A COUNTRY CLUB

Thesis Proposal

College of Architecture and Planning

Bell State University

John William Baker

May 2, 1972
It is my proposal to design a country club facility in the Muncie-Anderson area as an architectural thesis.

One of the most surprising developments in the past few years has been the increasing demand throughout the nation for country clubs. The Muncie-Anderson region, as indicated by their spiraling club memberships, is typical in this respect. It would appear as though there were a concerted effort in all our centers of population to preserve through the country club a touch with the open air of the country. The preservation of which is becoming more difficult every day with the progressive extention of our cities.

This movement has not confined itself to the forming of clubs for the wealthy alone. Numerous smaller clubs, with more modest equipment, have sprung up along side their more pretentious neighbors.

In many cases the architect for these facilities has been chosen, not for his training, experience or ability in this particular line of work, but for some reason such as membership in the club or relation to some influential member of the building committee. It is of little wonder that so many of our club facilities fail to meet the needs for which they were designed.

A club facility includes a large number of individual operations. When taken singularly each of these operations is not considered complex; however attempting to combine these singular activities into one composite architectural design solution constitutes a sophisticated problem.
This club facility will be of sufficient programmatic complexity to demonstrate my proficiency in problem organization and design, site analysis and design, integration of structural and mechanical systems, construction technology, and the total process of establishing environments for human use. I feel that this project offers the potential for a very strong and exciting thesis problem.
DELAWARE COUNTRY CLUB

"Thesis Program"

College of Architecture and Planning
Ball State University

John William Baker

May 2, 1971
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STATEMENT OF PROJECT

Statement of Intended Project

I intend to design a totally new club house facility for the Delaware Country Club which will be capable of accommodating a membership of six hundred. This will include the design and landscaping of the grounds immediately adjacent to the club house and the master plan for the entire club.

Statement of Project Validity

I feel that country clubs are in the unique position of affording their members with the opportunity of helping to stop the deterioration of the family unit. The Delaware Country Club, like most other country clubs across the country, responds basically to the needs of the adult male member. It actually furthers the breakdown of the family unit by only luring the head of the household out for a round of golf and not providing the family the opportunity of participating in activities as a group. There is a tremendous need for this type of opportunity in the United States today and especially among the middle and upper-middle classes.

If the Delaware Country Club could respond to the needs of the women and children members as well as they do for the
adult males then they could begin to promote family activities surrounding the club. This would not only fill a very critical social need, but could also be a very profitable financial venture.

For the last forty years our society has been standing back and slowly watching the deterioration of the family. Many women, alone with their children and labor-saving gadgets, long for the day when, the children in school, they may again go out to "join in the life of the community." Many women, as a result of their education, feel that the actual work of homemaking is somewhat degrading unless it can be balances by intellectual and aesthetic pursuits.

Participation outside the home serves the function of reducing the strain within the home, especially if the woman is highly educated and antagonistic to her housewifely role. One has only to look at the variety of civic, philanthropic and cultural organizations in Muncie today to realize the popularity of this attitude.

The child today is also spending much more time outside of the home. As the child approaches his teens, participation in the family's social activities grow less and he joins more and more in his peer group, until finally his social life may be carried on in almost entire separation from that of his parents. However, in the middle teens often a new relationship can be established between mother and daughter, or father and son. Girls and their mothers more frequently build up strong friendship ties around
common interests: shopping, luncheons, teas, and finally the girl's engagement and marriage. Boys do not find it as easy to form such a relationship with their fathers since they can rarely share as yet in father's business or profession. A few fathers and sons do become "buddies", spending time together in athletic contests, sports, hunting and fishing, or other physical activities.

Although there does seem to be opportunity for more personal contact between fathers and sons, and mothers and daughters, there does not seem to be much opportunity for the family, as a unit, to develop outside common interests.

When one considers the socialization demanded in our culture for both boys and girls against the resources of the family it is of little wonder that the family is as competitive as it is. With the advent of more and more leisure time, it is obvious that if we do not provide the family with more resources to compete with the socialization demanded by society, then the family unit, the very basis of our culture, could conceivably deteriorate to the point of a social procedure.

Statement of Objectives

My objective will be to provide the resources for the member club families to compete with external social pressures for their individual family identity. This will entail providing a facility that will allow a family unit the maximum amount of opportunity of inter-unit participation.
DESCRIPTION OF CONTEXT

Regional Survey

Land Uses:

The land use pattern of Delaware County consists generally of:

1. The large area occupied by the variety of residential, commercial, industrial, public and other urban land uses in Muncie, Center Township and parts of Mt. Pleasant, Hamilton, Liberty and Monroe Townships.

2. The much smaller urban clusters established by various incorporated and unincorporated towns scattered throughout the county.

3. The residential, industrial and commercial development scattered along state and federal highways, especially as they approach the Muncie urban areas.

4. The large amount of agricultural land which is, by far, the most extensive land use in the county.
   (See Plate Page #5)

Residential Development:

Residential development in the county is basically taking place to the north of the Muncie city limits. This is expected to continue as the direction of residential development for the next several years.
   (See Plate Page #5)

Major Roads:

The development of a circumferential belt-line around the outskirts of Muncie will facilitate crosstown
traffic much better when completed.

(See Plates Pages 6 and 7.)

