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CLUB RENOVATION GUIDE 2026

Planning, budgeting and building smart — a field guide to club renovation done right in 2026.

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BUILT TO KEEP UP WITH YOUR MEMBERS

If you're a club owner or manager considering a renovation, you probably haven't come to that decision casually. You may even have been putting this off for a few years due to the size, expense or complexity of the project. It's a need that usually builds over time, due to a combination of factors, including member expectations and an internal desire for club growth.

> ***Once you've decided it's time to renovate, the process comes with a unique set of challenges.***



Member Expectations

For most clubs, member expectations shift over the years. Spaces that were once fresh and well-used start to feel dated or seem underutilized. Dining rooms might sit half-full on nights that used to be busy. Your event bookings might plateau or even decline as newer or more modern options become available. Member surveys may start to call out that the locker rooms need attention, the patio feels tired, or that the original layout no longer supports how people actually use the club.

Club Growth

For most clubs, there is continuous pressure to grow and improve. You want to attract new members while retaining existing ones. You need to create reasons for people to spend more time on site and use amenities. Ideally you will be able to host larger and more prestigious events and generate new revenue from spaces that might currently be limited by layout, condition, or capacity. A renovation can help you reposition the club for how it should operate moving forward.



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Active Facility

Club renovations are not typical construction projects. The facility remains active while construction happens. Your members still expect a consistent, upscale experience. Events are still scheduled. Staff still need to operate day to day. Every decision, from project phasing and scheduling to access, noise levels, and safety plans, has a direct impact on member satisfaction and revenue. Even for owners or managers who have experience with construction, the renovation process introduces a level of complexity that is easy to underestimate.

YOU'RE PROBABLY WONDERING:

01	***How do you define the right scope without overbuilding or missing key opportunities?***
02	***How do you plan a project that supports both daily operations and long-term growth?***
03	**How do you select the right partners and structure the process so that costs, *schedule*, and expectations stay controlled?**
04	**How do you communicate changes to members and keep them engaged throughout the process?**
05	**How do you manage the impact your project will have on the surrounding community?**



This guide is designed to answer those questions.

It is intended to take the uncertainty out of planning and executing a club renovation. It outlines what to expect, where the risks typically are, and how to approach decisions. It also highlights where club renovations differ from other types of construction, so you can plan with that reality in mind from the start.

No matter the size or scope of your planned upgrade, this guide provides a structured path forward so that you can move from recognizing your club's need to executing the work with confidence. We've also included tools and worksheets to help you with everything from initial planning to final budgeting, and guidance on choosing the right partners to work with.

WHY CLUB RENOVATIONS ARE DIFFERENT

"Once you move from deciding to renovate into actually planning the project, one thing becomes clear quickly: this is not a typical construction process.



AN ACTIVE OPERATING ENVIRONMENT

In most construction projects, the building or site is empty or can be fully turned over to the contractor. In a club environment, that is rarely the case. The project must be planned around ongoing operations, with members on site daily, events continuing, and staff expected to maintain service levels.



MEMBER EXPECTATIONS REMAIN HIGH

Members still want a calm, well-maintained environment. Construction activity directly conflicts with that expectation. Also, the project is visible to both members and the surrounding community.



OPERATIONS MUST CONTINUE WITHOUT DISRUPTION

Work cannot interfere with dining hours, events, or peak usage times. Portions of the club may be taken offline while others must remain fully operational. Access points may shift, and the temporary conditions become part of the member experience.



DECISIONS INVOLVE MULTIPLE STAKEHOLDERS

This includes ownership, boards, committees, and management, which can affect timing and direction as the project moves forward. Every decision must account for how the club continues to operate while the work is underway.

Questions to Ask Before You Start

Before you move into design or pricing decisions, here are the pre-planning questions you should be asking:

01	**Which parts of the club can realistically be taken offline, and for how long?** Some spaces can be closed temporarily without major impact. Others, like dining rooms or locker rooms, may require phased work or temporary solutions.
02	**What spaces need to remain fully operational at all times?** Identify core amenities that members expect daily access to, even during construction.
03	**What events are already on your calendar, both major and minor, and which of those cannot be disrupted?** This could include tournaments, weddings, seasonal events, or recurring member activities that drive attendance and revenue.
04	**What periods of the year are most critical for revenue, usage, or member engagement?** Consider peak seasons like pool season, golf season, or holidays when the club is most active.
05	**How will members experience the project day to day, and what will they see, hear, and walk through? How much disruption is acceptable?** Think about visible construction areas, temporary walls, noise during peak hours, and how those conditions align with member expectations.
06	**What impact will the project have on your surrounding community, and are there local restrictions that will affect construction?** Consider noise ordinances, permitted work hours, traffic patterns, and how deliveries or staging will affect nearby residents.
07	**How will staff operate if circulation paths, service areas, or back-of-house spaces are impacted?** For example, how will the kitchen support planned events if access changes, or how will staff move between service areas efficiently?
08	**Who needs to be involved in decisions, and how quickly can those decisions be made once the project is underway?** Consider board approvals, committee input, and how delays in decisions could affect schedule and cost.

Key Takeaway

The answers to these questions will help you realistically plan the phasing and overall project timing. Each of these factors is connected, and changes in one area will impact the rest. This is why planning carries more weight in a club renovation than in a typical project.

SCOPE AND BUDGET:
DEFINING THE PROJECT

The questions in the previous section help clarify how the project needs to function. This section focuses on what the project actually is and how to budget for it.

BUDGET
is what it will take to deliver it.

SCOPE
is what you are building, renovating, or expanding.



The two are directly tied. Changes to one will affect the other. Once a construction team is engaged, that budget is tested and refined as scope is defined and real-world pricing is applied.

Renovation vs. Expansion vs. Replacement

Most club projects fall into one or a combination of these three categories:

RENOVATION	Work within the existing footprint. This often includes finishes, layouts, and system upgrades. Lower upfront cost, but higher uncertainty due to existing conditions.
VS.	
EXPANSION	Adding new space to increase capacity or introduce new amenities. More predictable than renovation, but adds cost for structure, utilities, and site work.
VS.	
REPLACEMENT	Demolishing and rebuilding a portion of the facility. Higher upfront cost, but allows for a clean slate with fewer unknowns.

Many projects combine all three. For example, renovating dining areas, expanding event space, and replacing outdated locker rooms.

Understanding Pricing Milestones

CONCEPTUAL / SD PRICING
Early budget modeling based on preliminary concepts, benchmarking, and project goals.

DESIGN DEVELOPMENT (DD) PRICING
Updated pricing based on more developed drawings, system selections, and coordination decisions.

