

PINE MOUNTAIN CLUB CLUBHOUSE TASKFORCE REPORT

AUGUST 18, 2018



1. CLUBHOUSE TASK FORCE REPORT

EXECUTIVE SUMMARY

The PMC clubhouse has served our community well over the years. However like any well used object the facility is in need of regeneration and adaption to changed circumstances. Our community is a year round community and the facilities are well used and no longer meet the needs of the community. The PMC community has changed over time to include families, seniors, and youths for an ever increasing full-time association as well as weekenders.

The clubhouse is an essential facility for the community. It recently provided air conditioned comfort on hot days and is open during community emergencies, as we saw last winter in 2017.

A revitalized clubhouse is essential and attractive to those members who are interested in maintaining their investments, and future increased property values, and for those passing their investment on to their family.

The Clubhouse Task Force (CTF) was created to examine the revitalization and upgrading of the Pine Mountain Club Clubhouse. The CTF generated a process by which the Board of Directors and PMC members could participate in a discussion through four workshops to understand the issues of the aging clubhouse structure. The workshops led to a substantial amount of positive feedback and agreement as to the priorities. Now a Master Plan has been generated realizing a way forward to accomplish the needs and vision of the community. We are at a place where we can seize the opportunities rather than addressing the problems.

The Task Force is made up of professionals in the fields of architecture, design, construction, landscape, and investing. They brought in professionals in the fields of kitchen design, structural engineering, interior design, soil engineering, and building inspection to broaden the scope of the project and get expert advice.

Major findings from the community outreach process are as follows:

- The pool facilities need to be upgraded and enhanced
- Dining and events facilities are currently inadequate and need to be significantly upgraded.

- There is a need for club meetings and exercise rooms.
- The facilities need general refreshing and updating and made ADA accessible.

As a consequence of this process a program and master plan for the future was developed:

- A program for the facilities was developed
- A phasing program was developed as a way to move forward
- A rough order of magnitude (ROM) budget was established

More detail is provided in the following document.

The next step is to further develop this Master Plan for the future with accurate costs which will guarantee any work performed upon the clubhouse does not create a duplicate or unnecessary work. This Master Plan will involve the following elements:

Involvement by professional engineers and experts to ensure the veracity and viability of the assumed program which would include mechanical electrical and plumbing engineers, structural engineers, soils engineers, kitchen consultants and architects. In addition renderings to develop the aesthetic and design concepts would be included.

The Board of Directors will need to authorize the development of this Master Plan and establish a means of moving forward.

2. CLUBHOUSE BUILDING COMPLEX CONDITIONS

Structure

The PMC clubhouse was recently analyzed by a structural engineer and found to be structurally sound. It was built in the late 1970's in the post and beam construction style. This means that any walls are non-load bearing and are not vital to the structural integrity of the building as a whole. This allows walls to be easily reconfigured to current needs.

Repairs

The primary concern with the clubhouse complex is that it is old and outdated facility and does not serve the current needs of PMCPOA membership. The age of the building creates ever increasing maintenance issues and increasing costs. During one recent three year period there were more than \$280,000 of repairs that were unforeseen in the maintenance budget. There is a current estimate of \$250,000 to bring the electrical system up to current regulations. The clubhouse plumbing system has no current quote to bring it up to current standards to fix the existing outstanding issues.

While the main structure of the clubhouse has been shown to be structurally sound; the administration wing has been shown to be significantly below par, creating ever increasing maintenance costs. These areas were examined by a building inspector and the report indicated that most of these issues can be fixed by maintenance, but there were conditions of greater concern that needed to be repaired or replaced. These repairs will happen during the renovation.

Inadequate Space

The existing layout and size of the PMC Clubhouse building does not meet the memberships' current needs. Problems arise as the staff must rearrange areas for meetings, plays, dances, dinners, and other activities.

In the Administrative section there are issues of cramped space for personnel and additionally record keeping areas are substandard. This leads to a lot of administrative time spent looking for records or moving records from one area to another because they are stored in boxes. There is a discomfort level created from crowding of the administrative personnel.