Local Survey

Liberty Township:

The western one-third of this township is within the Muncie urban area. Selma, the only incorporated town in the township is located in the central portion. Predominantly residential in character, Selma has a very limited amount of commercial and industrial development. Indiana 30-32 traverses this township from east to west. All along this route there are substantial amounts of residential development. There are four major public uses of land in Liberty Township; Delaware Country Club, Green Hills Country Club, Reese Airport, and the Delaware County Farm.

Site Conditions and Context

Location:

The potential site for the new Delaware Country Club is an additional one hundred acres adjacent to their present course somewhere in section eighteen of Liberty Township.

Topography:

Section eighteen has gently rolling hill in the northern half, flat farmland in the southern half with a heavily wooded area in the center of the section. (Refer to Site Study.)
Soil Considerations:

The types of soil existing on the section are:

* 1. (184) Kendalville Silt Loam
* 2. (484) Martinsville
* 3. (734) Morley Silt Loam
* 4. (904) Esman
* 5. (5484) Martinsville Loam
* 6. (8484) Martinsville Sandy Loam
  7. (1007) Wallkill Silt Loam
  8. (732) Blount Silt Loam
  9. (3488) Mahalasville Silty Clay Loam
10. (3489) Needham Sil Clay Loam
11. (3359) Lear Sil Clay Loam

(*) Indicates good building soil

Water table is approximately twenty four inches below surface.

(See Plate Page #12)

On Site Water:

There is a small stream running through the northern half of the section.

(See Plate Page #13)

Property Lines and Ownership:

The various property owners within the section are:

Delaware County Country Club 139 acres
Jaco LaDuron 151 acres
Nelcie Heaton 59 acres
Leroy Kessing 87 acres
Lucy Maxon 46 acres
M. Pence

(See Plate Page #14)
Utilities:

Water - There is currently a twelve inch line running down road three hundred east.
(See Plate Page #16)

Sewage - There are no sewage line site or proposed for the near future.
(See Plate Page #17)

Gas - None on site.

Electricity - Accessible off road three hundred east.

Power Lines:

Indiana and Michigan Electric Company has two high voltage power lines running through section. They exercise the power of eminent domain. These will be a very definite design consideration.

Railroad Tracks:

The Penn Central Railroad has several sets of track that tranverse the section on the northern boundary. These tracks are still in active use.
(See Site Study)

Sand and Gravel Pit:

An abandoned sand and gravel pit occurs just northeast of the center wooded area. There is a small amount of standing surface water in it.
(See Site Study)
WATER STORAGE AND DISTRIBUTION SYSTEM

LEGEND

- 4" TO 8" EXISTING WATER MAIN
- 8" TO 12" EXISTING WATER MAIN
- 12" EXISTING WATER MAIN
- 20" EXISTING WATER MAIN
- 24" EXISTING WATER MAIN
- FUTURE WATER MAIN (HATCHED INDICATES PROPOSED SIZE OR MAINS)
- EXISTING STORAGE TANK
- FUTURE STORAGE TANK
- POSSIBLE LOCATION FOR FUTURE STORAGE TANK
- BOUNDARY (LINES PICTURED WHO IN PUBLIC WATER SUPPLY)
- 1960 URBAN LIMITS
- SHADY OAK RESERVOIR AS DECRIMED OUT AND POPULATION LIVING BEYOND AREA SERVIE BY WATER

DELANEY COUNTY PLAN COMMISSION
CITY PLAN COMMISSION
Time as it affects Economics

Currently with high interest rates along with spiraling prices and wages every day that you are not building the costs are increasing. Last year alone, construction costs rose close to ten percent. It is advantageous to build as quickly as possible in order to beat the spiraling cost.

Another advantage to building today is that, with the dollar losing more and more of its value every day, five and ten years from now you are actually paying off your note or bonds with cheaper money. Also, if the interest rates do begin to fall, you can also refinance your mortgage to take advantage of the lower rates.

Time as it affects Club Membership

If a country club feels as though, after a period of time, their membership has risen to the point where it balances out its physical plant, such as golf course and club house, or if the club members feel that the addition of more members will only serve to breakdown the existing interpersonal relationships between club members, then the club merely decides to close its membership.
FINANCING METHODS AND CONSIDERATIONS

Club Financial Operation

The club is basically operated on a cash basis. The bulk of the income comes from the members dues with additional revenue from the restaurant, bar, lockers, locker fees, court rental, etc. Probably seventy percent of the income is now brought in from the members dues. The Delaware Country Club is self-sustaining in so far as having the money to operate and keep current.

Possible Source of Finance for New Building Program

In all probability financing of a new facility would be done with a mortgage or bond issue. It would be anticipated that the mortgage or bonds would be paid off over a period of time by the members dues. This would probably entail the raising of dues somewhat, depending upon the amount of money in question. Currently, a building fund assessment of three hundred dollars is levied upon all new members. An additional building fund assessment toward the financing of a new facility is not considered to be a very good idea.
Feasibility of New Facility

The basic question of the feasibility of a totally new physical plant for the Delaware Country Club is an economic one. From all indications the members of the club would be willing to pay increased dues, provided the facilities were also increased.

Another aspect that advances the idea of new and increased facilities which afford the opportunity for family participation on a much wider scale is that the more activity at the club the greater the opportunity for the club to make money in their dining rooms and bars. This increased activity along with the improvement of management could conceivably allow the club to balance its operational expenditures with its income. This would allow the members dues to be used to pay off the mortgage or bonds. In order to bring this about, all special activities within the club, such as health clubs and recreation programs, would have to be completely self-supporting.

