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## AGENDA – Knowledge Base Workshop

Project: **South Hills Country Club**  
Visioning for Strategic Plan and Long Term Facilities Management Study

CORE Architects will lead a process that we have developed entitled “Strategic Master Planning Process (SMPP)”. This process was developed to identify what would be a successful project outcome for all of the Club’s Stakeholders. An integral part of this process is the Knowledge Base Workshop. In this workshop, we will ask a series of questions that will prompt discussion and debate about the needs, desires, and constraints of the Club’s Stakeholders. The primary objective of this discussion is to develop the **Strategic Goals** of the Club – as they relate to facilities and operations, and to identify the intangible parameters by which “success” will be measured. As projects proceed, all project-related decisions will be evaluated against the Strategic Goals that our team (Club, Consultant, and Stakeholders) will create together.

This process is an open and collaborative one. All information will be recorded and documented. Previously asked questions, and the resultant answers, may be revisited, based on subsequent questions/answers.

Each discussion item is written in the form of a question. Our desire is not to rigidly “check the boxes” of the agenda, but to **stimulate discussion and debate**, and to **foster a team environment**. Each team member (Stakeholder) can apply their experience-based knowledge to positively affect the final form of the Project(s). In addition to the list of *Strategic Goals*, the results of the Knowledge Base Workshop sessions should produce a *Design Guidelines Statement* for the Project(s).

### Agenda for the Session:

1.	Topic 1.0	Review Concept of Project	45 minutes	5:00 to 5:45
2.	Topic 2.0	Project Specifications	30 minutes	5:45 to 6:15
3.	Topic 3.0	Architectural Spaces/MEP	45 minutes	6:15 to 7:00
4.	Topic 4.0	Communication and I/S	15 minutes	7:00 to 7:15
5.	Topic 5.0	Member Comm./Funding	30 minutes	7:15 to 7:45
6.	<u>Wrap up and next steps</u>		<u>15 minutes</u>	<u>7:45 to 8:00</u>
<b>Total</b>			<b>3 hours</b>	



## 1.0 REVIEW CONCEPT OF THE PROJECT (45 minutes)

### 1.1 Project Objectives and Philosophy:

- What are the primary goals and objectives of this Study? What (generally or specifically) do you want to accomplish with this Study?
- What are the roles that the Board, Staff, Members, and other Stakeholders should play in this process?
- What is the Club's current long-term Vision – generally, and specifically, and how do you expect that to evolve from this process?
- What are the guiding Philosophies and Values of the Club? Board? Staff?
- What are the Significant Issues that must be solved for this process to be considered a success?

### 1.2 Quality of Life Objectives:

- How would you describe the present Quality of Life at SHCC? (“Quality of Life” encompassing: social experience, cultural experience, recreational experience, member pride, staff satisfaction, member attitude, feeling of community, etc.)
- What changes would/should this process impart on the current Quality of Life?
- What should stay the same after this process,...what would you like to “not lose”.

### 1.3 References and Perceptions:

- How is SHCC perceived by the Stakeholders of the Club (i.e. Board, Members, Staff, who work at and use the Club)?
- Who do you consider to be your neighboring/peer Clubs? To whom do you compare your Club? How do they perceive you?
- In your opinion, how does SHCC compare to your neighboring/peer Clubs (culturally, socially, economically, pride/prestige, facilities, services, golf course, etc.)?
- Who are the Best-in-Class/Model Clubs in your region/area, and how does SHCC compare to them?
- Can you cite any examples of Club models, facilities, operations, philosophies, amenities, or best practices that you are aware of that could be a good model for your Club, when/if upgraded?
- If you had to name one: What is the “best” thing about SHCC?
- If you had to name one: What is the thing you would most like to change about SHCC?
- What is the Club's biggest strength and biggest weakness or liability, and how do you perceive this process can reinforce or improve those strengths and weaknesses?

## 2.0 Project Specifications (30 minutes)

### 2.1 Facilities/Operational Plan:

- What is the Organizational Structure of the Club? Is that structure functioning adequately? Could/should it change, or stay the same?
- Are there current documented program specifications? (Space standards, program requirements and square footages, equipment needs, material or finish standards, etc.)
- What are the options for structuring/accommodating future growth? (Member Function Spaces, Dining and Support, Offices, Golf Support, Equipment Storage, etc.)
- How is the Member Satisfaction of the Club impacted by current facilities?
- How are the Operations of the Club impacted by current facilities?
- What are the future services the Club would like to provide? What type of space is needed for these services, and does that space exist in current facilities/grounds?



### 3.0 ARCHITECTURAL SPACE NEEDS / MEP SYSTEMS PERFORMANCE (45 minutes)

#### 3.1 Architectural Spaces:

- Are there program spaces that are currently unavailable or inadequate to allow the Club to implement desired changes or upgrades to Operations or Member services?
- Are there any examples of similar facilities that you have identified that could be a good target/model for your facilities, when upgraded?

#### 3.2 Mechanical/Electrical/Plumbing Systems:

- What limitations or inadequacies are presented by the current HVAC system(s) in the various Club buildings?
- What limitations or inadequacies are presented by the current Electrical/Lighting system(s) in the various Club buildings?
- What limitations or inadequacies are presented by the current Plumbing system(s) in the various Club buildings?
- Does the Club have a philosophy on environmental quality in its buildings (i.e. natural lighting requirements, HVAC requirements, air conditioning, operable windows, acoustical, sustainability, etc.)?

#### 3.3 Safety and Maintenance:

- Does the Club have established levels for durability, low maintenance, and life-cycle cost in materials, finishes and systems?
- In anticipation of undesirable events, what special safety and security measures are necessary? Does the Club have an established Security Protocol and/or Emergency Management Plan?

#### 3.4 User Flow:

- Are there any critical transportation/circulation issues/patterns in the Club's buildings or grounds?

### 4.0 COMMUNICATION AND INFORMATION SYSTEMS (15 minutes)

#### 4.1 Communication and Information System Facilities

- What are the current communication and information systems throughout the Club, and what upgrades are required?
- What is the vision for the Club's Technology and Communications Systems in the short and long term?

### 5.0 MEMBER COMMUNICATION AND FUNDING ISSUES (30 minutes)

#### 5.1 Member Involvement

- How should the Members be integrated into the process?
- What is the best method for gathering Member input and data?
- What is the best method for disseminating information to the Members?
- How do you see the role of the Members in informing decision making both during the Study Phase of the process and during design of subsequent projects/changes?



## 5.2 Funding

- What is the current state of the Club's finances – with regard to capacity to fund building projects, facilities upgrades, and operational changes?
- What plans are in place to fund building projects or capital improvements?
- What is the degree of flexibility in the Budget?
- There are three factors in any project:
  - **Cost** (Budget)
  - **Quality** (Level/Complexity of systems, materials, details, amenities, services etc.)
  - **Scope** (Size/Amount of construction/renovation area/change and what is included in the Work)
- Of the three factors above, which should be identified as:
  - **Constraint** (Rigid limitation that cannot be exceeded or violated under any reasonable circumstance)
  - **Restraint** (Firm limitation that should not be exceeded or violated)
  - **Flexible** (Can be adjusted to conform the Project to the Constraints and Restraints)

## 7.0 WRAP-UP AND NEXT STEPS (15 minutes)