BATHROOMS

There are four rest rooms in the building and two of them can easily be converted to meet current ADA standards. Sink heights are problematic and that is something that maintenance can rectify. The entry level rest rooms do not satisfy ADA requirements.

SOUND/ACOUSTIC IMPROVEMENTS

Meeting rooms and the Condor Room need sound/acoustic design & renovation.

Friendly Clubhouse Task Force sets new tone for tough mission



The Mountain Enterprise

CTF Workshop and voting

December 2, 2017

3. CLUBHOUSE PROCESS

The process for renovating the clubhouse was stalled in 2017 and a vote by the membership rejected the recommendations generated by Klassen Corporation. The Board Chair created the Clubhouse Task Force under the leadership of Brent Bennett to examine alternative ways of reviving the process that would create consensus for the community.

The following team of PMCPOA members were assembled:

Brent Bennett Has been in the field of design for 59 years, with awards in product design, and manufacturing those products for jobs around the world.

Doug Fethke 50+ years in all aspects of commercial, institutional, and residential building.

Gwynne Pugh FAIA, is a Santa Monica architect and has received some of the highest architectural awards. He is on the planning commission for the City of Santa Monica and advisory board of several other Southland cities.

Phillip Gabriel has 7 properties in PMC. He is a successful outside business owner, and is in several community resource business groups.

Linda Jassim M.A. USC Landscape Architecture, is a landscape designer for residential and commercial projects and project manager at Gwynne Pugh Urban Studio.

James McGarry AIA, Santa Monica architect, with emphasis in construction management. Focus on master planning of large residential properties. Experience working in mountain communities with wild land urban interface, and fire severity hazards.

Don Sharpe AIA, Graduate of Cal Poly, SLO with over 50 years as an architect in residential, commercial, apartments, churches. Is on the Santa Barbara, Montecito, and PMC architectural review boards.

First public meeting (December 2, 2017)

Opinions were sought from the members of PMCPOA.

The results of that meeting showed that the attending members had several basic areas of concerns which were discussed and voted upon.

The following are the top areas for consideration:

- Pool
- Kitchen
- Clubhouse building
- Administrative offices
- Entrance

PMC CLUBHOUSE TASK FORCE SURVEY

TOP YES ANSWERS

VOTE PROPOSAL

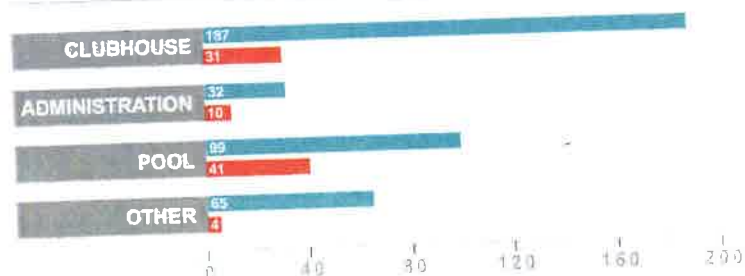
- 45 KITCHEN/DINING - UPSTAIRS ENHANCEMENTS/ EXPANSION
- 35 ENCLOSED YEAR AROUND POOL
- 30 BETTER VIEW FROM BAR & LOUNGE - SOUTH WALL TO BE GLASS
- 21/21 MULTI-USE ROOMS - MEETINGS // MORE OF A WORKOUT OR TRAINING POOL - LARGER
- 13 REPAIR IMMEDIATE NEEDS

TOP NO ANSWERS

VOTE PROPOSAL

- 14 INDOOR LAP POOL
- 9 KIDS POOL IN FRONT - AWAY FROM ADULT POOL
- 8 ENCLOSED YEAR AROUND POOL
- 7 OUTSIDE ELEVATOR - FOR ADA
- 7 USE OFFICE SPACE IN VILLAGE

12.2.17 RESULTS



Three subsequent workshops were held on February 10 and 18, 2018, March 11, 2018, and April 14, 2018 and a consensus was reached with the public on the program.

NEXT STEPS

Consideration by the Board of Directors of this report and direction to move forward.

