

Golf Association of Philadelphia

President's Council

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RICK SNELLINGER BIOGRAPHY

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Chambers (1899) www.chambersusa.com is headquartered in Baltimore and for the past 65 years has been specializing in the private club industry. Recipient of the Best New Clubhouse award for 2010 by *Golf Inc.* magazine.

Rick Snellinger is Principal-in-Charge for all Planning assignments and works daily with Boards, Long Range Planning Committees and ultimately the Membership in developing creative, comprehensive, fiscally conservative Strategic Facilities Master Plans, with a track record of 98% of programs being accepted by Membership. Rick speaks to a wide national audience on the trends within the private club industry and is the driving force of Club '22: The Club of the Future based on national research and trends for private country, city and golf clubs.

PRESENTATION SYNOPSIS

- KEY ELEMENTS

- Overview of the Private Club Industry
- Current Design and Renovation Trends
- Overview of the Planning Process

- PART I

- Overview of the Private Club Industry
- What are the cultural shifts in today's world that are effecting the industry?
- How do these shifts effect private clubs as they relate to Member experience and Member Recruitment/Retention?

- PART II

- Current Design and Renovation Trends
- What specific design and renovation trends are clubs addressing during facility improvement programs?
- Glimpse into the Club of the Future 2022

- PART III

- Overview of the Planning Process
- How best to initiate the planning process?
- What are the best ways to communicate with Members about the Process?
- How best to ensure a positive Member vote?



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PART I OVERVIEW OF THE PRIVATE CLUB INDUSTRY

- What are the cultural shifts in today's world that are effecting the Private Club Industry?
 - Luxury vs. Value
 - Programmed vs. Spontaneous
 - Exclusivity vs. Diversity
 - Leisurely vs. On-the-go
 - Golf Centric vs. Family Centric
- How do these trends dictate Facilities, Operations, Programs and Service Improvements?
- What is the ultimate goal = Improved Member Experience = Increased Value which directly impacts member attrition and recruitment?

PART II CURRENT DESIGN AND RENOVATION TRENDS

- How do we build on the experience of previous generations to create a club environment that inspires relaxation and enjoyment?
- What specific design trends are being implemented during facilities improvement programs that reflect the cultural shifts in the industry
- **MAXIMIZING SPACES:**
 - Bigger is not always better
 - In a nationwide survey of Private Club Managers:
 - The average size Clubhouse is approximately 39,000 square feet
 - 56% say their clubs do NOT make the most efficient use of the club's square footage
 - 88% of managers are rethinking areas of their clubs based on changes in how their Members use their Clubs
 - 71% need less formal dining space
 - 50% would have more child-friendly spaces, employees areas, fitness areas
 - 40% need more ballroom/event space, kitchen, patio/outdoor dining space

Maximizing Spaces Continued

- Inverness Country Club in Birmingham, Alabama awarded Golf Inc. 2010 Clubhouse of Year Competition as the best new Clubhouse

- 24,000 square feet with 600+ Family Memberships
- \$6,500,000 all in project cost (2009)

- GREEN INITIATIVES:

- Energy efficient solutions for Mechanical, Electrical and Plumbing Systems
- On average, Clubs can reduce their utility costs by approximately 30% with greater efficiency units

- FAMILY CENTRIC:

- **Current Facilities that increase full family utilization include:**
 - Activity Rooms specified for each particular age of children depending upon Club's need and demographics
 - Redesigned / Retrofitted Swimming facilities with Splash Pads, interactive water features, etc.

- SOCIAL HUB:

- Most desired room in any facilities improvement program is a Casual Bar / Lounge / Grille / Pub which encourages spontaneous Member dining / socialization and becomes the overall social hub for Member activity

- BRINGING THE OUTSIDE IN:

- Regardless of climate, Clubs today desire the facilities that embrace the views of the Golf Course and encourage outdoor dining / socialization areas or a sense of being outside in a climate controlled environment.

- **These facilities improvements include:**

- Moveable glass wall partitions
- Golf Course illumination projects
- Fire pit areas for socialization

- **VALUE ADDED AMENITIES**
 - **Popular facilities being developed that increase Member utilization and ultimately Member value include:**
 - Specific Fitness related facilities such as Group Exercise Rooms and Pilates Studios
 - Child care rooms
 - Golf Learning Centers, Indoor Practice Areas and Golf Simulators
 - Business Centers for on-the-go office connectivity
- **THE SIZZLE**
 - **Facility Improvements that provide the “wow factor”:**
 - Wine focused amenities such as wine lockers, wine shops and wine rooms
 - Displaying of Club Historical Memorabilia
 - Multimedia Rooms, A/V Equipment, Video Conferencing, Private Theaters
- **GLIMPSE INTO THE CLUB OF THE FUTURE 2022**
 - Review early results of industry predictions on facility improvements, design aesthetics, sustainability, and marketing and communications for the Club of the Future.

PART III – OVERVIEW OF THE PROCESS

- **GOAL OF THE PROCESS**
 - Focus needs to be on Improving Member Experience
 - What makes a Club “First Class” or “Premier”?
- **PLANNING KEY DRIVERS**
 - Local Club Competitive Analysis
 - Understanding the Membership Marketplace
 - Exploring the Various Options
 - Developing the Financial Threshold
 - Involving the Membership
 - Membership Consensus / Approval
- **FACILITIES REVIEW**
 - Review of Member Demographics, Utilization Reports, Spending, Prior Capital Improvements, etc.
 - Review of By-Laws, Committee Meeting Minutes, New Member Packet, Marketing Material, etc.
 - Competitive Analysis
 - Study of Club’s Mechanical, Electrical, Plumbing and Life Safety
 - Structural Components (if the program dictates)
 - Development of the Primary Design Considerations

- **CONCEPTUAL OPTIONS**

- How are the Primary Design Considerations reflected in the conceptual drawings?
- Multiple Options presented
- Deferred Maintenance Analysis
- Renovation / Restoration Option
- New Construction (should the program warrant replacement consideration)

- **PROGRAM COSTING**

- Professional Cost Estimating by local general contractor or professional cost estimator
- 16 divisions of construction cost breakdown
- Development of All-In Project Costs including hard construction, contingency, soft costs, furnishings, fixtures & accessories, operational costs, temporary facilities, etc.

- **FINANCIAL MODELING**

- Understanding the Membership's Financial Threshold
- Common options for financing a program including dues increase, assessment, capital improvement fund, combination, refundability, etc.
- Marketing to the Club majority with a fiscally conservative, well communicated program

- **MEMBER COMMUNICATION**

- Success Improvement Programs are built on solid Member communication
- How best to gain feedback from Members including Focus Groups, Targeted Member Surveys, Newsletter Updates, Email Communication, Informational Meetings, etc.

- **MEMBER APPROVAL**

- Developing a comprehensive Membership Brochure which outlines the Features and Benefits
- Initiating a successful "Get Out the Vote" Campaign

CONCLUSION

Outstanding Member Experience = Increased Member Value = Unsurpassed Member Satisfaction

THANK YOU