



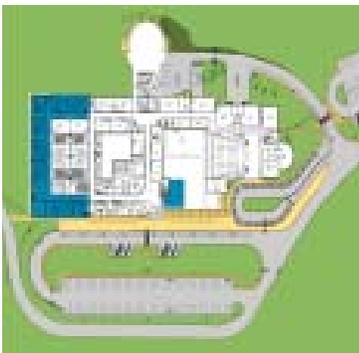
Strategic Master Planning Process

For most Owners, making a major operational change, executing major capital projects, or navigating the changing environment of an unpredictable future is like undertaking a long journey. Capital Projects and long range planning for Private Clubs affect all members, and the average major renovation/new building project can last between 1.5 and 3 years. These efforts endure into the tenure of multiple Boards, and can see turnover in leadership, stakeholders, and staff throughout their lifespan. In today's cultural and operational climate, technology, product offerings, management philosophies, social preferences, and economic conditions are changing and evolving more rapidly than ever before. Just as every successful journey begins with a detailed road map, every successful project or long-range asset-protection program, begins with a well thought out Strategic Master Plan.



Our proven **Strategic Master Planning Process (SMPP)** was developed and refined to help clients create their own detailed road map for the successful execution of current and future projects or operational programs. SMPP seeks to simplify that process, and break it down into “doable doses” that align with the way Clubs and organizations operate and manage delivery of their services. SMPP is conducted in three phases, which answer three pertinent questions applicable to any long journey:

1. Where are you now?
2. Where do you want to go?
3. How are you going to get there?



Phase 1: Existing Conditions Analysis (Where are you now?)

In this phase SMPP seeks to establish the starting point for the journey. What are the existing physical conditions of the Club's assets and operational processes, and how well do they meet the needs in delivering your services? Without an accurate assessment of this vital information, it is impossible to determine the proper direction in which to proceed. In this phase of the process, every facet of your physical assets and service delivery process is reviewed and evaluated to establish a baseline of client needs. The activities typically performed, and deliverables developed, in this phase are:

- Detailed Review of Existing Documentation and Past Studies, Drawings, etc.
- Form a Steering Committee, made up of Administrative Staff, Members of the Board, and other Stakeholders, to participate in Programming and Management of the process
- Facilitate Meetings and Work Sessions of the Committee to identify Issues and Potential Solutions
- On-Site Investigation and Documentation of conditions of:
 - Operational and Program Issues
 - Exterior Building Envelope: Windows, Doors, Walls, Roofs, etc.
 - HVAC and Plumbing Systems
 - Electrical, Security, Communications and Technology Systems
 - Code and ADA Compliance Deficiencies
 - Hazardous Materials and Asbestos
 - Site Circulation and Transportation Issues
- Compile All Data into a written Existing Conditions Report
- Presentation of Existing Conditions Data to the Board and Management Team



This phase of the SMPP process typically takes one-two months.

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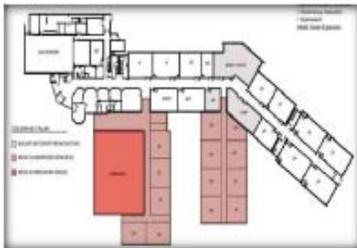


Phase 2: Visioning/Consensus Building (Where do you want to go?)

With a firm understanding of the current state of the Club's Facilities and Operational Needs, in this phase, SMPP seeks to establish the **Strategic Goals** of the Club. These goals may be long or short-term, and are "big picture" objectives (usually 5-7 total) that if met, will define the success of the project(s) or long range Strategic Master Plan. Once established, the Strategic Goals serve as guidelines for all decision-making going forward. Every option and subsequent variation or decision to meet the needs of the Club is evaluated as to how well it meets the Club's Strategic Goals.