Items to be considered:

1. Continued creation of the Master Plan*: Refinement of the program and generation of alternatives, renderings
2. Consideration by BOD commencing with phasing
3. Construction Budget

* A master plan is a dynamic long-term planning document that provides a conceptual layout to guide future growth and development. Master planning is about making the connection between buildings, social settings, and their surrounding environments. It is based on community input, surveys, planning initiatives, existing development, physical characteristics, and social and economic conditions.

4. PMC CLUBHOUSE COMPLEX PROGRAM MASTER PLAN

The preliminary Master Plan Strategy renovation is designed to have a minimum of interference with current activities and functions at PMCPOA. The Master Plan allows the PMCPOA to work in manageable phases while also keeping the bigger picture in mind so the overall product is not fragmented and allows us to keep our eyes on the prize. An essential part of this process is preserving and using as the basis of a design the portions of the structure that have value and replace elements that are no longer functional to realize a new vision for the community.

An essential element of the strategy is to phase the improvements so as to minimize disruption and allow the clubhouse to function uninhibited.

A NEW YEAR ROUND SWIMMING POOL

The response for a new year round pool received the highest vote of all the topics. It is the most used PMC amenity. The current pool is approximately 42 years old. It was built using galvanized iron pipes. From several articles written by pool engineers and builders, the useful life and longevity of a pool is about 50 years and consequently close to the limit of its useful lifespan. Conditions can be affected by soil conditions, weather conditions and ground water. The range can be between 30 and 60 years. Additionally the PMC pool is about 100 to 200 yards from the largest earthquake fault in California. An earthquake could cause the old pipes to rupture. There is no definitive way to understand the condition of the underground pipes. They have been pressure tested to 20# pressure by pool engineers and passed. This type of pressure test has been verified as the standard test by other pool builders.

NEW POOL

Moving the pool to the area now occupied as a parking lot between the clubhouse and tennis courts and enlarging it to a longer pool was requested by the PMC members. The new pool would be 25 yards which is the current standard in the industry, the existing one is 20 yards. Ideally it would be six lanes in width about 30 feet. It would allow the pool to possible uses from outside swim teams and clubs as a high altitude training facility. Triathlete clubs show a high interest in

PMC due to its proximity to Los Angeles and because of the altitude. Recently the Santa Barbara Swim Club trained at PMC for several days and a local Boy Scout Troop worked on their swimming merit badges. This can be a source of income from the pool.

In our original member inquiry there were many votes for the larger pool and this new pool would satisfy this need. This would allow for greater capacity than our current pool limit of 68 people. This limit has been reached several times in the past, prohibiting use by late arriving members.

The new pool site was to be tested by a soil engineer and was deemed suitable. The area is very level, so grading costs would be kept at a minimum, which makes a less expensive overall cost.

OLD POOL LOCATION

It will be necessary to remediate the old pool location for any future buildings or other uses. The lot will need to be cleared of all concrete decking and the pool excavation must be filled in and compacted to meet county regulations.

ADMINISTRATION BUILDING

The current administration building has a multitude of issues, not least, not enough room for the personnel, storage, and there is no ADA bathroom. This does not allow PMC to hire any disabled persons. The building was built to minimum standards, subsequent to the main building. Other issues include the heater not functioning properly; insects infestations, and recently the toilet broke through the floor. Additionally current location of the administration building hinders moving the kitchen to the west side of the Condor Room.

PREFABRICATED MOBILE UNITS

The most effective solution is temporary quarters in prefabricated mobile units as used for school building or construction sites. The CTF has been in contact with a provider of temporary quarters and has several options they could provide depending upon space needs. These quarters would contain Administration, Environmental Control, Patrol, and Maintenance.

It could be situated on the closest of the 4 lots in front of the clubhouse. All of these lots are owned by PMCPOA, but are zoned as residential. Since the Administration building would be only temporary, PMC does not have to rezone the lot.

The rental company will configure the units to meet our needs, and will take care of all maintenance for the life of the rental. The estimate is 2 to 3 years. There is an initial delivery cost of \$25,000 for an 1800 square foot complex at \$1600 per month.

This would provide a more effective environment than the current Administration has and PMC would have all administrative functions in one place.