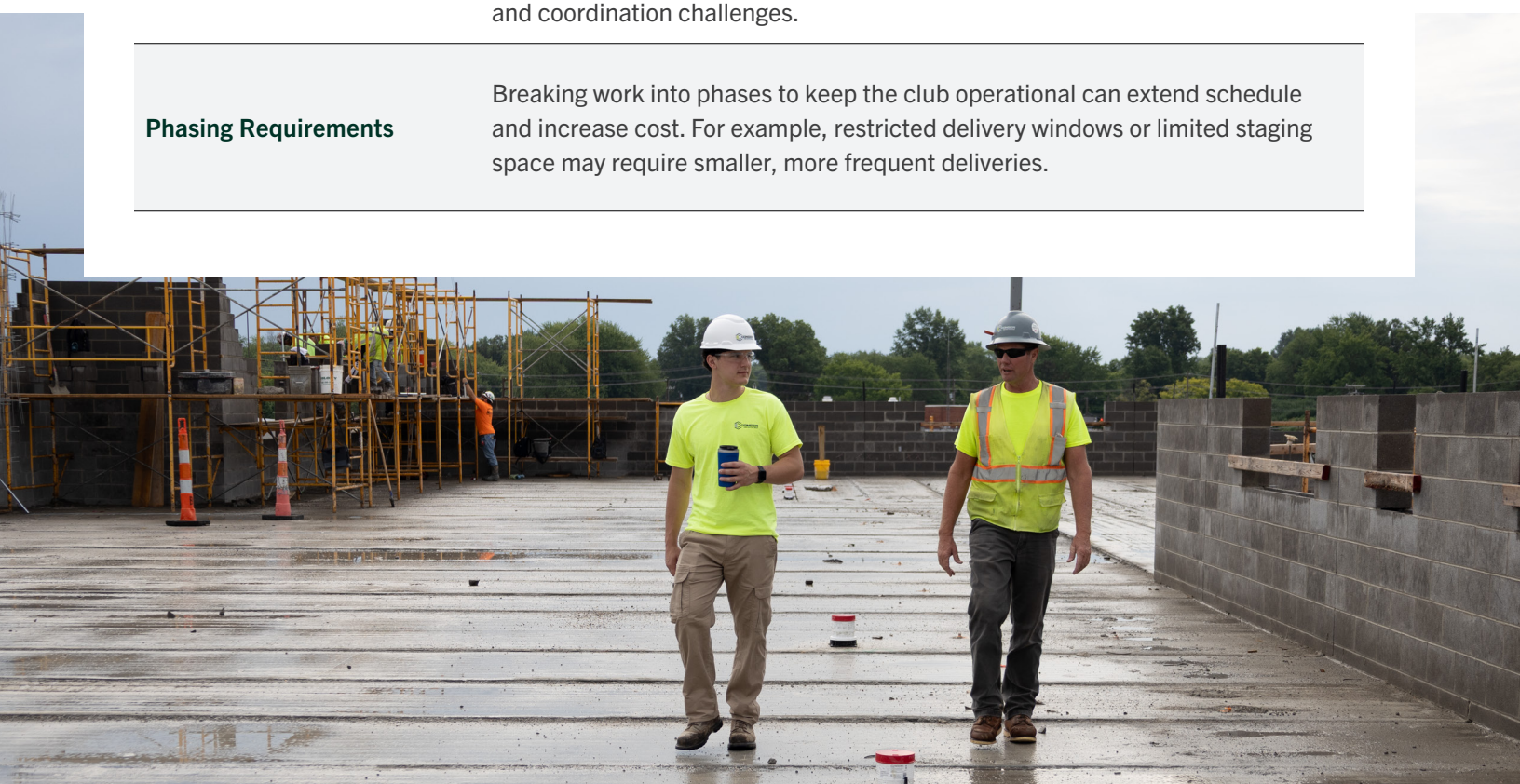
GUARANTEED MAXIMUM PRICE (GMP)
The final contractual maximum project cost established after design and scope are sufficiently defined.

NOTE: *At the early stage, the budget is typically a target set by ownership based on goals, past experience, or financial constraints. It is not expected to be fully accurate.*

Key Cost Drivers in Club Projects

Certain factors consistently have the biggest impact on cost:

Extent Of Renovation Vs. New Construction	Working within existing structures is more variable than building new. For example, opening walls in a locker room may reveal outdated systems or structural conditions that require additional work.
Mechanical, Electrical, And Plumbing Systems	Upgrading or replacing systems is often a major cost, especially in older facilities. For example, expanding a dining area may require upgrading HVAC capacity or electrical service to support new equipment.
Kitchen And Service Areas	Commercial kitchens, bars, and back-of-house spaces might require specialized equipment and infrastructure. For example, adding a new bar or expanding kitchen service may require ventilation, grease traps, and utility upgrades.
Site And Access Constraints	Limited access, tight sites, and the need to maintain operations can increase labor and sequencing complexity. For example, restricted delivery windows or limited staging space may require smaller, more frequent deliveries.
Time Of Year And Schedule Constraints	If the project needs to align with a specific season or reopening date, that will affect how the work is sequenced. For example, completing a pool ahead of summer may require winter construction, which can introduce additional cost and coordination challenges.
Phasing Requirements	Breaking work into phases to keep the club operational can extend schedule and increase cost. For example, restricted delivery windows or limited staging space may require smaller, more frequent deliveries.



Allowances and Incomplete Scope

An **allowance** is a placeholder for items that are not fully defined at the time of pricing.

This is often used for:

Finishes not yet selected

Equipment still being specified

Design elements still in progress

For example, you may know you are upgrading a dining space, but final selections for flooring, lighting, or millwork have not been made. An allowance carries a reasonable estimated cost for those items until decisions are finalized.

As selections are made, allowances are replaced with actual costs. Depending on those choices, the final cost may be higher or lower than the original allowance.

Because of that, allowances should be reviewed carefully. They are not fixed costs, and the level at which they are set can have a direct impact on the overall budget as the project moves forward.

Contingency and Why It Exists

In renovation projects, not everything can be known upfront.

A contingency is a portion of the budget set aside to address unknown conditions or changes discovered during construction. This is not extra or unused money. It is part of a realistic budget.

For example, once demolition begins, you may uncover outdated plumbing, structural issues, or hidden damage that was not visible during initial planning.

Without contingency, any unexpected condition becomes an immediate budget issue.



When projects come in under budget, Conger works with the owner to determine the best use of those savings. In some cases, funds may be reinvested into additional project improvements. In others, savings may be shared back with the owner based on the project agreement.

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Budget Development: From Early Estimates to Final Pricing

Budgets are not fixed at the beginning. They become more accurate over time.