How are Strategic Goals established? In the SMPP process, Strategic Goals are the product of intensive collaboration between the Club's Stakeholders and our team. The intent is to provide all stakeholders with a platform for input, and leave no stone unturned in compiling data. This is done through **Interviews** with key staff and a succession of **Knowledge Base Workshops**. The workshops are facilitated by our Principal-in-Charge, and Club participants may include the Board, Club Members, Management Team, and other staff. Participants in the Knowledge Base Workshops may include any other stakeholders that the Club identifies as having a role in defining the Strategic Needs of the Club. Activities typically performed during this phase include:



- Facilitate Stakeholder Knowledge Base Workshops
- Conduct Staff Interviews
- Collate all information and Compile Minutes
- Develop Strategic Goals and Review with the Board

This phase of SMPP typically takes one-two months, but duration is dependent on the availability of Club personnel and Stakeholders.



Phase 3: Options and Analysis (How are you going to get there?)

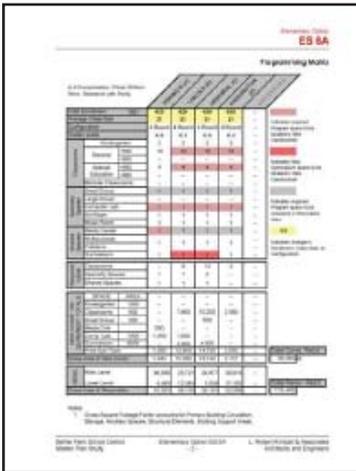
Once the Stakeholders have had input, the Knowledge Base is established, and Strategic Goals have been identified, the Club has established a vision for where it wants to go in the short or long-term future. In this phase, SMPP seeks to identify and analyze Options that best meet the Strategic Needs of the Club and allow the Club to get where it wants to go. Various Options may be developed that address Club building and operational issues, planning, site issues, cost/value, implementation issues, etc. **Each Option will be represented graphically**, and will have an associated conceptual Cost Model. A Pro-Con analysis will be developed for each Option, and the Options/recommended improvements may be numerically ranked in a **Priority Matrix** according to how well they meet each Strategic Goal. Then the Options and analysis will be presented to the Board and the Members.

This phase of SMPP typically takes one-two months, but duration is dependent on the availability of Club personnel and Stakeholders.



The Club is typically allocated a period for review and feedback. Preferred Options are identified and refined, with more accurate scheduling and cost modeling. This information is then presented to the Board in the form of a **Long Range Strategic Master Plan Report**. This Report will include a summary of all Options, all background and Knowledge Base data, and written evaluations and recommendations. The Final Report, with its exhaustive detail, is a **defensible document** that can be handed down as Boards or Leadership change to prove that a thorough and diligent process was used to determine the course for Club facilities, processes, and capital improvements. Activities typically performed during this phase include:

- Develop Design/Planning Options to meet Strategic Goals
- Develop Cost Models and Pro-Con Analysis for Options
- Presentation of Options and Analysis to the Board and Members
- Refine Preferred Option(s) and Present to the Board and Members
- Develop Implementation Plan and Timeline for the Strategic Master Plan
- Prepare written Final Report



This phase of SMPP typically takes two months, but duration is dependent on the availability of Club personnel and the Board Meeting schedule.

Why is SMPP Right for You?

Only you are qualified to judge what is best for your Club. But in planning for capital/operational improvements or facilities re-alignments, most Clubs are unsure where to start. SMPP is designed to allow the Strategic Planner to extract the Club's long-term vision, and illustrate that vision as a graphic Strategic Master Plan.



The Planner is **the brush that paints what is in the hearts and minds** of the Club's Stakeholders.

Through the use of simple planning tools and open, interactive workshops, SMPP breaks down complex facilities and operational planning problems and develops appropriate solutions that are logical, operationally sound, and fiscally responsible. The process is thorough and achieves buy-in. The final product is a **defensible document** that can serve as a roadmap for the journey that is any major capital improvements program or strategic operational plan.



Statistics prove that when SMPP is utilized, there is better harmony throughout the life of the projects or implemented changes, schedules are easier to keep, and owner-requested changes/disruptions during construction or implementation are greatly minimized. SMPP saves time, money, and headaches - all while achieving highly desirable project outcomes.