A good reason to believe that this is a realistic possibility is because of the club's new manager, Mr. Phillips. The club that Mr. Phillips left before coming to the Delaware Country Club was one of the very few in the country to make money last year. Last year ninety-five percent of the country clubs in this country lost money, four percent broke even and one percent made money.
This factor alone is good reason to believe that the financial stature of the club will improve greatly.

Land Values

The land value of the property surrounding the Delaware Country Club is reasonably low. For detailed information on 1970 assessed land values see plate.
ZONING

Current Classification

Almost the entire section is zones for residential.

(See Plate.)

Proposed Zoning

Under revised zoning regulation, as suggested by Harland Bartholomew and Associates in a study made for Delaware County, country clubs would come under Section VIII and be classified as R-S. (Suburban Residential)

Possible Source of Problems:

Receiving permission to use land around and under existing high voltage lines.
BUILDING FUNCTIONS AND PERFORMANCE CRITERIA

Club House

Administrative Offices

Should be located near main entry
Should serve as a control point
Club manager's office
Office space for a staff of four
Record storage
Silver and vault storage

Private Meeting Rooms (2)

Should be located near main entry
Must be able to accommodate meetings with groups from six to fifty

Cloakrooms

Must be located near main entries to afford maximum concience to members

Main Dining Area

Must have a seating capacity of at least 250
Must be flexible enough to accommodate quick division of the area for smaller functions
Must be immediately adjacent to kitchen
Must be handled in such a way to facilitate a variety of functions from a large ball to a small style show.

Must have a strong relationship to main entry
Must have adequate storage space

Kitchen

Must be capable of serving up to 600 people
Walk-in meat box
Walk-in chiller
Must have adequate storage
Must be capable of supporting a kitchen staff composed of:
- chef
- slew chef
- broiler man
- cold meat man
- two pot washers
- two salad girls
- five dishwashers

Mixed Grill Room

Must be capable of handling up to 200 people
Informal attire
Should have a strong indoor-outdoor relationship
Should be readily accessible from men's and women's locker rooms

Kitchen Director's Office

Located in or near kitchen
Small office in which kitchen operation and food purchasing is handled
Employees' Lounge

Should be centrally located

Will serve as space for employees' breaks and a place where they could use for storage of their uniforms and clothing

Shower facilities

Sixty lockers

Cocktail Lounge

Should be capable of handling up to 100 members

Bar

Sitting and lounge furniture

Furnishings and character should be plush

Should afford opportunity for small group conversation

Bar Steward's Office

Should be located close to main cocktail lounge

Small office in which bar operations are handled and purchasing of liquor is done

Golfers' Lounge

Should have visual access to the 1st, 10th, 19th, and 27th tees.

Should have a strong indoor-outdoor relationship

Should be capable of accommodating 100 members

Golf theme
Must be easily accessible from course, pro-shop, and men's and women's locker rooms

Should be capable of serving light lunches

A complete bar

Gymnasium

Must accommodate a full-size basketball court

Must be divisible into small areas for group participation in programs such as craft and golf lessons

Must have strong relationship to health club

Adequate storage facilities

Physical Director's Office

Should be located in close proximity to health club and other recreational facilities

Small office from which all recreational and physical programs are directed

Men's General Locker Room

Must have a strong relationship to golf course, golfers' lounge, the pro-shop, and stag card room

Must be capable of handling 350 members

Must provide adequate space for comfortable dressing

Shower facilities to accommodate 10 men at a time

Must have space for an attendant with appropriate sized storage area
Stag Card Room

Must be immediately adjacent to men's locker room

Facilitate small group activities, such as card playing

Bar

Capable of accommodating 80 members

Pool table

Women's Locker Room

Men's Health Club

Must have strong relationship to gymnasium

Accommodate 150 members

Steam bath

Sun rooms

Masseur's table

Lounge including television and means of acquiring refreshments

Shower facilities

Adequate storage space

Must be private area within club accessible only to the member of the health club.

Women's Health Club

Will in all probability be similar to men's health club. However, more research into specific needs is necessary before completion of this section.
Club Engineer's Workshop

Would serve as a utility room and space where custodian could organize his work and equipment.

Location does not seem to be extremely critical at this point.

Pro-Shop

Located such that pro has visual access to tees 1, 10, 19, and 27.

Easily accessible from main clubhouse.

Equipped with P.A. system, telephone system to locker rooms, tees and golfers' lounge.

Check-In Facility

Must provide sign-in counter.

Should be located near club pro's office.

Should be capable of accommodating up to 20 golfers at one time.

Waiting Area

To handle overflow from check-in area.

Storage Space for Golf Clubs

Must be conveniently located to facilitate quick retrieval for club members.

Must have facilities for cleaning of clubs.