There would be minimal administration activity interruption except during the actual move. The old Administration building can then be razed to make way for the new kitchen.

ALTERNATIVE 1 - NEW ADMINISTRATION BUILDING

This could be located in the area of the current pool. This would be a 3000 SF new building above the proshop. This will handle Administration, ECC, Patrol, and Maintenance in one convenient area.

DECK

The Condor Room is an ideal place to have a pool overlook where members can watch the pool play of their children and watch the Concert on the Green during the summer. With access to the bar through the Condor Room, drinks would be available to people on the Condor Room Deck. The members currently watch the Concert on the Green from the small deck running on the East side of the Clubhouse. That deck would be expanded to reach the proposed Condor Room Deck, providing even more viewing area with bar access.

With the future move of the kitchen to the west side of the Condor Room, it would open up food sales on the Condor Room Deck. Along with the bar sales, it would generate more income for the restaurant facilities at PMC.

Additionally an ADA ramp would exit from the west side of the Deck to the parking lot providing ADA access to the current clubhouse upper level and access from the Condor Room Deck to the Pool.

THE NEW KITCHEN

The Condor Room and Lounge are currently served by the basement kitchen in the Condor Cafe. Several studies have been done on the current restaurant's activities and how to improve them and their financial returns. The current kitchen has a financial problem caused by the increased needs for service personnel to travel long distances to deliver meals, up and down two flights of stairs. The current kitchen is very limited for present and future activity without expensive alterations and additions.

Full dish racks being carried downstairs for dishwashing is a problem as it causes wear and tear on the service personnel. The probability of an accident with a hot meal and a customer colliding is high. So PMC is dealing with possible liability suits, and workman's compensation suits caused by carrying heavy loads for long, awkward distances. It is just plain ineffective. The kitchen attached on the front of the Condor Room is the solution to these problems.

The kitchen can offer the more effective convenience of serving and bussing by the wait personnel resulting in quicker and more economical service and less expense because of fewer wait personnel needs.

The kitchen can be built to the west side of the Condor Room with a minimum of disturbance, all the while the basement kitchen can continue to produce meals, serving in the Condor Café and the Condor Lounge. Any kitchen equipment that can be reused in the new kitchen will be transferred at the latest possible time to avoid disturbing kitchen activities, keeping those interruptions to a minimum.

The kitchen can effectively service the Condor Room Deck. This will also be an asset during Concerts on the Green. With the deck in place it will take advantage of the view of the mountains, listening to music, and to enjoy dinner and a drink.

With the new kitchen now in place, the basement kitchen can be razed and the equipment either sold off or disposed of. This opens up the current Condor Cafe for at least three or more meetings rooms including ADA bathrooms. With the new wood floors in the condor Café soon to be installed, that eliminates adding wood floors for the dance and exercise classes.

The maintenance personnel will welcome this because the setup and tear-down times will be considerably lessened or eliminated. The Recreation room can be expanded for more activities, which was on the list of recommendations and needs.

The new kitchen can offer more convenience and will allow greater flexibility for additional sources of income, including private parties, weddings, receptions, and special events. Without moving the current kitchen there is no space for any new meeting rooms.

ENTRY

The concept of an attractive entry was one of the main ideas suggested by our survey. Rather than the current inside stairs which start on the entry level, the new entry will be on the top floor. An ADA ramp will be zigzagged across the clubhouse front to provide access to the main floor of the clubhouse. When one walks into the new entry the eastern vista of the golf course and mountains will be there as a beautiful vista.

The current bathrooms will be replaced with ADA bathrooms on the new entry level providing restroom access in the Bar, the Condor Lounge, and the Condor Room.

The style will be that of a mountain lodge.

MEETING ROOMS

The clubs and groups that use the meeting rooms at the clubhouse have exponentially expanded and we are now stressed to find a meeting room. The major meeting room is the Condor Room; with its auxiliary room, the Pool Pavilion. Both are currently used to their maximum capacity. The problem here is that it cannot be left set up as it must be torn down after each use and stored. This takes up a lot of storage space. Maintenance personnel will be relieved of the need to setup and tear-down as currently required.

