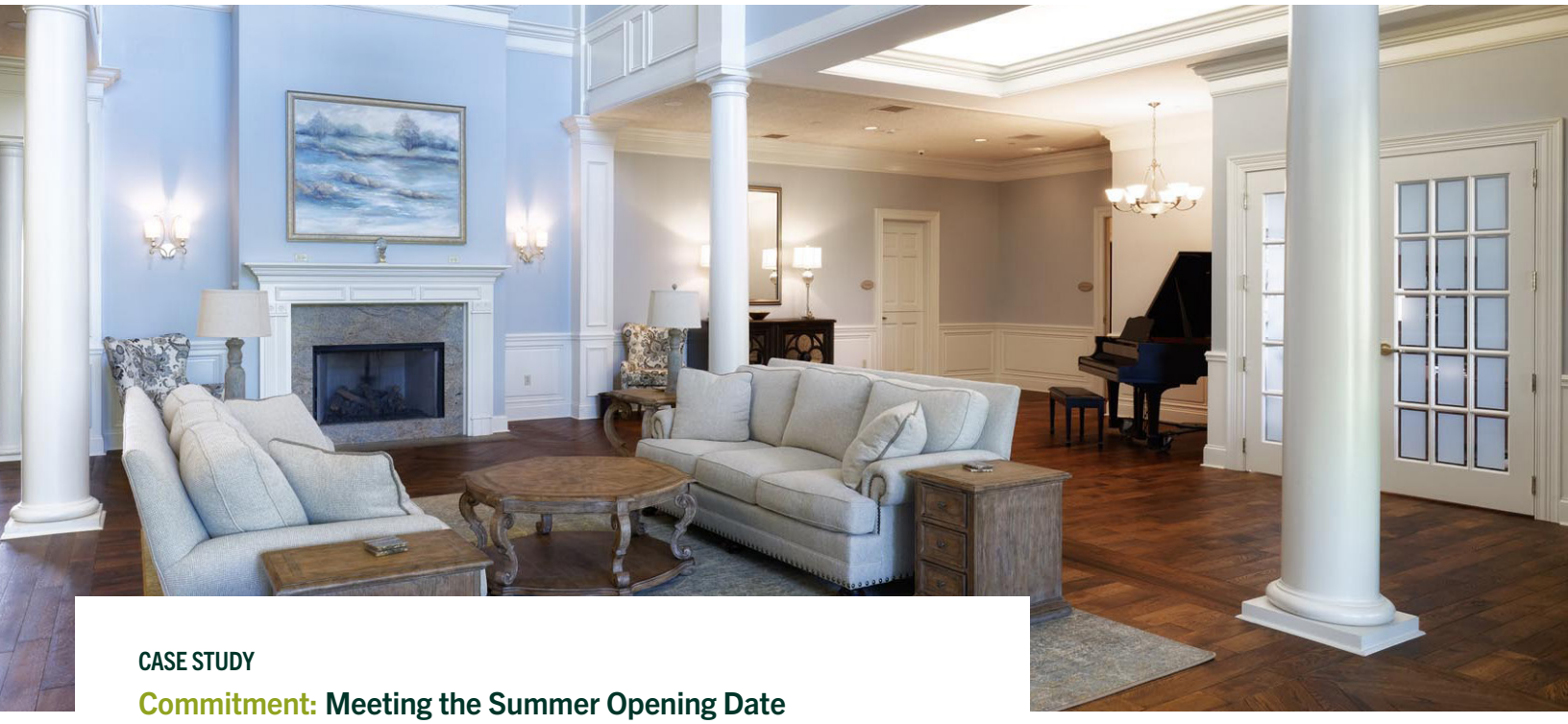
The process focused on three areas:

- **Member-facing improvements** — including the pool, kitchen, dining areas, lounge, bar, and locker rooms — remained the priority throughout the review.
- **Back-of-house and infrastructure elements** were adjusted where possible while maintaining long-term performance.
- **Selected items were deferred** to future capital cycles, giving the club a clear path to complete additional improvements over time.

This approach allowed the club to move forward with a project that leadership could support and communicate to membership, while maintaining control over budget and scope.

> ***We had a clear budget approved by the membership, but the early numbers came in higher than expected. Conger helped us work through the scope and prioritize the improvements that mattered most. That process allowed us to move forward with the minimum of disruption and financial impact.***
>
> — DAN PLUNKETT, GENERAL MANAGER, HERITAGE CLUB





CASE STUDY

Commitment: Meeting the Summer Opening Date

Heritage Club's pool and surrounding outdoor amenities are central to how members use the property from May through September. If you tell members the pool will be open by Memorial Day, then Memorial Day becomes a date the club cannot afford to miss.

We structured the construction schedule around the club's operating calendar from day one:

1. Pool replacement work was sequenced to deliver a fully operational complex in time for the summer season.
2. Major demolition and exterior work was timed to avoid conflicts with significant member events on the calendar.
3. Specialty trade partners — including pool construction specialists — were brought in deliberately to protect quality at the most member-visible part of the project.
4. Schedule status was reviewed weekly with club leadership, with photo documentation that the GM could share directly with the board and membership.