Must have storage space for 350 bags.
Storage Space for Golf Carts During Season

Must be conveniently located to facilitate quick retrieval for club members

Must be capable of handling 60 carts

Must provide protection from rain and other inclement weather during summer months

Must provide security for carts overnight

Storage Space for Golf Carts in Off Season

Must be capable of handling up to 60 carts

Must provide protection from weather during winter months

Must provide security for carts

Golf Equipment Sales Room

Should be located close enough to check-in facility in order to allow individual handling check-ins to also supervise display area

Equipment display area

Storage area for new merchandise

Office for club pro

Pool Area

Pool

Must be capable of being opened up during the summer and completely closed in and heated during the winter months while still not forfeiting loss of the outdoor relationship
Must be capable of handling competitive swimming
Should have strong relationship to health clubs

Locker Rooms

Must be capable of accommodating up to 100 members or guest with shower and dressing facilities
100 lockers
Must be immediately adjacent to pool area

Snack-Bar Area

Must accommodate individuals in the pool and gymnasium area with sandwiches and refreshments

Miscellaneous Functions

Club Manager's House
Clothing Sales Space
Four fourwall Handball Courts
Tennis Courts
### REQUIRED SQUARE FOOTAGES

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<th>Square Footage</th>
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<td>Seating for 80</td>
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Kitchen Services:
- Dry storage
- Refrigeration storage
- Receiving
- Trash and garbage
- Chef’s office

460 Administrative Offices
- Club Manager’s Office
- Staff Office and Reception Area
- Record Storage
- Silver and Vault Storage

1850 Men’s General Locker Room
- Circulation and Service Area
- Showers
- Locker Area - Covered

1850 Women’s General Locker Room
- Circulation and Service Area
- Showers - Individual
- Locker Area Required

1910 Men’s Health Club
- Locker Area
- Circulation and Service Area
- Steam Bath
- Sun Rooms
- Messer’s Table
- Lounge
- Storage

2010 Women’s Health Club
- Locker Area
- Circulation and Service Area
- Steam Room
- Sun Rooms
- Messer’s Table
- Lounge
- Storage
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<td>13,500</td>
<td>Food</td>
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<td>Swimming Pool Area Required</td>
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<td>Shake Bar</td>
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<td>Lounge and Deck</td>
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<td>8650</td>
<td>Gymnasiom</td>
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<td></td>
<td>Basketball Court</td>
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<td>4 Wall Handball Courts</td>
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<td>Multi-Purpose Area</td>
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COLLEGE OF ARCHITECTURE AND PLANNING
Ball State University
Muncie, Indiana

THESIS LOG

Signatures of Faculty or Consultants

Date: Sept. 16, 1970

Consultation Time 5:00 PM hrs.

Notes: Mrs. Hayn
(Temporary Manager of the Delaware County Country Club)

Spoke with Mrs. Hayn about the possibility of using the Delaware Club for a model.

Mrs. Hayn stated that she was only a temporary manager of the club and that a new manager would be arriving the first of the month.

She gave me the club directory and a list of club rules. She also informed me that a Mrs. Robert Dailey, a past president of the club, was the chairman of the Long Range Planning Committee, and suggested that I get in contact with him regarding the intended project.
THESIS LOG

Signatures of Faculty or Consultants

Date: September 25, 1970

Consultation Time 10:00 AM hrs.

Notes: Mr. Robert Dailey
(Chairman of the Long Range Planning Committee)

Briefly talked with Mr. Dailey and discussed the possibility of using the Delaware County Country Club as a model for a thesis.

Mr. Dailey expressed interest in the project and agreed to set up a meeting with himself and several other members of the board in the event that I decided to go ahead with the project.
THESIS LOG

Signatures of Faculty or Consultants: Chris A. Palmer

Date: Sept. 29, 1970

Consultation Time: 1:30 PM hrs.

Notes: Mr. Chris Palmer (Associate Planner—Metropolitan Planning Comm.)

Spoke with Mr. Palmer about intended project.

Discussed Green Hills site, also Delaware Club site.

Mr. Palmer mentioned another possible site where they are considering a new county park at 300W. and 250S.

Mr. Palmer expressed a willingness to help in any way we could.

Also had prints made of the Delaware Club and the Green Hills Club site from aerial photographs on record at the planning commission.
THESIS LOG

Signatures of Faculty or Consultants

Date: October 2, 1970

Consultation Time 4:45 PM hrs.

Notes: Telephone Conversation with Mr. Robert Dailey

Spoke with Mr. Dailey and informed him that I had decided to proceed with the Delaware Club project.

Mr. Dailey suggested a meeting with the board. However, due to himself and several other members of the board leaving town the following Wed. He recommended that I contact him again on the 19th of October in order that he might set up a group meeting.
THESIS LOG

Signatures of Faculty or Consultants Chris A. Palmer

Date: Oct. 5, 1970

Consultation Time 1:00pm hrs.

Notes: Mr. Chris Palmer
(Associate Planner---Metropolitan Planning Comm.)

Mr. Palmer suggested that I get in contact with the county assessor to find out the assessed land values and the actual property lines and owner in the Delaware Club area.

Recommended I see a man by the name of Don Ferguson for information on soil conditions, vegetation etc.

Have a topography map printed from their tracing of the county. In ten foot intervals.

Discussed present zoning in the Delaware area. Most of the entire section is zoned residential. See map.

Mr. Palmer pointed out where the new bypass is scheduled to go in. It will run parallel to 300E. and be roughly 1/3 mile west of it.

Mr. Palmer did not feel that any major development would take place in the immediate area surrounding the Delaware club in the next twenty years. He stated that most of the development will probably take place on the north edge of town.

He also suggested that I contact the major utility companies regarding which utilities are available on the Delaware site.
THESIS LOG

Signatures of Faculty or Consultants

Date: October 5, 1970

Consultation Time 6:00 PM hrs.

Notes: Mrs. Ellen Graves
( Clerk in the Center Township Office )

Fisher Property's Incorporated owns all of the land west of 300E., south of Highway 32, and north of 100S., with the exception of a very small subdivision just west of the entrance to the Delaware Club.