LESS ACCURATE — MORE ACCURATE

Early Stage
Rough estimates based on limited information

Design Phase
More detailed pricing as scope is defined

Preconstruction
Refined estimates with input from trade partners

Final Pricing
Based on a fully defined scope

By the time construction begins, the goal is to have a budget that reflects the actual work, with contingency and allowances clearly identified.



Guaranteed Maximum Price (GMP)

A **GMP** is a pricing structure that sets an upper limit on the cost of the project.

It is typically established once the scope is sufficiently defined.

The GMP provides cost certainty, but it depends on having clear drawings, defined scope, and aligned expectations.

If scope changes after the GMP is set, the price can change as well.



Practical Takeaway

Defining scope and setting a realistic budget early will shape everything that follows.

It walks through major cost categories, identifies where allowances and contingency may be needed, and gives you a clearer baseline to share with design and construction teams.

A more defined starting point leads to more accurate proposals and fewer adjustments later.

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BUILDING THE RIGHT TEAM

The team you choose will shape how the project is planned, how decisions are made, and how the work is executed.

In a club renovation, this matters more because the project affects daily operations, member experience, and long-term performance. The right team brings experience with active, operational environments and helps plan for those conditions early.

Key Roles and Responsibilities

Most club projects involve three primary roles:

OWNER

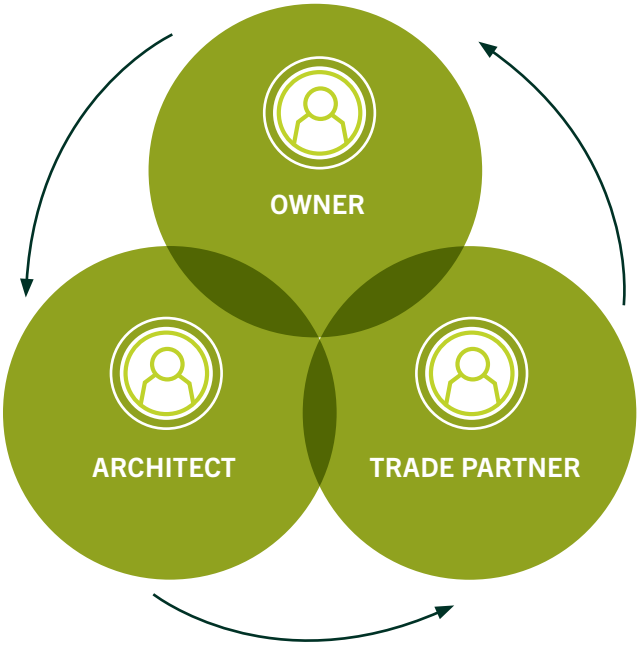
You define the goals, priorities, budget range, and operational constraints. You are also responsible for making decisions and aligning stakeholders.

ARCHITECT

The architect leads design. They translate your goals into plans, layouts, and specifications. They also coordinate with engineers and help guide decisions around function, aesthetics, and code requirements.

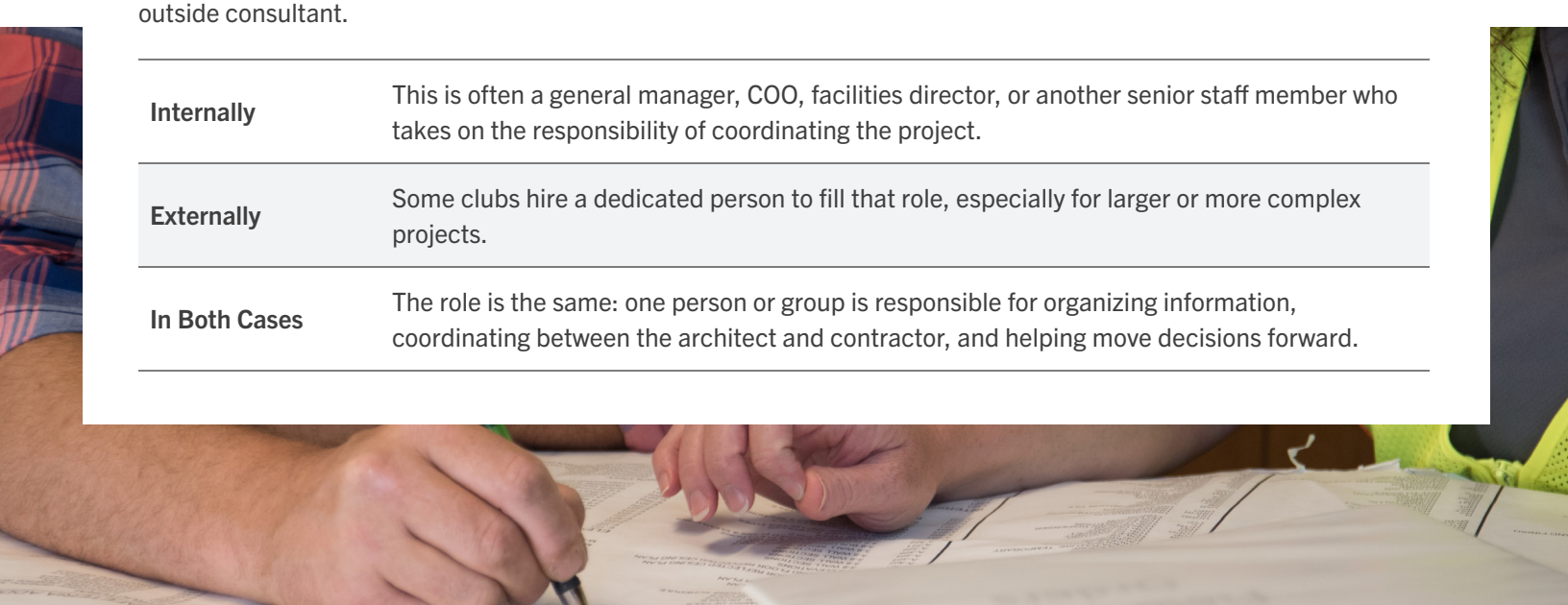
TRADE PARTNER

The Trade Partner plans and executes construction. When involved early, they also provide input on cost, sequencing, constructability, and phasing.



Some projects also include an owner's representative, who acts on your behalf to coordinate the team, track decisions, and keep the project aligned with your goals. This is most useful when there are multiple stakeholders or limited internal capacity to manage the process. They can come from within your organization or be brought in as an outside consultant.

Internally	This is often a general manager, COO, facilities director, or another senior staff member who takes on the responsibility of coordinating the project.
Externally	Some clubs hire a dedicated person to fill that role, especially for larger or more complex projects.
In Both Cases	The role is the same: one person or group is responsible for organizing information, coordinating between the architect and contractor, and helping move decisions forward.



