

# **The House that Tam O'Shanter Built**

## **A short history on the 2½-year Clubhouse Renovation and Expansion**

**By: Bob Walker, TOS Facilities Committee**

The purpose of this article is to provide a short history on the Clubhouse Renovation completed in May 2005. In the process of reflecting on A to Z, this is also intended to document and thank all those who went the extra mile to make it happen. Hopefully, this will simply be Chapter One of many great episodes yet unperformed as we start to reap the benefits of this massive community undertaking.

### ***Now that the dust has settled***

In summary, the project was finished right on plan. The scheduled opening occurred in May 2005 - after 2½ years, everything finished right on schedule. More importantly, the project was finished on budget; that is to say, the project did not cost more than the collected funds. The new Clubhouse has everything that was originally planned and a host of added features that go beyond the original scope. However, there are a few additional enhancements that could have been included but simply had to be left out due to budget constraints. Regardless, the building was constructed to accommodate future enhancements in a "plug-n-play" fashion with little or no impact to completed work.

The original project budget was estimated at ~\$142/sqft and was completed for that amount – final construction costs were just under \$1.4 million. However, at completion the Clubhouse was valued at ~\$200/sqft (i.e. it should have cost just under \$2 million to build). Obviously this was a great bargain for the community, but a reasonable person would ask: how did this happen without raising dues to pay for the extras? This can be partially explained by noting the old Clubhouse retained some residual value even after it was gutted. Nonetheless, the answer to this question is a testimony to optimism, determination, and a spirit of generosity for the betterment of TOS.

### ***It was a cold and foggy evening . . .***

In November of 2002 the previously abolished Facilities Committee was re-established to address problems with TOS's facilities (primarily the Clubhouse). Within a short time, the Committee determined that the best solution was to propose a complete upgrade of the Clubhouse. The goal was to refurbish the Clubhouse to its original modest quality, add square-footage to existing spaces, and create a more functional layout. All these goals were met and much more.

By February of 2003 the Committee advised the membership of its goal and established a timeline that culminated in an October vote by the community. In between, the Committee spent months prioritizing objectives, determining square-footage needs, and establishing a budget. The final proposal to refurbish the Clubhouse was augmented with a proposal to enhance the golf course through a five-year sanding program. With support from the Board of Directors and a lot of hard work from the Finance Committee, a \$12/month dues increase was proposed to the community for approval. The community approved the renovation and sanding program in September 2003 with 81% of the community casting a vote and 68% of those voting in favor.

In November 2003, exactly one year after the Facilities Committee was re-established, the Committee conducted a series of interviews to select an Architect. By February 2004 Charles Shugart of TECNIKOS: Architecture/Planning/Interiors was selected. At this point TECNIKOS already had a good start shaping our broad objectives into a conceptual design. This conceptual design was used as the basis for a series of interviews to select a General Contractor - and by

March 2004 the Schuchart Co. was signed on to complete our design team. As the design team embarked on creating a detailed design, three priorities guided almost every decision: staying within budget, completing the design by July 2004 (to avoid new regulatory requirements), and obtaining a building permit by October 2004 (so construction could start before the onset of bad weather and would be complete before the next spring season).

***If at first you don't succeed . . .***

At this point in the article, it's worth highlighting a typical design and budgeting process – because TOS's project was no different. In a nutshell, the process consists of the Architects molding all the identified needs and ideas into a physical layout. Then, they add a bunch of their own ideas. After that, the General Contractor attempts to estimate how much it will cost. When the sticker shock subsides, the owner (in this case the Facilities Committee) modifies the scope and the process is repeated over and over until the design falls within budget. As the design starts to stabilize, the civil and structural engineers find ways to add unimaginable costs and so more scope modifications are made to stay within budget. During the whole process, each iteration of cost estimating becomes more detailed and inches ever closer to a real number – and when the project is completely built you actually know what it's going to cost. However, during these early stages the cost estimates are very sketchy. Ultimately a doable design starts to emerge and, when no more changes are needed, a detailed set of plans are created and submitted to the City of Bellevue for plan review. It is incredibly expensive to change the design at this point in the process and so the City imposes as many changes as they can think of – thus again, more scope changes are made to stay within budget. Finally, the City issues a building permit and a whole new process of resolving unforeseen problems and adding “while we're at it” ensues – this is otherwise known as the construction phase.

TOS was very fortunate in the selection of an Architect. TECNIKOS intuitively understood TOS's priorities and was very in tune with the character of the community. They were exceptionally adept at achieving all objectives in creative ways. The completed Clubhouse stands as evidence of their creativity – unfortunately, the Committee could not incorporate all of their ideas. Most importantly, TECNIKOS was instrumental in completing the design process by July 2004 so that our project would be permitted under the 1997 Uniform Building Code. Starting in August 2004 the International Building Code took effect and if we had waited until then, much more stringent requirements would have been imposed (i.e. fire sprinklers and an elevator to name just two). And so, many additional costs were avoided and the new clubhouse was one of the last commercial buildings in this area to be permitted under the old code.