Assessed in 1970  15,340 Land
14,950 Blocks
31,090 Total
THESIS LOG

Signatures of Faculty or Consultants

Date: ________________

Consultation Time 2:15 PM hrs.

Notes: MARY LOU BROOKS
(Clerk at the County Assessors Office)

SHOWED ME A SECTION MAP OF SECTION 18 IN LIBERTY TOWNSHIP.

THIS MAP SHOWED PROPERTY LINES IN THE SECTION.

SECTION 18 IS BOUNDED BY HIGHWAY 323 ON THE NORTH, ROAD 300 E. ON THE WEST, ROAD 400 E. ON THE EAST, AND ROAD 100 S. ON THE SOUTH.

THE PROPERTY OWNERS IN THE SECTION ARE:
1. DELAWARE COUNTY COUNTRY CLUB —— 139 ACRES
2. JACO LABURN —— 151 ACRES
3. NELCIE HEATON —— 59 ACRES
4. LEROY KEYBLING —— 87 ACRES
5. LUCY MAXON —— 46 ACRES
6. M. PENCE —— 18 ACRES
THESIS LOG

Signature of Faculty or Consultants

Date: October 5, 1970

Consultation Time 2:30 PM hrs.

Notes: CRYSTAL WORMER
(Clerk in the Auditor's Office)

RECORDED 1970 ASSESSMENTS FOR PROPERTY IN SECTION 18.

DELaware COUTNY CLub 19,030 LAND
75,890 BLDGS.

JACO LA DURON 13,000 LAND

LUCY MAXON 3,600

M. PENCE 9,510
THESIS LOG

Signatures of Faculty or Consultants

Date: Oct. 6, 1970

Consultation Time 10:30 AM hrs.

Notes: MR. V. A. MURRAY (CHAIRMAN OF THE GOLF LAISON COMMITTEE)

75% of the men members and 40% of the lady members play golf.

Most men feel that the women have too much time on the course, and women feel just the opposite.

One of the biggest problems is the slow play of some members. One of the ways that they have tried to solve this problem is by letting the slower players start earlier or as soon as the pro-shop opens up.

The average player gets his foursome together around 8:00 AM. There is usually a steady stream of foursomes teeing out of the first tee for about an hour and a half. Then you will have a gap of about one half an hour, then you will have another rush.

They set aside one day a week for the ladies to play (Tuesday).

The young players usually come out in the evenings. Young players under 12 have to be accompanied by an adult.

Most male members play twice a week.

Thursday night twilight play is probably one of the most active times on the course. No predetermined four somes are allowed. Start at 3:00 PM. This makes a good mixer. A high handicap likes to play with a low handicap.

Club pro has a club storage facility and he charges each member for the storage in return for which keeps the clubs in good shape and gets them ready for the players next round.
Most members park their cars and go directly to the locker room and change their shoes and out of their suit and put on their golfing togs. There are refreshments available in the locker room however, most players don’t have a drink before they go out.

From the locker room they go into the pro-shop where if they have their own pull cart the pro has it ready for them. Or if he wants to rent an electric cart he puts the bags on the cart.

At this point he is in a position to see if the first tee is getting ganged up. If so he will start the pressure on the tenth tee.

In order to keep the play moving they try to get as many people on the back nine as are on the front nine.

Most golfers play 18 holes in about four hours. However, some slow players may take five hours and some of the players can if there is no one in the way can play 18 holes in three and one half hours. Stringing 18 holes of golf out five hours can cause hang-ups.

Ladies are not allowed to start course until one thirty on Saturdays and twelve thirty on Sundays. Most of the ladies prefer to play with ladies. They play husband and wife tournaments one evening a week.

Upon completion of the 18th hole most golfers go back into the locker room where usually there are little wagers going on. They settle up on previous wagers. After this there is usually several rounds of drinks. This helps provide for a good time and also helps provide for club income.

They had planned on a golfer’s lounge several years ago that would have had a bar and lounge overlooking the course and tees and one and ten and a view of golfers completing play on 18. However due to lack of funds this project was discarded. Even though this would have been the ideal set-up.

Mr. Murray said that he would encourage in any club that has the membership that the D.C.C.C. is another nine holes. This would get rid of all the hang-ups of slow play. Many clubs have this type of facility.

Saturday mornings are generally the peak periods, and also Sunday mornings after people have taken care of the church obligation. You will have as many as five or six four-bomes waiting on a tee.

Peak months are June, July and August.

Shot-Gun Tournament ($ Forty-Four Bomes —— 5 Hours)

D.C.C.C. has twenty-six carts that are available accommodating 52 players. It is very rare that any are left over. There are times that they could use a few more carts.
About 40 to 50% of the players use carts. No member may own his own cart.

The day of the caddy is almost over. In a holiday tournament there will be about 12 to 15 caddies and they are usually the players' son. There is really not much need for caddies any more.

Lockerroom facilities have lockers, carpeted areas, good shower facilities. Presently they have facilities to accommodate six men at a time and there are a lot of times that it is not adequate. Also facilities to clean up and a shoe shine service. Also food service and a bar available. And a place to play cards. Most men want an attendant to get drinks and food for them if they are dressing or playing cards.

Do not have any interclub tournaments. However, once a year they have pro-am tournament.

Usually a club pro is too busy that he doesn't have time to play with the members.

From time to time their will be different groups that will want to use the facilities of the club. They are never allowed to use the facilities on a day that would normally have heavy play.