The meeting rooms will only be available when the old kitchen is moved to its final location thus providing three or four meeting rooms and ADA restrooms. The Condor Café carpet is currently being replaced by a wood floor. This works into the CTF Master Plan because several of the groups and clubs need a wood floor to exercise or dance on. Permanent equipment storage will make is easier and will be organized and out of the way.

Sound/acoustic design & renovation is needed for meeting rooms and the Condor Room.

REMODEL CONDOR ROOM

The need for remodeling the current clubhouse building is necessary because it is showing its age and repairs are constant and increasingly more expensive. The basic structure is substantially sound and shows no need to be upgraded or altered.

The original clubhouse includes the Condor Lounge. The Condor Room would receive no major changes thus eliminating considerable expense. The major change would be new windows on the east and south walls. Installation of floor to ceiling double pane windows will take advantage of the beautiful views. This was one of the major concepts put forth by the PMC members attending the workshops in the first meeting. The bar will stay where it is reducing capitol costs. The dining area will be the Condor Room, away from the bar. The dining room will be separated from the lounge. Drinks will still be available in the Condor Room via the Condor Lounge. Most good restaurants have the bar separated from the general eating area. The Condor Room will still be the main meeting room of the PMC clubhouse.

The Condor Lounge will have the dance floor except for special events, allowing the permanent location of the dance floor and the bandstand area. The current folding screen becomes the method of achieving a quiet dining room for conversation and views as the main attraction.

POST OFFICE

The temporary administration building could be converted into the Post Office, once a permanent building is constructed. It can be purchased from the rental company, and might be more reasonable in cost than constructing a new building. The PO in the village currently costs PMC \$1800 per month. Its location in the village doesn't promote the sense of community, as it is a central meeting place in PMC, along with the Transfer Station.

If the Post Office were placed on the vacant lot closest to the clubhouse it would be easily accessible to driver side mail drop off. PMC would have to change the zoning on that lot for this purpose.

The current PO is 1500 sq. ft., and the rental office is 1800 sq. ft.

An alternate is to build a Post Office in the area vacated by the old swimming pool, and have it in front of the Administration Building to provide quicker access to the PO.

More parking could also be provided on the first lot to keep County parking space requirements up to code.

ELECTRICAL

The clubhouse electrical circuits are overloaded because they were built piecemeal over many years. A bid of \$250,000 was given to replace the system. At this time it is not advisable to replace the system.

There will be alterations to various parts of the future clubhouse; the pool, the administration, the pro-shop, the meeting rooms, and the entry. If they were altered now, they would have to be rewired again when that portion of the clubhouse complex was being renovated. This would be a double cost. This should be planned to happen only once.

Although the plumbing system needs repair, it is not as vital, nor as expensive as the electrical system. But it should only be done once, during the clubhouse revitalization.