The pool opened on time and club members got the season they were promised.

> ***The biggest priority was making sure the work fit the club's calendar. The pool and outdoor areas are central to the member experience in the summer, so our job was to plan the work carefully, keep communication steady with the club, and make sure everything was ready for the next season.***
>
> **— Mike Dittman, Project Manager**

CASE STUDY

Connection: Coordinating Neighbors, Leadership, and Members

Construction inside an active private club, in a residential neighborhood, under multi-layer governance, is a communication challenge wrapped inside a construction one. Conger always builds communication discipline into our projects from the start.

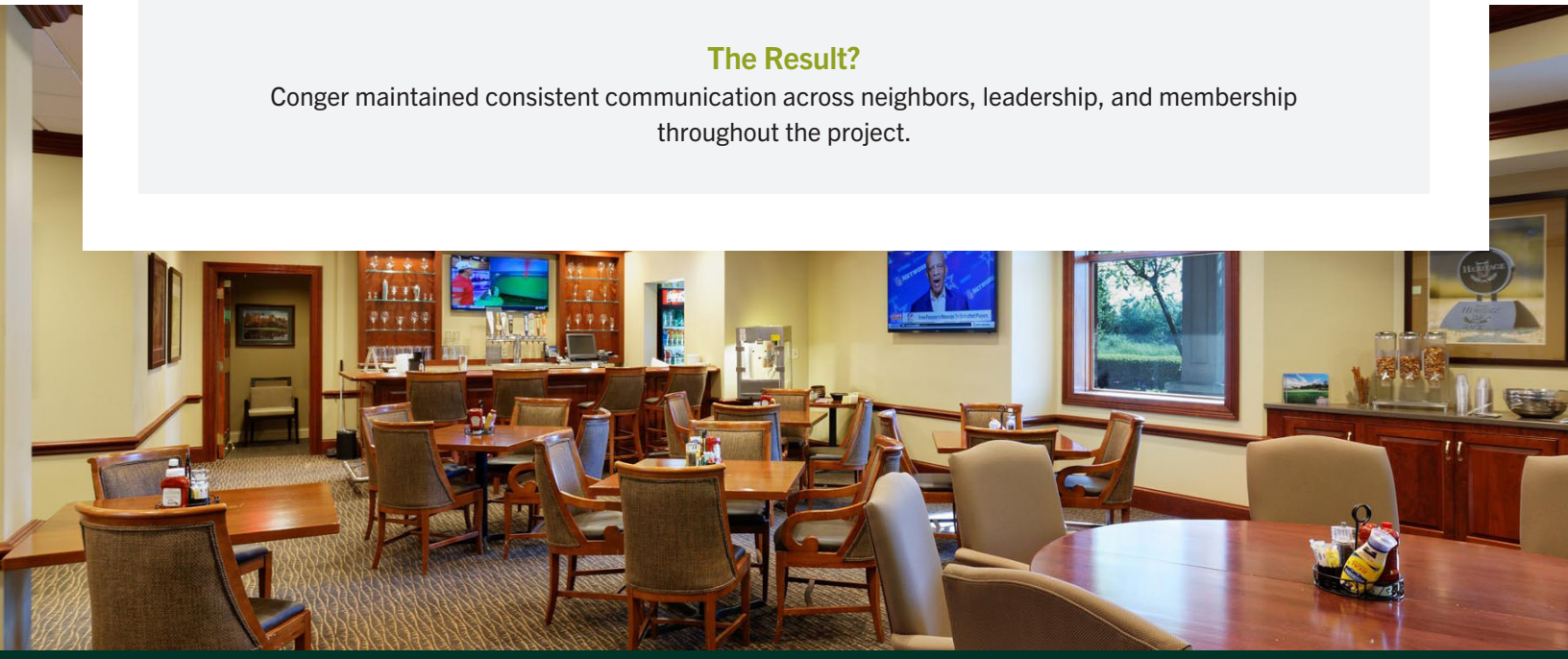
NEIGHBORS The club sits in a residential neighborhood, with all the noise, traffic, and timing constraints that come with it. Demolition and major exterior work were scheduled to comply with local noise ordinances. Concerns raised by nearby residents during early demolition phases were addressed directly and quickly. The club's relationship with its neighbors did not have to be repaired after the project — because we did not damage it during the project.

LEADERSHIP AND COMMITTEES Conger's project manager worked directly with club leadership and the relevant committees throughout construction, providing weekly progress reports with photo documentation. The GM and committee chairs always had what they needed to brief the board and membership without waiting on us.

THE MEMBERSHIP Members are the ultimate stakeholder of any private club project. Our communication cadence was designed so that whatever the board knew, the membership could know. No surprises at member meetings and no need for trading "I just heard…" stories at the bar.

The Result?

Conger maintained consistent communication across neighbors, leadership, and membership throughout the project.



CASE STUDY

Three Promises Kept

Budget. The project was delivered within the membership-approved capital budget. The improvements that mattered most to members were protected. Items deferred during preconstruction were given a clear roadmap for future capital cycles. The board could defend the spend; the membership got what they were promised.