When to Bring Each into the Process

ENGAGED EARLY



PARTNER 1

ARCHITECTS

Architects are typically engaged early to begin defining the project. They help translate your goals into layouts, test how spaces will function, and guide early decisions around design, code, and feasibility.

At this stage, major decisions are still flexible. Space planning, adjacencies, and overall scope are being shaped, but cost and constructability are often based on assumptions.

TYPICALLY LATER



PARTNER 2

TRADE PARTNERS

At that point, drawings are more complete and pricing can be more precise. However, this can create a gap between design decisions and real-world cost, phasing, and how the work will actually be built.

In a club environment, that gap can lead to revisions. A design may need to be adjusted to align with budget, or phasing may need to be reworked to maintain operations.

Why Trade Partner Involvement Matters

Early trade partner involvement helps connect scope, budget, and operations from the start.

Instead of pricing a completed design, the Trade Partner can be part of the process while decisions are still being made.

As design develops, the contractor can:

01	Validate costs in real time as layouts, systems, and materials are defined
02	Identify risks or unknown conditions that may affect cost or schedule
03	Help plan phasing around club operations, events, and peak usage periods
04	Evaluate how the work will actually be built within an active facility
05	Recommend alternatives when scope and budget do not align

This allows adjustments to be made early, when options are still open.

Without that input, design decisions may need to be revisited later to address cost, constructability, or operational conflicts.

Early involvement does not remove uncertainty, but it helps identify and manage it before construction begins.

Delivery Methods

The delivery method defines how your team is structured and how responsibilities are shared between design and construction.

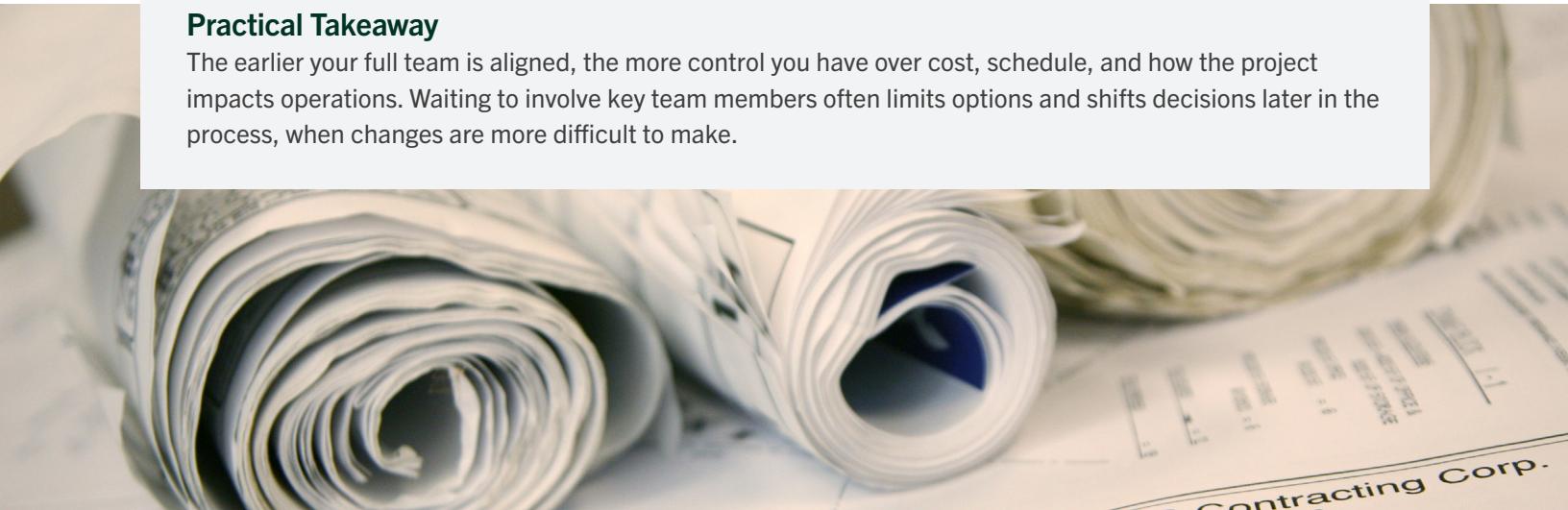
Two common approaches in club projects are:

CMR *(Construction Manager at Risk)*:	
01	The Trade Partner is engaged early and works alongside the owner and architect during design. They provide input on cost, phasing, and constructability as decisions are made, rather than after drawings are complete.
02	As the design progresses, the Trade Partner helps refine pricing and typically provides a **Guaranteed Maximum Price (GMP)** before construction begins.
03	This approach allows for more collaboration during planning and gives the owner greater visibility into cost and schedule as the project develops.

DESIGN-BUILD	
01	One team is responsible for both design and construction under a single contract.
02	This can streamline communication and speed up decision-making, since design and construction are integrated. It can also reduce the number of handoffs between parties.
03	Because both design and construction are managed by the same team, the owner has a single point of responsibility, but less separation between design oversight and construction execution.
04	Other methods, such as traditional design-bid-build, are also used but are less common in complex renovation projects where early coordination between design and construction is important.

Practical Takeaway

The earlier your full team is aligned, the more control you have over cost, schedule, and how the project impacts operations. Waiting to involve key team members often limits options and shifts decisions later in the process, when changes are more difficult to make.



SELECTING A PARTNER: RFQ/RFP PROCESS

At this stage, you are trying to determine who you trust to plan and manage this project.

You need a team that understands how your club operates, can work within those constraints, and can guide decisions as the project moves forward.

Price matters, but it is only one part of the decision. Approach, experience, and fit will have a direct impact on how the project performs once it starts.

Step One, The RFQ: Selecting a Qualified Team

At this stage, the goal is to identify teams that have experience with projects like yours and understand the conditions you are working within.

You are not evaluating a detailed plan yet. You are narrowing the field to teams that are capable of taking the project forward.

Practical Takeaway

The RFQ process is about identifying teams that understand your type of project and can work within the conditions you've defined. A clear shortlist at this stage leads to more meaningful and focused proposals in the next step.

WHAT YOU ARE TRYING TO UNDERSTAND

- Have they worked in active environments where operations must continue?
- Do they understand how club facilities function day to day?
- Does their experience align with the type and scale of your project?
- Who will actually be assigned to your project, and what is their experience?