There are no bar facilities in the ladies lockerroom. However, the women like to do the same things that the men do. Usually the women's husbands will hussel them a drink and take it to their lockerroom. If they don't do that they usually go up to the grill room.

Men like to have food served in their lockerroom, women are not that fussy and will go up to the grill room for something to eat.

Each member can bring a guest as often as he wants to, but he can't bring the same guest more than twice a year. Presently the guest shares the locker with the member which invited him. A member usually likes to show off the club to a visiting guest. Guest on a busy day wouldn't comprise over 10% of the entire golfing combb.

There is some conversation going on now about bringing in a golf architect to possibility redesign the course.

Another nine holes would be justifiable right now.

Currently the club house is only capable of handling the existing membership.

Mr. Murray speculated that in 20 years that you would need a new club house and facilities to handle up to six hundred members.
IT WOULD TAKE SIX HUNDRED MEMBER TO WARREN ANOTHER 18 HOLES. HOWEVER, HE FEELS THAT THEY COULD JUSTIFY ANOTHER NINE HOLES RIGHT NOW WITHOUT INCREASING THE MEMBERSHIP.

CURRENT MEMBERSHIP IS AROUND 350 FULL FAMILY MEMBERS.
APPROXIMATELY 400 TOTAL MEMBERS.

THE BUILDING OF ANOTHER NINE HOLES WOULD BE AN EXPENDITURE OF ROUGHLY 200,000. THE GOING RATE FOR ESTABLISHING ONE COMPLETE GOLF HOLE IS AROUND 20,000. AND YOU WOULD HAVE TO HAVE ABOUT FORTY ACRES TO PUT ANOTHER NOBLE HOLE IN.

THE CLUB IS CURRENTLY AT A CLOSED MEMBERSHIP BECAUSE THE CLUB HAS REACHED THE POINT AT WHICH IT CAN ACCOMMODATE THE MEMBERS COMFORTABLY.

THE PHYSICAL PLANT CONSTRAINTS THE MEMBERSHIP MORE THAN ANYTHING ELSE.

THE CURRENT FACILITY CAN NOT BE ADDED ONTO WITHOUT COMPLETELY REDESIGNING THE PLOT THAT IT IS ON.

ONE OF THE BIG HANG-UPS IS NO PARKING AT THE MAIN ENTRANCE.

THE GREATEST ATTRACTION OUTSIDE OF GOLF IS THE DINING FACILITIES.

THE STRONGEST POINT IN ANY CLUB IS A MANAGER WHO IS A REAL SOUND BUSINESSMAN. HE HAS TO TRY TO BALANCE THE INCOME WITH THE EXPENDITURES. THE INCOME BEING THE DINING ROOM AND THE BAR. THIS ALLOWS THE DUES TO ESTABLISH A BUILDING OR IMPROVEMENT FUND. IDEALLY THESE FUNCTIONS ARE SELF SUPPORTING.

THE PRO-SHOP IS SELF SUPPORTING, HE IS A PRIVATE BUSINESS MAN WORKS WITHOUT ANY COMPENSATION.

IF THEY WANT BETTER FACILITIES THEY HAVE TO RAISE THE CEILING ON THE DUES.

DR. BLUE WILL TAKE OVER THE CLUB PRESIDENCY AS OF THE FIRST OF THE YEAR. (EDUCATION DEPT. B.S.U.)

UPON LOOKING OVER TOPO MAP MR. MURRAY AND I DISCUSSED THE POSSIBILITY OF PLACING THE NEW FACILITY ON THE WOODY AREA ON THE SOUTHEAST CORNER OF THEIR SITE.
COLLEGE OF ARCHITECTURE AND PLANNING
Ball State University
Muncie, Indiana

THESIS LOG

Signatures of Faculty or Consultants

Date: Dec. 6, 1970
Consultation Time 12:00 AM hrs.

Notes: Mr. Arthur Ballinger
(Chairman of the Greens & Grounds Committee)

The course get considerable use from the first of May up through September.

The Greens and Grounds Committee basically maintains the greens, fairways and some of the work up around the club house. Future plans for the course.

Course maintenance during the summer time is done basically in the evenings due to heavy play during the daylight hours. Greens maintenance such as aerating etc. is done on Mondays also because the club is supposed to be closed.

Maintainance is a year round operation.

In the winter time there are one or two men. They basically overhaul mowers and other equipment. Move snow etc...

There has been some conversation about changing some of the holes, however the course plays very well. About 90% of the players like the course the way it is. They are anticipating rebuilding a couple of the greens next year.

There are two full time maintenance men, in the summer time they will get up to 9 or 10. They employ a lot of high school students in summer time.

Storage is accommodated by acreage, a barn and two sheds across the railroad tracks over by highway 32. Two barns, a machine shop a repair shop also several other small buildings.

There has been some talk about acquiring some more ground and building some additional holes. However, for the membership that they have now the existing holes suffice.
There is a bad situation in having to go back and forth across the railroad tracks with the equipment. He mentioned that he like to consolidate the ground on one side of the railroad.

A driving range and a practice area would be needed additions in the future. The existing practice area is not too satisfactory.

The club would have to grow to about 600 members in order to justify another 18 holes.

The physical properties about balance out the current membership.

Currently have 30 carts and could use more. On special days they even bring more carts, such as, Pro-am tournament.

In shot-gun tournaments you have three to four foursomes on each tee. You have as many as 160 golfers at one time.
Aquatic programs encompass more people than any of the other activities offered at the "YM".

Physical fitness program involves 100 men a day.

