

## Small is smart in planning, Weed says

CHICAGO — Architect Bobby Weed warned participants at Remodeling University here about "having too many cooks in the kitchen."

Speaking at the program sponsored by the American Society of Golf Course Architects (ASGCA), Weed said a small leadership group is most effective in planning and implementing a successful course remodeling project. He surprised the more than 125 attendees at suburban North Shore Country Club by saying that three steering committee members is ideal.

"Often," Weed said, "a small group of energetic members drives the initial push toward renovation, comes in with information from 'experts' and paints an overly rosy picture about the scope of the project and the enthusiasm of the membership/ players."

The Florida-based architect agreed that all groups should be represented in the process, including the board of directors, greens committee, long-range planning committee and past presidents in a private club.

"However," Weed said, "the desire to see

all facts represented can lead to a large group that finds it hard to make decisions. Also, turnover of various positions can create continuity problems. The ideal



team is small, represents a cross-section of the membership, has authority and the right personalities to work well together." "One of the hardest

lessons for a remodeling team to learn," he said, "is to trust the professionals who have been retained. They have been hired for a reason. Take advantage of their expertise and the value that they bring to the project."

He explained that the professionals all have specific and important roles to play if the remodeling project is to be successful.

In budgeting, Weed suggested that the committee set parameters up front but remain flexible during the planning process.

"Don't piggyback a golf course renovation on a larger project, such as a clubhouse expansion," he warned. "More often than not, the golf course project suffers when cost overruns occur. Remember that the golf course generates revenue, while other amenities are lucky to break even at the end of the year."

All the speakers at Remodeling University stressed the importance of communications throughout the project.

Weed also offered seven tips that will help remodeling committees "weather the storm:" Be realistic, accept criticism, maintain a united front, keep players informed but not involved, insulate the professionals on the remodeling team, keep the "big picture" in mind and expect criticism from friends.

The Chicago-based American Society of Golf Course Architects also sponsored sessions of Remodeling University in Atlanta, New York and Los Angeles. Information on remodeling may be obtained by writing the ASGCA at 221 N. LaSalle St., Chicago, Ill. 60601. Or, call 312-372-7090. Complete information is also on the Internet at www.golfdesign.org.

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