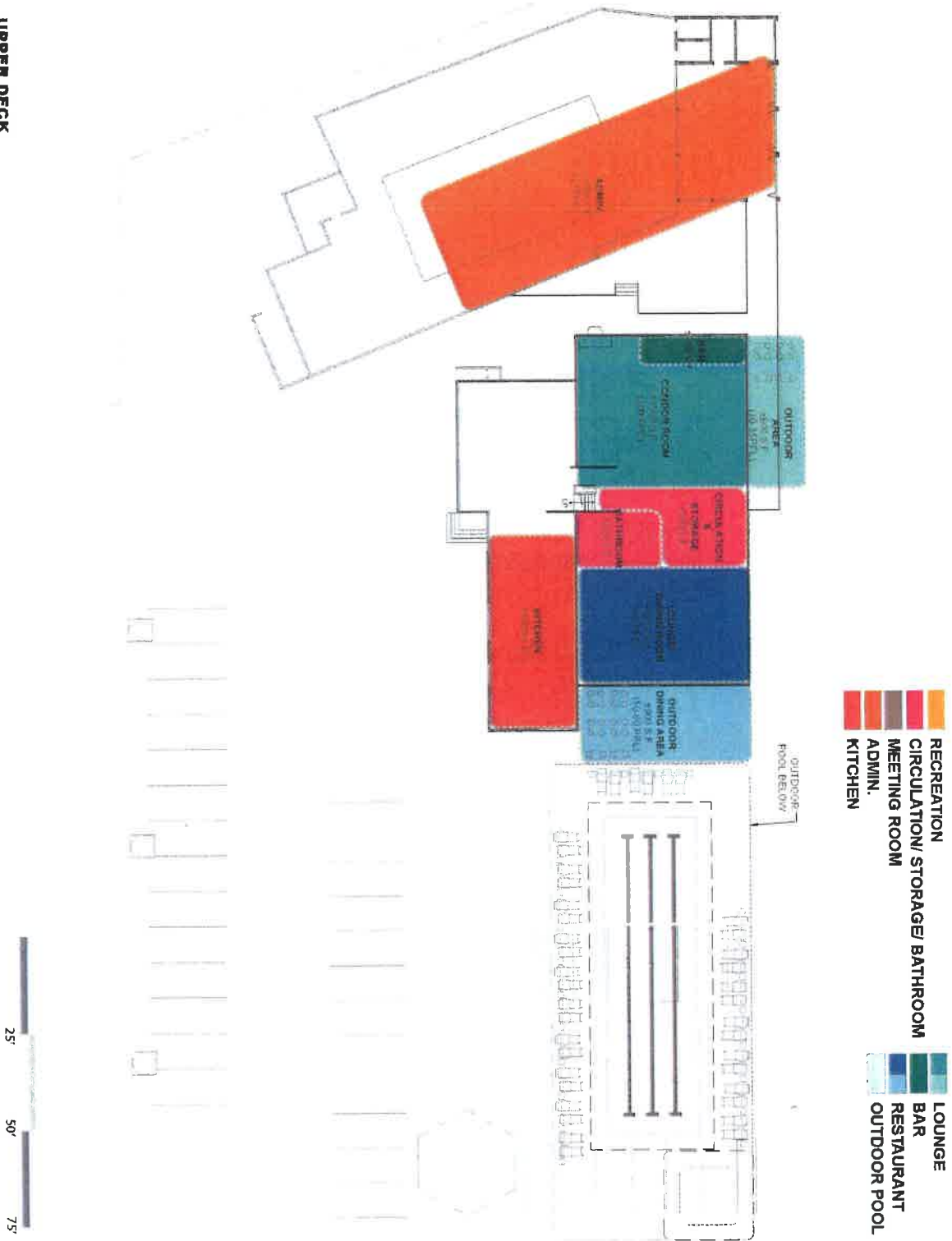
NEW PROGRAMS		
NAME	S.F.	ACCOMODATION
ADMINISTRATION	3000 S.F.	30 PEOPLE
PRO SHOP	1200 S.F.	--
POOL	± 6388 S.F. (INCLUDE JACUZZI)	40~50 + 15 (JACUZZI) PEOPLE
LOWER LEVEL		
REC ROOM	1200 S.F.	20 PEOPLE
DANCE/YOGA	600 S.F.	25 PEOPLE
EXERCISE ROOM	400 S.F.	20 PEOPLE
CRAFT ROOM	400 S.F.	25 PEOPLE
MEETING ROOM #1	300 S.F.	20 PEOPLE
MEETING ROOM #2	300 S.F.	20 PEOPLE
RESTROOM	320 S.F.	--
UPPER LEVEL		
CONDOR ROOM	1500 S.F.	100 PEOPLE
RESTAURANT	1200 S.F.	80 PEOPLE
BAR	120 S.F.	--
RESTROOM	320 S.F.	--
OUTDOOR DINING @ RESTAURANT	±900 S.F.	50 ~ 60 PEOPLE
OUTDOOR DINING @ LOUNGE	±580 S.F.	30 ~ 35 PEOPLE
EXISTING ADMIN AREA		
KITCHEN	1000 S.F.	--
CIRC./ STOR. (20% TOTAL AREA)	2388 S.F. (11940 X 20%)	
TOTAL AREA (W/O OUTDOOR PROGRAMS): 14248 S.F.		