Summer fun club involved gym, swim and craft projects. Meet for four hours two days a week. Program is almost entirely self-sufficient financially.

YMCA is a 300,000 operation, only subsidy that "YM" gets is a 54,000 input by the United Fund, or 18%. The rest of the program operational expense is brought in through memberships, special programs etc., not contributions.

Mr. Schliessman stated that if a country club wanted to promote family activity, which is a real trend today, the family would come to the country club as a family possibly have dinner and then go their own way within the same building participating in different activities and then going home together.

The YMCA in Muncie #1 has an athletic club. Their club has individuals for all walks of life. Their club is a very basic operation. The average health club in a YMCA consists of a private locker area, the club in Muncie has half lockers, 3 ft. high 14 ins. deep and spaced throughout the room are large lockers for the members to put their clothes in because the small lockers are only for storage. The member will come in through the cage area where he is buzzed in through a private door. When he goes in he goes to his half locker opens it up, put his clothes in a large
Locker and puts on his gym clothes. He will go on and work out come back down change and leave. The club has two stools a wash basin with a mirror. There are a number of other mirrors scattered around in other places. They have a sun lamp and a lounge area. They have a part time masseur who comes in two days a week and gives massages on a pay as you go basis. There is also a shower room. They are planning to put a sauna in in the near future. They also have a steam room at the "YM" which is accessible to the athletic club members.

There health club was set up for 240 men. They invested five thousand dollars. They figured to pay this back in a two year period of time. As soon as they opened the athletic club they were able to pay off the note in six months. The number of members also increased to 280 men.

There are a lot of men in the athletic club that never come. Those that are active come in 4 or 5 days a week. Of the 280 the average time that they spend in the club would be two days a week. The athletic club cost 50 dollars a year. He stated that their charge was the lowest in a three state area, and he feels that it is too low. They hope to increase it to around 60 to 75 dollars in the coming year. Even 75 dollars is rather low.

The total physical department of the Muncie "YM" has approximately 35 people employed for the entire operation.

The responsibility for the athletic is that of the physical director. There are no full time employees in the club itself. The cage man handles the general locker rooms as well as the athletic club. Also the part time masseur who comes in twice a week. There is no real staff just related to the athletic club except for the part time masseur. If they had a great demand for a masseur then he would start to work into the spot of health club director.

Mr. Schliessman stated that these activities could be incorporated into a country club without out being a draw on the club revenue. They could be completely financially self sufficient. He felt that these facilities such as health clubs and summer recreation programs in a country club would have to be handled similar to the way the "YM" does. This would be where you charged additional for these activities and facilities over and above the base membership.

Mr. Schliessman felt that it would be very easy to seel the ideas of a health club, summer fun program, and other recreational programs to the members of "YM" a country club in these area. He feels that if they would do this they could do tremendous amounts of good.
COLLEGE OF ARCHITECTURE AND PLANNING
Ball State University
Muncie, Indiana

THESIS LOG

Signatures of Faculty or Consultants ________________________________

Date: Oct. 7, 1980 ________________________________

Consultation Time ____________ hrs. ________________________________

Notes: Mr. Phillips
(Manager Delaware County Country Club)

Mr. Phillips is the new club manager, he just arrived the first of the month to assume the position. He was previously the manager of a club in Fort Wayne, Indiana.

Mr. Phillips stated that a club manager is more or less an executive who directs the departments of the club.

The greens superintendent and the club pro run their own department because they are experts in their fields.

The club has a chef who is responsible for the kitchen, and a hostess who is responsible for the dining room, the bar steward is in charge of the bar all beverages and the bartenders. The office manager is responsible for the books.

The manager's job is to make sure that all of this is coordinated. The manager is responsible to the board of directors. The board consist of 12 directors.

The club presently has a card room with bar adjacent to the mens locker room. The man who runs this has an assistant who in the summer time doubles as a shoe shine boy. The card room is stag. In the women's locker room there is also an attendant. There is also a snack bar by the pool. There is also a boys and girls locker room by the pool.

On the main floor they have a grill room which is casual dress, however no spikes are allowed. In the lounge it is casual dress up till 6:00 pm. There is also a main dining room that will seat 150. The lounge will seat between 70 and 80. The grill room will seat about 80. Your peak time is from Memorial Day to Labor Day.
Every member that plays golf comes in the club house, either to change clothes or to have a sandwich afterwards, and possibly some type of refreshment.

The peak days are Thurs., Friday and Sat. Sunday business is terrible and this is true throughout the Midwest.

Golf is growing very rapidly because people have more time.

Whenever there is a large play on the course there is a large play in the club house.

The revenue in the club house comes from the dinning and bar facilities.

The most you generally can expect to attend club +9 at one time is about 30%.

They currently have limited programs for the younger members. These consist of Easter egg hunts, Christmas parties, etc. for the under 12 set. For the teenagers they have a few dances, hayrides, etc.

He mentioned a complete swim program at previous club he worked at.

The club also has two tennis courts that are widely used.

He stated that the trend throughout the country when building a new club would be to include a complete recreation program for the entire family.

Mentioned the possibility of inter-club tennis matches, similar to inter-club swim meets.

One of the current trends is to build the pool away from the club house, anywhere from a quarter to one half mile away. You then have a totally separate operation with the pool having its own locker room food service, etc. Then this enables you to have two classifications of membership. Club membership and pool membership.

He stated that if you had a pool that could be enclosed in the winter and opened in the summer time and was consistent with the building architecture it could be a successful year round operation.