WHAT TO ASK FOR

- Relevant project experience, especially in clubs or similar facilities
- Team structure, including key individuals and their roles
- General approach to preconstruction and planning
- Examples of how they have managed phased or occupied projects
- References from comparable clients

WHAT TO LOOK FOR

- Experience that reflects the realities of an active club, not just completed buildings
- A team that has worked together before, not a group assembled for the proposal
- Clear roles and accountability within the team
- Evidence they understand operational constraints, not just construction

WHERE PROJECTS CAN GO OFF TRACK

- Focusing on company name rather than the assigned team
- Reviewing finished projects without understanding how they were executed
- Assuming experience in other sectors translates directly to a club environment
- Not confirming who will be involved day to day once the project begins

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RFP: Evaluating the Right Approach

Once you have identified a shortlist of firms that can handle the work, the focus shifts from qualifications to approach.

At this stage, you are looking for how each team would plan and manage your specific project.



1 WHAT YOU'RE TRYING TO UNDERSTAND

- How will this team approach your project based on your scope, budget, and constraints?
- How do they plan to maintain operations during construction?
- How are they thinking about phasing, sequencing, and timing?
- How does their understanding of cost align with your budget range?
- How will they manage communication and decision-making throughout the project?

2 WHAT TO ASK FOR

- A project-specific approach based on your club, not a general overview
- Preliminary phasing and sequencing tied to your operations and calendar
- Initial budget feedback or alignment with your stated range
- Schedule assumptions, including key milestones
- Approach to communication with ownership, staff, and stakeholders

3 WHAT TO LOOK FOR

- A response that reflects your actual conditions, including events, operations, and constraints
- Clear assumptions behind any budget or schedule input
- Recognition of risks, unknowns, and how they would be managed
- A defined approach to phasing that keeps the club operational
- Evidence of how the team will work together once the project begins

> ***Conger believes that each project is unique, and having a partner that treats it that way is what makes the difference for our customer's customer.***



Understand How the Team Will Work with You

Beyond the proposal itself, you are also evaluating how the team will function during the project.

Consider:

Working Style And Communication	Will they be clear, direct, and responsive as decisions are made?
Team Cohesion	Have the key individuals worked together before, or are they being assembled for this project?
Proximity And Availability	Are they local or regularly working in your area? Will they be consistently present on site?
Understanding Of Your Club's Priorities	Do they recognize what matters most to your members, staff, and operations?
Alignment With How You Make Decisions	Can they work effectively with your ownership, board, and internal structure?

You will be working with this team for the duration of the project. How they communicate, respond, and operate day to day will affect how the project feels as much as the physical work itself.

WHERE PROJECTS CAN GO OFF TRACK

- Accepting generic responses that do not address your specific project
- Focusing on early numbers without understanding what is included or assumed
- Overlooking gaps in phasing, sequencing, or operational planning
- Not clarifying how decisions will be made once the project is underway



Practical Takeaway

The RFP process is where you begin to see how each team thinks and how they would manage your project. A clear, detailed response at this stage should give you confidence in how the project will be planned, phased, and executed.

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PRECONSTRUCTION: PLANNING BEFORE WORK BEGINS

Once a team is selected, the project moves into preconstruction.

This is where the project is planned in detail before any physical work begins. Decisions made in this phase set the direction for cost, schedule, and how the project will operate once construction starts.

Most issues that affect projects later can be identified and addressed here.

What Happens During Preconstruction?

DRAWING REVIEW AND COORDINATION

Design documents are reviewed in detail across all disciplines.

This includes confirming that architectural, structural, and systems drawings don't conflict. Gaps, inconsistencies, or missing information are identified and resolved before construction.

This is also where constructability is evaluated. "Constructability" refers to how well the design can actually be built given site conditions, access, and sequencing.

COST TRACKING THROUGH DESIGN

The budget is continuously updated as design decisions are made.

As materials, systems, and layouts are defined, costs are validated and adjusted. If scope and budget begin to diverge, changes can be made while decisions are still flexible.

This keeps the project aligned with the target budget before final pricing.

EARLY PROCUREMENT PLANNING

Some materials and systems require longer lead times.

These long-lead items may include structural components, mechanical equipment, kitchen equipment, or specialty finishes. Identifying them early allows orders to be placed in time to support the overall schedule.

Delays in procurement can impact the entire project timeline.

IDENTIFYING RISKS BEFORE CONSTRUCTION STARTS

Preconstruction is where risks are identified and addressed before they become issues in the field.

This includes:

- Unknown conditions within existing structures
- Conflicts between design and existing systems
- Phasing challenges tied to operations and events
- Site access and logistics constraints

Addressing these early allows the team to plan solutions rather than react during construction.

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PLANNING AROUND MEMBERS AND OPERATIONS

Construction planning directly affects how the club is experienced while work is underway. Members are living with the project day to day and evaluating the progress based on what they can access, what they see, and how the club functions.

What You Need to Plan

PHASING ACCORDING TO THE CLUB CALENDAR

Construction should be sequenced around your existing calendar.

This includes major events, seasonal peaks, and recurring activities that impact usage. Phasing decisions should reflect when your spaces are most used and when they can be taken offline with less impact.

Start by mapping your calendar against the spaces being renovated.

Identify:

- Events that cannot be moved or replaced
- Periods of high usage for key amenities
- Slower periods where disruption is more manageable

For example, if your dining room is heavily used during the holidays, that phase should not be scheduled during that period. If your pool is central to summer activity, construction needs to be completed well before the season begins or delayed until after it ends.

Also consider smaller, recurring uses. Weekly dining patterns, league play, or standing events can be just as important as larger one-time events.

Phasing means deciding which tradeoffs are acceptable.

You may need to:

- Shift or consolidate events
- Temporarily relocate services
- Accept limited access to certain areas during specific periods

These decisions should be made early, not during construction.



Maintaining Access to Key Areas

Some areas can be closed temporarily. Others need to remain available throughout the project. The first step is identifying which spaces fall into each category.

Core amenities such as dining, locker rooms, or primary circulation paths often need to remain operational. Other spaces may be taken offline if there is a plan in place for how that impacts members and staff.

This requires planning how members move through the club and how services are delivered while areas are under construction.

Map how people currently use the space, then determine what changes during each phase:

1. **How members enter and move through the building**
2. **How staff access service areas**
3. **Where congestion or conflicts may occur**
4. **What routes or access points need to shift**

In some cases, services need to be relocated rather than paused.

This is where swing space comes into play. A swing space is a temporary area used to replace a function that is under construction, such as dining, locker rooms, or event space.

For example, a portion of a banquet room may be used for temporary dining, or a secondary locker room may be upgraded early to serve as a replacement during renovation.

Because these decisions affect both operations and member perception, temporary solutions should be planned with the same level of consideration as permanent spaces. Layout, access, and service flow all need to function, even if the setup is temporary.



