

**CATEGORY:** 9: Best Building Project – General Contractor (\$10 - \$40 Million)

**PROJECT:** Columbine Country Club Clubhouse | **GC:** Hyder Construction

---

### **Why This Project Should Win an ACE Award**

Columbine Country Club has been around since 1955. It hosted a PGA Championship in 1967. Its storied greens even underwent a facelift ten years ago. Truly, Columbine Country Club has always been a fantastic place to golf. However, like many traditional golf-centric country clubs, Columbine needed to find a way to modernize its clubhouse, attracting younger generations and families and keeping members around for more than just golf. They wanted to create a place of casual elegance and social gathering, with ample amenities and outdoor spaces that truly celebrate the year-round Colorado lifestyle.

The design truly captures that desire, but to get there the team overcame a variety of challenges including coordinating 13 owners, 30% added scope, a compressed time frame, and level-5 finishes with a wood-frame structure.

The result? Last October the team delivered a new 60,000 square-foot clubhouse with European flair that's elegant and luxurious without being stuffy. A space that welcomes the entire family. A space that is cognizant of its Colorado surroundings. The experience starts from the moment you arrive at the impressive cobblestone auto courtyard, complete with fountain accent, and are greeted under the porte-cochère by a valet attendant. Walking inside the foyer is a visual treat of Telluride stone, travertine floors, wood trusses, and impeccable millwork before your eyes land across the room to the retractable glass walls with a perfect view of the 18th hole.

To elevate the family and community spaces, there's a family dining space, a communal lounge, updated pool and tennis facility, a designated Kids Zone, and "The Bunker," a cozy den with state-of-the-art golf simulators that double as movie screens and gaming displays.

The project also features a 5,000 square-foot fitness center, extended outdoor dining with fire pits, three new interior dining facilities, brand new locker rooms, new weight room, hitting simulators, new pro shop, a wine room, and a ballroom for weddings and other events.

This is a lifestyle club, with more than just great golf.

### **Solutions of Special Projects | Teamwork Excellence | Innovations**

Most construction projects have one owner stakeholder. This project had 13...one General Manager and 12 board members, the majority of whom were at every weekly OAC meeting. This is a group with high project expectations; many are skilled negotiators in their professional lives and have strong construction knowledge. With so many wants and wishes in the room, it was important everyone had all the facts so it was clear how each change would impact the budget and schedule. Hyder utilized an incredibly detailed and transparent communication style, which fostered a collaborative and consensus-building environment. Each member was ultimately happy with the end result. Rich Gunlikson, Columbine Design and Construction Committee member, attributed this success, “To your team's ability to listen to our needs and expectations throughout the preconstruction and construction process. Your team's excellent communication and cooperation with our design and construction committee for the duration of the project was a key element in its success.”

The clubhouse committee had a \$15 million bank loan for a \$20 million project. The only way to pay for the other \$5 million was to procure additional funding, memberships, and membership assessments. Hyder worked closely with the owner and design team to propose value engineering and scope reduction ideas. We identified over 20 add alternates to the GMP, each of which could be “turned on” if additional funding was secured during the course of the project. Each add alternate was presented very transparently, showing all the trades, fees, and schedule impacts associated with it, complete with a deadline by which it had to be “turned on.” Ultimately the club was able to secure funding for almost each item, including a \$2 million ballroom addition for weddings and events, and Hyder kept the project to its budget.

Despite this 30% of added scope, the owner only extended the schedule by two months, less than initially projected by the add alternates. We had to think outside the box. The team hosted multiple pull plan scheduling meetings and, by working in tandem with our subcontractors, identified a faster way to build the project without overextending our team. We maximized our subcontractor's time on site by having trades domino from room to room. Smaller crews could

be utilized while simultaneously driving progress in each area. It required extensive coordination with so many trades on site at once, but allowed for a quicker process overall.

High-end finishes aren't usually installed on a wood-frame structure. Wood, being a natural product, tends to warp after installation. The team collaborated on a truly rigorous quality control program to ensure the final product was level and every final joint and piece of crown molding fit together seamlessly. This included ordering all casework off field dimensions, taking daily jobsite walks to correct small problems before they snowballed, and utilizing a thorough wall closure form to make sure all items were installed properly before putting up drywall.

To ensure design head heights, accelerate the schedule, and provide greater flexibility with MEP penetrations, the team utilized a hollowcore precast deck to support the first floor, rather than the less flexible twin-t system. To ensure the structural integrity of the hollowcore and prevent tendon conflicts, the team had extensive coordination meetings with design and MEP teams. An internal BIM model was then developed to accurately locate all required penetrations along with the tendon locations of the hollowcore planks. As a tool in the field, the team used the model successfully to install this unique product with zero issues.

Environmental design includes low-flow lavatory fixtures, LED lights and "smart" dimming systems, extensive daylight, and natural ventilation to reduce air-conditioning usage. Sustainable materials include locally quarried stone cladding, sustainably harvested wood framing and alpine timbers, light-colored low-sloped roofs to reduce heat-sink, and fireplaces employing clean-burning natural gas. The club even asked that the cart barn be oversized, to accommodate protected parking for members' private electric golf carts, reducing the need for surface parking and for driving to and from the club in gas-powered cars.

### **Safety**

Over 140,000 man hours were worked on this project, all without a single lost time accident or OSHA recordable incident. Although an impressive feat, this project also held up to extreme scrutiny, cleanliness standards, and even an OSHA inspection.

This jobsite was under daily scrutiny from its 500+ members using the adjacent golf course and also the nearby police station. The project was used as a showcase piece to help the club sell memberships during construction. Jobsite tours were held at a moment's notice and the project had to be ready for potential members not accustomed to construction safety standards. The club sold over 100 memberships during the course of construction.

The secret to the Clubhouse's safety success? A strong jobsite safety culture honed through site-specific safety orientation, subcontractor-lead safety meetings (such as weekly meetings, daily tool-box talks, unique equipment training), daily safety communication, constantly maintaining site cleanliness, and a zero tolerance policy. In addition, the team employed a full-time safety monitoring company on site throughout the project. Our top-down safety approach promoted subcontractor buy-in and encouraged the entire jobsite to look out for one another.

About halfway through the project, the team received the ultimate test to this safety culture...a surprise OSHA inspection (Hyder receives two random OSHA inspections a year as part of our participation in the CHASE safety program). The inspector was on site for three hours and was very impressed with Hyder's policies and recordkeeping and the fact that the superintendent answered all the inspector's pre-audit questions correctly. No citations were issued, a true testament to how ingrained the safety culture on the jobsite was, and the inspector commented that it was very pleasant to visit a working jobsite that was so clean and without safety infractions.

### **Excellence in Client Service | Contribution to Community**

“As important to me as the level of finish work completed was the manner in which Hyder worked. The worksite was always monitored for safety protocols. The security levels were well managed. The worksite was remarkably clean and we routinely received praise on this subject - an area that is typically a challenge to maintain. And I just enjoyed working with the team. They have become personal friends and I have recommended them to dozens of clubs. Best of all, the finished product is spectacular and our members couldn't be happier. Hyder continues to support us as we learn to utilize the new space and their responsiveness has been much appreciated.” – Michael Bratcher, General Manager, Columbine Country Club.

This project is also being heralded as one of the top clubhouses in the country. Earlier this summer, Golf Inc. not only awarded it First Place in their Clubhouse of the Year New Construction: Private category, but also Best of Show for all the clubhouse entries.