EXISTING PROGRAMS	
NAME	S.F.
ADMINISTRATION	2265 S.F.
POOL ROOM	1200 S.F.
REC ROOM	930 S.F.
CONDOR ROOM	1660 S.F.
BISTRO	1455 S.F.
BAR	150 S.F.
LOUNGE	1300 S.F.
OUTDOOR POOL	±6090 S.F.
CIRCULATION/ STORAGE	3462 S.F.
TOTAL EXISTING AREA (W/O OUTDOOR PROGRAMS): 12422 S.F.	



CONCEPTUAL SPACE PROGRAMING DIAGRAM-FLOOR 2

UPPER DECK



5. PRELIMINARY PHASING OPTIONS

PHASE 1

NEW POOL AND ASSOCIATED FACILITIES

- Pool

Pool construction would start at the end of the season after it is shut down so that it would minimize interruption to the pool facility during the summer. Construction is estimated at 6 to 8 months depending on variables such as the weather and any associated pool issues. This would allow the new pool to open in time for the new summer season.

- Pool Deck and Condor Room Deck
- Bathrooms for the Pool
- Ramps and Access

PHASE 2

FILL IN OLD POOL

PHASE 3

MOVE ADMINISTRATION BUILDING

Alternate 1

Temporary/ Long term facilities on the residential lots.

Alternate 2

Permanent Administration Building located in current pool location.

PHASE 4
BUILD NEW KITCHEN & ENTRY

PHASE 5
REMODEL DOWNSTAIRS MEETING ROOMS

PHASE 6
REMODEL CONDOR ROOM

6. CONSTRUCTION BUDGET

PHASE COSTS

POOL & FACILITIES

Costing for a new pool would be approximately \$170,000 while renovation of the current pool would run \$170,000. According to our maintenance the pools interior must be re-fiberglassed and new lane lines applied.

A new pool would give PMC peace of mind and relieve the maintenance costs for an older pool, especially the fixing the plumbing and other large expenses of unknown problems.

An overall shallower pool will also reduce heating costs and the possibility of solar heating for further savings. Along with a new pool is the prospect of creating an all season pool for winter lap swimming. This would be constructed during the pool construction so that the cover could be added later, at a more minimal cost.

BUDGET FOR PMC CLUBHOUSE RENOVATION				
		AREA (sq. ft.)	UNIT COST	COST
NEW POOL				
	Pool, ADA Bathrooms, Pool, Showers, Storage, Fencing			\$ 300,000.00
	Year Round Enclosure			\$ 100,000.00
	Condor Room Deck, Lighting, Railings, Stairs	1,500	\$ 80.00	\$ 120,000.00
				\$ 520,000.00
OLD POOL				
	Remove & Remediate			\$ 60,000.00
ADMINISTRATION				
	Mobile Units			\$ 25,000.00
	New Structure & Pro Shop (Alternate)	4,200	\$ 400.00	\$ 1,680,000.00
NEW KITCHEN				
	Shell, Entry, 2 ADA Bathrooms	1,500	\$ 400.00	\$ 600,000.00
	Kitchen Equipment			\$ 250,000.00
				\$ 850,000.00
LOWER FLOOR				
	Remodel Meeting Rooms, 2 ADA Bathrooms	3,100	\$ 125.00	\$ 387,500.00
UPPER FLOOR (Condor Room)				
	Renovate & Window Wall	3,100	\$ 125.00	\$ 387,500.00
SITE UPGRADES				
	Path of Travel		TBD	\$ -
	Parking		TBD	\$ -
	Generator Relocation		TBD	\$ -
	TOTAL			\$ 2,230,000.00
PROFESSIONAL SERVICES				
	Architecture, Engineering, Surveys		15%	\$ 334,500.00
				\$ 2,564,500.00
	Contingency		10%	\$ 256,450.00
	GRAND TOTAL			\$ 2,820,950.00
	TOTAL (ALTERNATE)			\$ 3,885,000.00
PROFESSIONAL SERVICES				
	Architecture, Engineering, Geology & Soils Surveys		15%	\$ 582,750.00
				\$ 4,467,750.00
	Contingency		10%	\$ 446,775.00
	GRAND TOTAL (ALTERNATE)			\$ 4,914,525.00