CLEANLINESS, SAFETY, AND NOISE CONTROL

Construction conditions are visible every day, both inside the club and from the surrounding property.

Members will form impressions based on what they see, how clean the space feels, and how easy it is to move through the club.

This requires clear planning around:

Separation Of Construction And Member Areas	Barriers, signage, and defined paths should prevent overlap between construction activity and daily use.
Cleanliness And Daily Upkeep	Dust, debris, and materials need to be controlled and removed consistently. Conditions should be reviewed daily, not just at major milestones.
Safety For Members, Staff, And Guests	Access routes, emergency egress, and temporary conditions must be clearly defined and maintained throughout each phase.
Noise And Work Hours	More disruptive work should be scheduled around peak usage times, events, and high-traffic periods whenever possible.

These conditions also extend beyond the club itself.



Construction activity can affect neighboring properties through noise, traffic, deliveries, and parking. Local ordinances may limit work hours, and complaints can lead to restrictions that affect the project schedule.

Planning for this includes:

- Coordinating delivery times and site access
- Understanding local regulations on work hours and noise
- Being aware of how the project is perceived by the surrounding community

Practical Takeaway

How the project is planned will shape how members experience it. Clear phasing, defined access, and safety/noise control allow the club to remain functional while construction is underway and keep both members and neighbors happy.

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COMMUNICATION AND DECISION-MAKING

Clear, consistent communication is necessary to keep the project moving and prevent issues before they become serious.

In a club environment, this can be more complicated than in a typical project, due to the number and variety of stakeholders involved. It's important to understand how your partners communicate and have a disciplined communications structure on your end.

How Decisions Are Made and Documented

Projects involve a steady flow of decisions. Some are minor. Others affect cost, schedule, or operations.

Define early:

1. **Who has authority to make decisions**
2. **What requires board or committee input**
3. **How decisions are documented and shared**

Most teams use a combination of simple tools to keep this organized:

Keeping Board, Staff, and Members Informed

Decision Log	A running list (often a spreadsheet or shared document) that tracks each decision, the date, who approved it, and any cost or schedule impact.
Meeting Notes And Action Items	Decisions are recorded in weekly meeting notes and tied to clear next steps and responsible parties.
Email Or Written Approvals	Used for formal confirmation of selections, scope changes, or budget-related decisions.
Project Management Platforms	Tools such as Procore are often used to centralize communication, track changes, and store documentation in one place.
Shared Folders Or Cloud-Based Documents	Systems like Google Drive or Microsoft SharePoint are used to maintain a single source of truth for drawings, logs, and updates.

The format matters less than consistency. Everyone involved should know where decisions are recorded and how to reference them.

Decisions should be tracked in a way that clearly shows what was approved, when, and by whom. This reduces confusion and prevents issues from resurfacing later.



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Different groups need different levels of information.

BOARD AND COMMITTEES
Need updates on scope, budget, key decisions, and any changes that affect direction.

STAFF
Need to understand how operations will be affected day to day, including access changes, temporary setups, and schedule impacts.

MEMBERS
Members need clear, timely communication about what they will experience, including closures, changes in access, and upcoming work.

Most clubs use a mix of simple, repeatable methods to keep this consistent:

Board And Committee Reports	Regular written updates or presentations that summarize progress, decisions, budget status, and upcoming milestones.
Staff Meetings And Internal Updates	Weekly or bi-weekly meetings, along with written summaries, so staff can prepare for operational changes and communicate consistently with members.
Member Communications	Email updates, newsletters, or posts through member portals or club apps to share what is happening, what to expect next, and any changes to access or services.
On-Site Signage And Notices	Clear, visible signage that explains current conditions, access routes, and any temporary changes within the club.
Project Update Dashboards Or Summaries	Simple visuals or one-page updates that show progress, timeline, and key milestones in a format that is easy to share across groups.

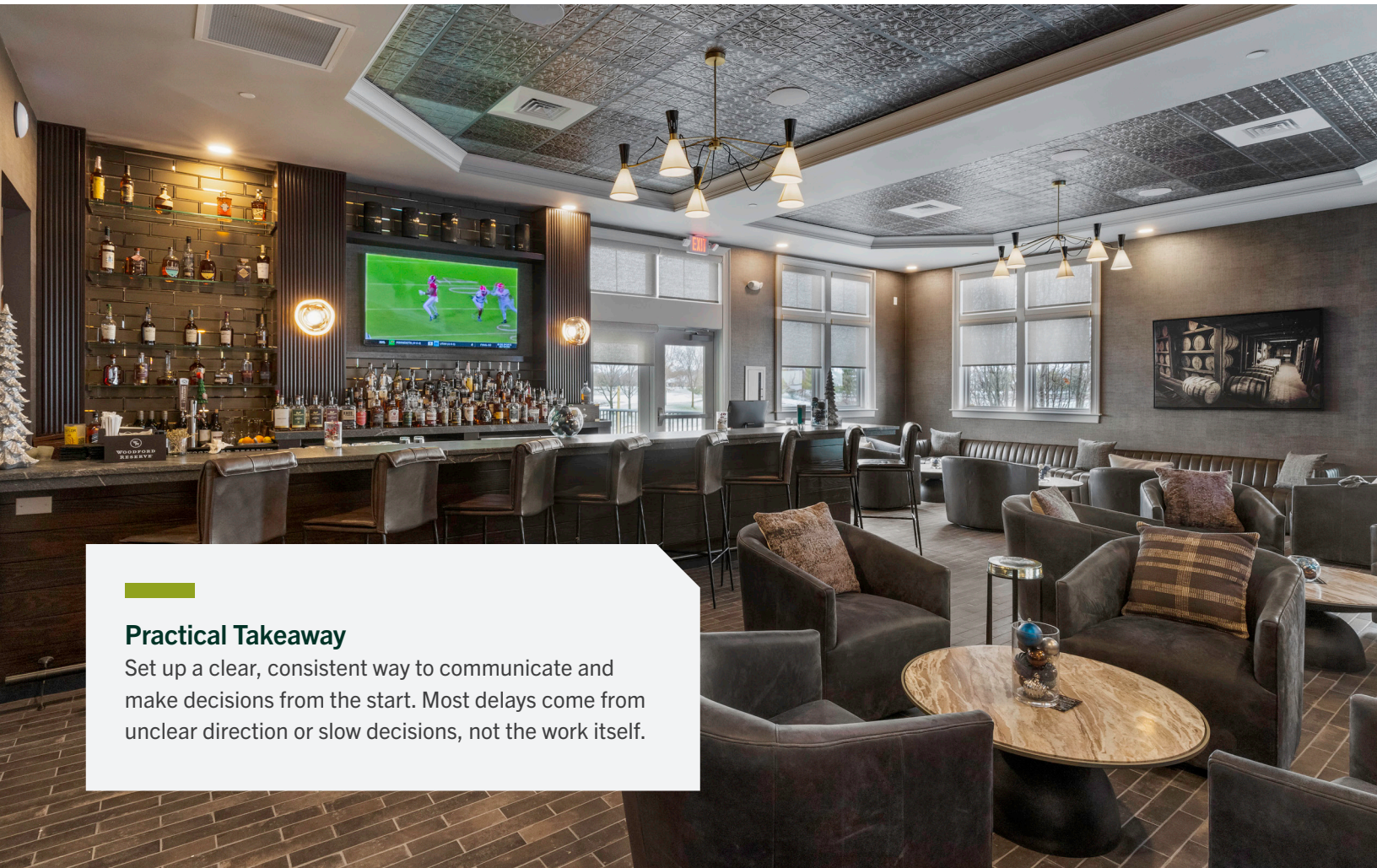
Keep information consistent across all channels.