Schedule. The new pool complex was ready for the following summer season. Major demolition and exterior work was timed around the club's event calendar. Members did not lose a season to construction.

Operations & Relationships. The clubhouse stayed functional throughout the project. Neighbors stayed neighbors. The board stayed informed. The membership stayed engaged. When the renovation was finished, the only thing that had changed about the club's relationships was that they had a renovated facility to enjoy together.

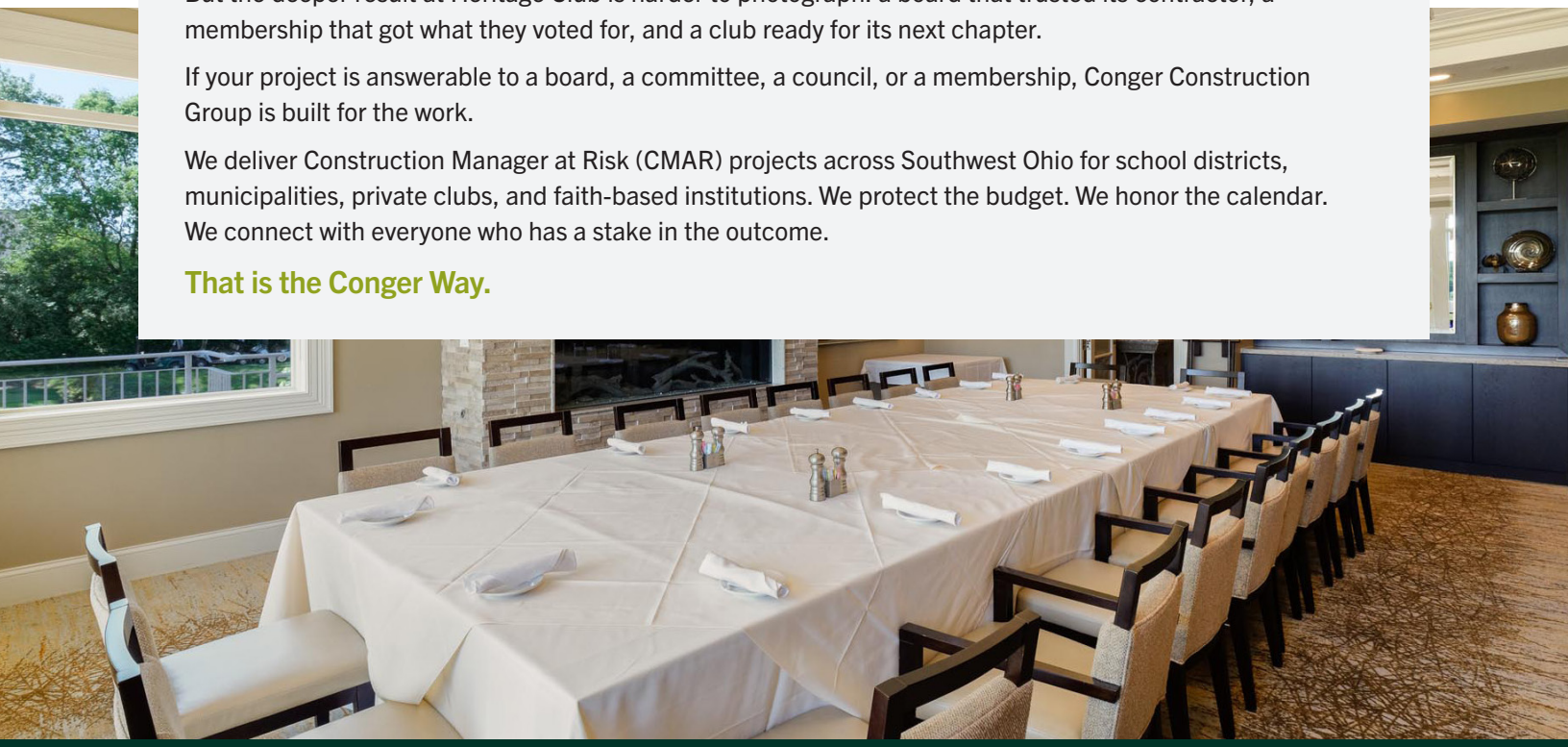
The renovated clubhouse, the new kitchen, the redesigned dining and lounge spaces, the upgraded locker rooms, the expanded outdoor patio and deck, and the new pool complex all do exactly what they were designed to do.

But the deeper result at Heritage Club is harder to photograph: a board that trusted its contractor, a membership that got what they voted for, and a club ready for its next chapter.

If your project is answerable to a board, a committee, a council, or a membership, Conger Construction Group is built for the work.

We deliver Construction Manager at Risk (CMAR) projects across Southwest Ohio for school districts, municipalities, private clubs, and faith-based institutions. We protect the budget. We honor the calendar. We connect with everyone who has a stake in the outcome.

That is the Conger Way.



Build A Solid Future.

Start a conversation with our team about your next project.

WWW.CONGERBUILT.COM