***Tam O'Shanter Golf & Construction Co.***

TOS was less fortunate in bringing on the General Contractor. During the design phase, their primary responsibility was to estimate costs. Because the budget was always a concern, there were multiple iterations of scope changes and re-estimating. Unfortunately, with each scope change, the expected cost savings would be washed away by some newly discovered cost increase. Ultimately we had to part ways simply to save costs (namely the fees associated with the benefit of having a General Contractor). It was at this point that TOS became a General Contractor. This of course put more responsibility on the Facilities Committee – regardless, self-performing the construction would not have been possible without the addition of Leon Whiteside as Construction Manager for TOS. There simply can't be enough good things written about Leon and the Clubhouse will stand as a testimony to his expertise. The contributions of our General Manager, Greg Hall, and our Greens Superintendent, Tom Corlett (and crew) can never be fully measured either – but their efforts were also tireless and very instrumental in TOS self-performing the construction.

### ***The Beginning of a new Era***

By September 2004 all the pieces were in place and TOS had a farewell party for the old Clubhouse that served for nearly 40 years. On October 1, 2004, a groundbreaking ceremony was held and within a few short weeks only the foundation, columns, and roof remained of the old Clubhouse. By February 2005, the new foundations were poured, and the building was framed and dried-in with a new roof, windows, and doors. The HVAC, plumbing, and electrical systems were installed and were operational shortly thereafter. In March, siding was installed to complete the exterior construction. The last months were focused on making the interior as nice as possible.

### ***But wait, there's more!***

It should be noted that there were other areas of improvement that coincided with the Clubhouse construction - these were completely separate efforts from a funding and responsibility standpoint. Nonetheless, these efforts were instrumental in completing the overall package. They include: the Sanding Program (as noted earlier), the Ad Hoc Landscaping Committee (took responsibility for reshaping the practice-green and replacing landscaping around the new building and parking lot), the Pool Committee (helped to ensure a smooth interface with swim activities), the Tile Committee (raised additional donations, and also provided tiles for the Member's Clubhouse entrance), Lastly, the ad-hoc Food and Beverage Committee (made sure that the food and service were on par with the new building).

Overall, everything was pretty ordinary for a commercial construction project. That is not to say it was easy or that there weren't obstacles to overcome. Along the way, there were a variety of issues that significantly impacted costs to the Clubhouse construction. Some of these were mandatory costs that were imposed by regulations or simply unforeseen problems that could not be ignored. Others were optional extras that were just too enticing to leave out. Either way they were not part of the original budget, but through cost saving measures, donations (of time and money), bartering and also calling in a few favors they were successfully added to the project. They include:

### **Mandatory Extras**

- **Grease Separator** (large underground vaults that were imposed by the City to accommodate TOS's new "commercial" kitchen)
- **Additional Parking Lot Planters** (trenching and irrigation to meet the imposed City requirements for more planters)
- **Additional Bathroom** (upstairs ADA bathroom to meet the imposed City requirements)
- **Upgrade Upper Men's Bathroom** (the City's imposed ADA requirements required that this bathroom be gutted instead of left in place as originally budgeted)
- **Plumbing in Upper Women's Bathroom** (the plan to reuse this existing plumbing failed due to numerous leaks)
- **Handicap Parking** (imposed grading and striping to meet the City's ADA parking requirements)
- **Power Service** (new primary and secondary feeders as required by the Utility)
- **Water Service** (new water meter as required by the Utility)
- **Hazmat Removal** (removal of asbestos flooring and roofing)
- **Over Excavation** (removing unsuitable load-bearing soil and hauling in new soil)

- **Foundation Waterproofing** (excavating and repairing the persistent leak in the back foundation wall)
- **Underlayment** (additional plywood flooring layer required because existing underlayment was damaged during vinyl tile removal)
- **Material Costs** (unusually high increases in construction material costs since original budget was established – i.e. steel, wood and concrete)

### Optional Extras

- **Members Lounge** (a dedicated area for members to relax, eat, and drink that became a high priority once suggested)
- **Stone Facade** (proposed by TECNİKOS and was an instant hit)
- **Banquet Room Fireplace** (a suggestion from the community that was a must have)
- **Day Grill Fireplace** (one of the TAMs donations)
- **Forced Air Heating w/capability for adding future Cooling** (original budget was to stay with baseboard heating)
- **Kitchen Flooring** (ceramic tile that will hold up to heavy traffic and help maintain sanitary conditions)
- **Kitchen Appliances** (original budget was to use only existing appliances)

### *Will you take a hug?*

It was a collaborative effort and it could not have been completed without the optimism, determination, and generosity of so many. These efforts came in a variety of forms and it is hard to list them all here – but here’s a try. Contributions came by way of discounts, money, professional expertise, labor, material, and equipment. These contributions arrived via outright donations and/or barter & trade. In addition to the monthly dues from each and every member, the following people and companies contributed to the new Clubhouse in at least one of the ways listed above. This group has gone the extra mile to make it happen – thank you all for your determination and generosity.