Setting a Consistent Communication Rhythm

Most projects establish a set schedule for communication early in the process:

Weekly Or Bi-Weekly Project Meetings	Used to review progress, discuss upcoming work, and address open items. These typically include the owner, architect, and contractor.
Regular Written Updates:	Short summaries that outline progress, schedule status, upcoming phases, and any changes that affect operations.
Decision Checkpoints	Defined points where selections, scope adjustments, or budget-related items are reviewed and approved, rather than handled ad hoc.
Coordination With Club Operations	Separate check-ins with staff to align construction activity with events, daily operations, and member use.
Advance Notice Of Disruptions	Planned communication ahead of any changes to access, hours, or services so staff and members are not reacting in real time.

The goal is to make communication predictable. Everyone involved should know when updates are coming, how decisions are handled, and where to go for current information.



Practical Takeaway

Set up a clear, consistent way to communicate and make decisions from the start. Most delays come from unclear direction or slow decisions, not the work itself.

CLUB RENOVATION GUIDE

MANAGING RISK AND CHANGE

In renovation work, change should be expected.

Existing conditions are not fully visible at the start. As work begins, new information becomes available. Scope may also evolve as decisions are made. It's not realistic to expect no changes during the project, the goal is to evaluate changing conditions and manage their impact to your timeline and budget

Where Change Comes From

UNKNOWN CONDITIONS

Renovation work involves opening up existing structures.

Once that happens, conditions may differ from what was assumed. This can include structural elements, utilities, or code-related issues that need to be addressed.

SCOPE CHANGES

Scope may change as the project develops.

This can happen when priorities shift, selections are updated, or new opportunities are identified during construction.



How Change Is Evaluated

When a change is identified, it should be reviewed in terms of:

Cost Impact	What additional cost is associated with the change?
Schedule Impact	Does it affect the timeline or sequencing of work?
Operational Impact	Does it change how the club functions during construction?

These factors should be clearly documented before decisions are made.

Change Orders

A change order is the formal way changes are documented.

It records the adjustment to scope, along with any impact to cost or schedule, and requires approval before the work proceeds.

This creates a clear record of what changed and why.

Practical Takeaway

Change is part of renovation work. A clear process for identifying, reviewing, and approving changes helps keep the project aligned with your budget, schedule, and operational priorities.

PROJECT CLOSEOUT AND TURNOVER

Construction does not end when the work is substantially complete. The final phase of the project is closeout. This is where the work is finalized, systems are turned over, and the club transitions back to full operation.

1 PUNCH LIST COMPLETION

As work nears completion, a punch list is created. A punch list is a detailed list of items that need to be corrected or completed before final turnover.

This typically includes:

- Finish corrections (paint, flooring, millwork)
- Incomplete items
- Adjustments to doors, fixtures, or equipment

The punch list should be reviewed in person with the contractor and updated as items are completed.

2 SYSTEM STARTUP AND TRAINING

Before turnover, all systems are tested and brought online.

This includes:

- HVAC and controls
- Kitchen equipment
- Lighting and electrical systems
- Specialty systems specific to the club

Staff should be trained on how to operate these systems.

This training should include:

- How systems function day to day
- What to monitor
- Who to contact for service or issues

3 DOCUMENTATION AND CLOSEOUT MATERIALS

At the end of the project, you should receive a complete set of documentation.

This typically includes:

- As-built drawings (reflecting what was actually installed)
- Equipment manuals and specifications
- Warranty information
- Maintenance requirements

These materials are used by staff to operate and maintain the facility over time.

WARRANTY PERIOD AND FOLLOW-UP

4

After turnover, the project enters the warranty period.

During this time:

- Any issues related to workmanship or materials can be addressed
- Systems may require adjustment after initial use
- Minor items that were not apparent at turnover may surface

It is common to schedule a follow-up review after several months of operation to identify and resolve these items.