Mr. Phillips stated that if financial considerations were no problem and if this club were to grow to 600 members he would like to include the following facilities in a new physical plant: a stags card room with a bar adjacent the men's locker room, a barber shop, a health club (complete), a locker room for the ladies with a nice lounge with cocktails available in their lounge, a mixed grill room much bigger than the one in the present facility, a cocktail lounge with sitting furniture plus the bar, the main din-
NING ROOM, PRIVATE MEETING ROOMS, AND SMALLER DINING ROOMS. AS FOR AS THE KITCHEN WAS CONCERNED EVERYTHING WOULD BE TILE, WITH ALL STAINLESS STEEL, HE ALSO RECOMMENDED THE USE OF GAS. A WALK-IN MEAT BOX OR WALK-IN COOLER. HE STATED THAT THE BIGGEST MISTAKE THAT IS MADE WHEN THEY DESIGN OR REMODEL A CLUB IS STORAGE. YOUR ROOMS SHOULD BE FLEXIBLE ENOUGH TO ACCOMMODATE MANY DIFFERENT ACTIVITIES EASILY AND QUICKLY. HE MENTIONED A CLUB IN HOUSTON THAT HAD A DANCE FLOOR ON HYDRAULICS AND HE THOUGHT THIS WAS AN EXTREMELY GOOD IDEA. HE RECOMMENDED THE USE OF AN ELEVATOR FROM THE LOCKER ROOMS TO THE MAIN FLOOR. MENTIONED THE USE OF RAMPS.

STATED THAT YOU ARE LUCKY TO EVER GET MORE THAN 25% TO THE CLUB AT ANY ONE TIME FOR ONE PARTICULAR FUNCTION.

THE PEAK NUMBER OF EMPLOYEES THAT THEY HAVE HAD IS 92. THIS INCLUDES THE ENTIRE OPERATION. FROM SEPTEMBER TO THE FIRST OF MAY THEY GENERALLY HAVE ABOUT 42.

IN THE KITCHEN YOU SHOULD HAVE A CHEF, A STEW CHEF, A BROILER MAN, A MAN TO MAKE ALL THE SANDWICHES AND COLD APPETIZERS, TWO POT WASHERS, TWO SALADS GIRLS, ABOUT FIVE DISHWASHERS, ETC. THERE IS A RATIO OF EMPLOYEES TO MEMBERS OF 1 TO 10.

THE TREND TOWARDS OVERNIGHT FACILITIES IN THE A COUNTRY CLUB IS NOT THAT GREAT RIGHT NOW.

MR. PHILLIPS FEELS THAT IT IS A MUST FOR A CLUB TO SUPPLY THE MANAGER WITH A HOUSE WITHIN A RADIUS OF ONE HALF MILE OF THE CLUB HOUSE. HE RECOMMENDS A THREE OR FOUR BEDROOM HOUSE THAT IS FURNISHED. HE ALSO FELT THAT THE CLUB SHOULD SUPPLY THE SUPERINTENDENT WITH A HOUSE ON THE PREMISES.

RECOMMENDED TWO ENTRANCES TO THE CLUB HOUSE.
Recommended the use of air-walls in the clubs house in order to better facilitate the flexibility of the spaces.
Suggested two cloakroom facilities adjacent to the two entrances.
Recommended the the HVAC systems be totally automatic.

Suggested that the club have an engineer with workshop on the club grounds or in the club house.

He feels that the Pro is on the way out as for as running the Pro shop all by himself. The clothing will probably be put into another department. He will probably keep the golf equipment sales.

He feels that the club house should be set away from the road and that the entry should be somewhat dramatic.

MR. PHILLIPS STATED THAT HE FEELS THAT IT IS BETTER TO CONSIDER TO RAISE DUES AND IMPROVE YOUR FACILITIES THAN TO EXPAND.
THESIS LOG

Signatures of Faculty or Consultants
Serge R. Benson

Date: Oct 8, 1970
Consultation Time: 10:30 hrs.

Notes: Mr. George R. Benson
(Chairman of the Budget and Finance Committee)

The club is basically operated on a cash basis. The bulk of the income does come from the members' dues with additional income from the resturant, bar, locker, greens fees, cart rentals etc. Probably 70% of the income is from the members' dues. The club is self sustaining in so far as having the money for operations and keeping current.

Mr. Benson presumed that any building would be done with some kind of mortgage or bond issue. A building fund assessment is made on any new member that comes in. The assessment is 300 dollars for a family type membership.

Dues are billed annually or the members have the option of paying quarterly.

Mr. Benson did not anticipate an additional assessment for a new building program, but paying off the mortgage over a period of time with the dues. This would probably mean a raising of the dues somewhat depending on the amount of money in question.

Mr. Benson did not think that an extra assessment for a new building program would be wise.

Mr. Benson stated that if you were to increase the facilities then it would be wise to consider an increase in membership.

Mr. Benson stated that the more people that you had using the club facilities the more opportunity that the club has to make money in the dinning room and bar. However, it is not the intent of the club to make money. Management is the key in this.
Mr. Benson stated that the majority of the members of the Delaware Club would in his opinion be willing to pay more for increased facilities.

The new tennis facilities were well supported.

The Delaware Club caters more to men than women.

Mr. Benson did not feel that club members themselves would be willing to subsidize a specialty operation. Additional facilities would have to be self-supporting in order to make themselves attractive financially to the entire club.
"ABSTRACT"