## **BUILDING CONTRIBUTORS**

### Facilities Committee since re-inception (and area of expertise):

**Bob Power – Chair** .....(General Construction)  
**Grant Willman** .....(General Construction)  
**Bob Walker** .....(Mechanical Construction and Engineering)  
**Paulette Lubin** .....(Interior Design)  
**Rolland Waters**.....(Sanity Checker and Devil’s Advocate)  
**Harold Scott - Alternate** .....(Swimming Pool)  
**Brook Lang - Alternate** .....(Networking and Communication Systems)

**Key TOS Board and Committee Members:**

**Al Komenski** .....(2003 Board President)  
**Paul Binder** .....(2004 Board President, 2004 Liaison to Facilities Committee)  
**Kevin Blair** .....(2005 Board President)  
**Rob Howie**.....(2003 Treasurer)  
**Jerry Zevenbergen** .....(2004/2005 Treasurer)  
**Marilyn Kempter** .....(2005 Board Liaison to Facilities Committee)  
**Tom Morrison** .....(2003 Board Liaison to Finance Committee, 2004 Liaison to G&R)  
**Keith Knight** .....(2003 Finance Committee Chair)  
**Jerry Cochran** .....(2003 Finance Committee)  
**Bill Wells** .....(2003 Finance Committee)  
**Mike Davis** .....(2003 Finance Committee)  
**Dave Russell**.....(2003 Finance Committee, 2004 Finance Committee Chair)  
**Tim Moriarty**.....(2005 Finance Committee Chair)  
**Martin England**.....(2004/2005 Board of Directors)

**Construction Team (responsibility):**

**Leon Whiteside**.....(Construction Manager)  
**Greg Hall**.....(Project Administrator)  
**Tom Corlett** .....(Site Work)  
**Paul Binder** .....(Project Assistant)

**Get out the Vote 2003:**

**Paul Binder**  
**Kevin Blair**  
**Bob Power**  
**Tim & Marianne Moriarty**  
**Dick & Kathy Scammell**

**Interior & Exterior Finishes Team:**

**Paulette Lubin**  
**Judy Dixon**  
**Wendy England**  
**Betty Binder**  
**Sandy Green**  
**Kathy Scammell**

**Tile Fundraiser Ad-hoc Committee:**

**Kevin Blair**.....(Board Liaison)  
**Merlene Princevalle** .....(Board Liaison)  
**Gayll Morrison** .....(Chair)  
**Joyce Cole** .....(Communications & Correspondence)  
**Heather Hughes**.....(Tile Design & Purchase)  
**Betty Binder**.....(Quality Control Ordering)  
**Paulette Lubin** .....(Consult Finishes/Tile Design)  
**Brook Walker** .....(Phone-a-thon)  
**Marilyn Kempter** .....(Phone-a-thon)  
**Rona Visser** .....(Phone-a-thon)  
**Lee Bourn** .....(Phone-a-thon)  
**Marianne Moriarty** .....(Phone-a-thon)  
**Jennifer Willman** .....(Phone-a-thon)

**TAMs:**

*In addition to the usual generosity exhibited by the TAMs, these few were instrumental in procuring items for the new Clubhouse.*

- Joyce Cole** .....(2004 TAMs Chair, Casino Night Fundraiser Co-Chair)
- Heather Hughes**.....(2004 Casino Night Fundraiser Co-Chair)
- Kris Albrecht**.....(2004 Casino Night Fundraiser Co-Chair)

**Companies:** (associated TOS Members):

*The names of these companies will forever be linked with the success of the project through their generous contributions.*

- SeaCon**; General Contractors .....(Bob Power & Rob Howie)
- Lease Crutcher Lewis**; General Contractors.....(Grant Willman)
- Hermanson**; Mechanical Contractors and Engineers .....(Bob Walker)
- National Glass**; Windows, Doors and Glass Railings .....(Owen Lubin)
- Redmond Carpet**; Carpet, Tile and Flooring .....(John & Heather Hughes)
- Western Roofing**; Roofing .....(John Sedenquist)
- Stoneway**; Concrete
- GB Systems**; Heating, Ventilation and Air conditioning
- Tri-State**; Plumbing
- Holmberg**; Plumbing
- Mayes**; Hazmat Testing and Inspections
- Acoustic Tree Service**; Tree Removal
- American Structures**; Railings

**SURROUNDING IMPROVEMENT CONTRIBUTORS**

**Member** (responsibility):

- Steve Leonard**.....(Greens & Rules Committee Chair)
- Julie Alyne** .....(Ad Hoc Landscaping Committee Chair)
- Gayle Baldock**.....(Pool Committee Chair)
- Marilyn Kempter** .....(Ad Hoc Food & Beverage Committee Chair)