TRANSITION BACK TO FULL OPERATION

5

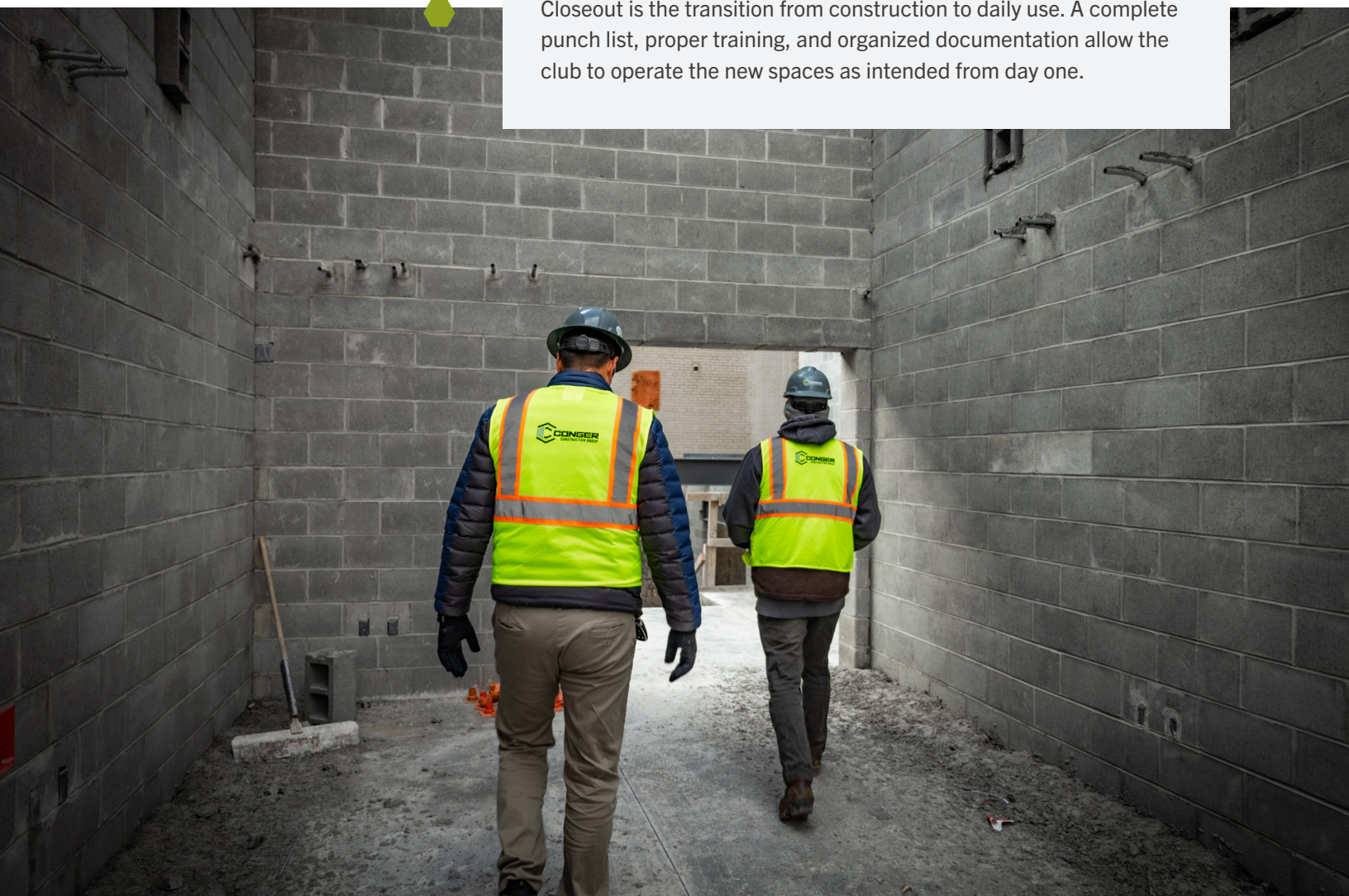
As areas are completed and reopened, the club returns to normal operation.

This may happen in stages, depending on how the project was phased.

Final adjustments to operations, staffing, and layout may be needed as spaces are fully put into use.

Practical Takeaway

Closeout is the transition from construction to daily use. A complete punch list, proper training, and organized documentation allow the club to operate the new spaces as intended from day one.



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CLUB RENOVATION GUIDE

NEXT STEPS

At this point, you should have a clear understanding of how to approach a club renovation.

The next step is to move from planning into action. Here's how to get started.

DEFINE YOUR STARTING POINT

- Clarify your goals and priorities
- Outline initial scope areas
- Establish a working budget range

ORGANIZE INTERNAL ALIGNMENT

- Identify decision-makers
- Define how decisions will be made
- Align stakeholders on expectations and timing

PREPARE FOR RFQ/RFP

- Use your scope and budget to frame the project
- Identify the type of team you are looking for
- Prepare materials needed to request qualifications or proposals

ENGAGE THE RIGHT TEAM

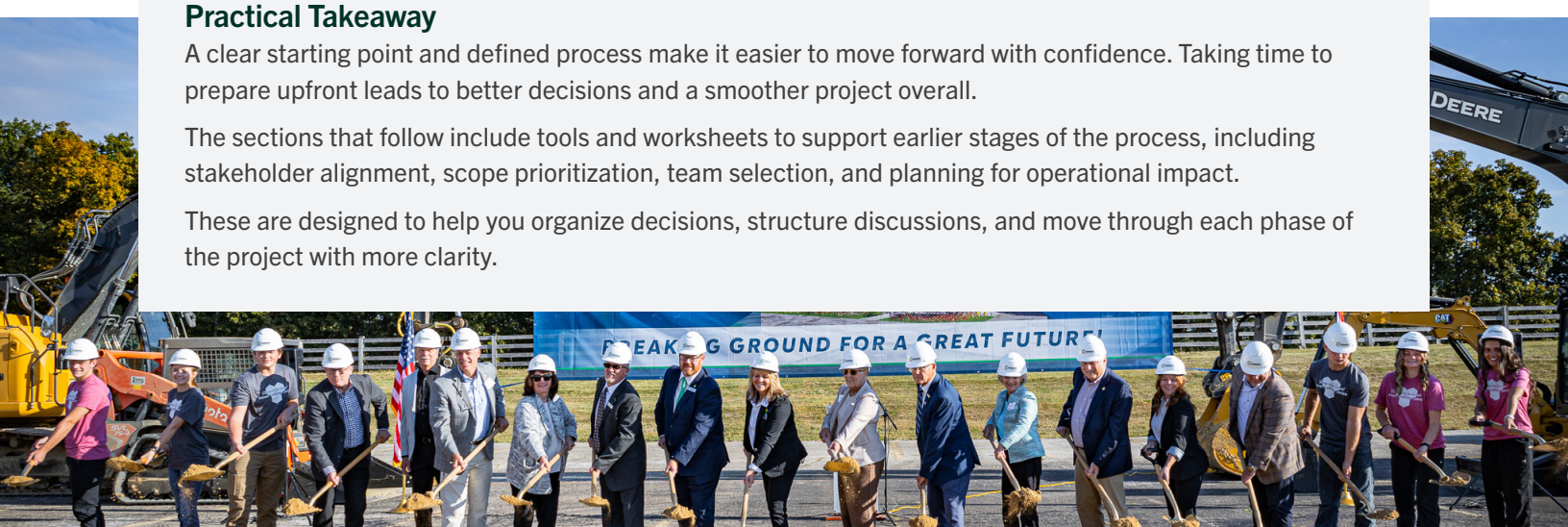
- Shortlist qualified firms
- Evaluate approach and fit
- Select a team that understands your project and your club

Practical Takeaway

A clear starting point and defined process make it easier to move forward with confidence. Taking time to prepare upfront leads to better decisions and a smoother project overall.

The sections that follow include tools and worksheets to support earlier stages of the process, including stakeholder alignment, scope prioritization, team selection, and planning for operational impact.

These are designed to help you organize decisions, structure discussions, and move through each phase of the project with more clarity.



LET'S BUILD TOGETHER

Every club has different goals, priorities, and operational challenges. Whether you're defining scope, evaluating options, or preparing for an RFQ or RFP process, an early conversation can help create a clearer path forward.

Ready to talk? Contact us:

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