CAMERON STATION
AD HOC POOL COMMITTEE REPORT
Ad-Hoc Pool Committee Report

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Executive Summary

The Cameron Station Ad Hoc Pool Committee (AHPC) was formed by the Board of Directors (BOD) in late 2014. Throughout 2015, the AHPC compiled information, met with residents and experts, and analyzed and discussed the enclosed recommendations. The AHPC was specifically tasked with three detailed responsibilities that were specific to renovation of the pool: review proposed plans for the renovation of the Cameron Club Pool with the Cameron Club Facilities Committee; make recommendations to the Board of Directors regarding proposed plans and specifications for the renovation of the Cameron Club Pool and pool deck; and assist the Board of Directors in obtaining community feedback on the proposed renovation. The AHPC was also tasked with two additional administrative tasks that are detailed within this report.

In January 2015, the committee determined it would engage in a six step process: (1) Obtain a common site picture of the pool facility in its present condition and the associated expected maintenance that would be required in the next 3-5 years (e.g., re-plastering the inside of the pool), (2) Gather ideas of what is possible from other locations and what issues/ideas the community had at the outset, (3) Survey the community on recommended ideas, (4) Determine assumptions and the range of possibilities and options, (5) Develop recommended idea(s), and (6) Finalize a report to the board of directors. After commencing initial work and discussion, the committee decided to modify the plan of action. The effort to develop the larger capital project was put on hold, while the committee focused on smaller ideas that would have no cost or a low cost. The committee briefed several short term, no and low cost options to the Facilities Committee in June and July 2015 (Appendix 5). The Facilities Committee, as detailed in the report, did not act on the majority of the recommendations. The AHPC recommends the Facilities Committee and the BOD implement the no and low cost options prior to the 2016 pool season.

The AHPC was unable to complete the first two tasks assigned by the BOD. There were no existing pool renovation plans to review and, as detailed in the following report, the AHPC was unable to obtain concept designs and/or rough magnitude costs for free. Therefore, the AHPC recommends the Cameron Station BOD should establish a new AHPC and authorize the new AHPC to expend funds, not to exceed $15,000 from the FY16 budget’s pool capital expenditure account, for the new AHPC to obtain conceptual drawings/renderings as well as cost magnitudes. Based upon the data analyzed by the AHPC, some level of modifications to the pool facility are desired by the community, are in the best interests of homeowners’ property values, are timed coincident with significant planned/required maintenance, and would be in keeping with the values of Cameron
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Station. The enclosed report details the work of the AHPC and the methodology used to develop the foregoing recommendation.

A. Introduction and Background

This report is submitted in accordance with Cameron Station Community Association, Inc. Administrative Resolution 2014-02- Ad Hoc Cameron Club Pool Renovation Committee (as amended) (Enclosure 1).

1. Committee Charter: The Board of Directors, recognizing the expected maintenance associated with the pool facility in the coming years and in an effort to ensure that the pool facility meets the needs of the residents of Cameron Station, established the Ad Hoc Cameron Pool Renovation Committee (hereinafter AHPC) and specifically charged it with providing assistance in the evaluation and design of proposed renovations to the Cameron Club pool and pool deck. The AHPC was specifically tasked with five responsibilities: review proposed plans for the renovation of the Cameron Club Pool with the Cameron Club Facilities Committee (This report and Appendix 1); make recommendations to the Board of Directors regarding proposed plans and specifications for the renovation of the Cameron Club Pool and pool deck. (This report and all appendices); assist the Board of Directors in obtaining community feedback on the proposed renovation. (Appendix 3); submit minutes of committee meetings to the Community Manager for inclusion in the monthly report to the Board of Directors (Appendix 4); provide report on committee activities and any decision item requests to the Community Manager for inclusion in the monthly report to the Board. (Appendix 4); and perform other duties as assigned by the Board of Directors. As of the date of this report, no “other duties” were assigned by the Board of Directors.

2. Committee’s Assessment of Roles and Responsibilities: The AHPC, in reviewing its charter, determined that in order to address the five responsibilities assigned to it by the board of directors, the committee needed to establish a methodology of analysis. First, the AHPC noted that the first task from the BOD implies that there were existing plans to renovate the pool facility that the AHPC was to review. However, based upon discussions with CMC, the Facilities Committee, and BOD no such plans exist. The AHPC believes this language was reflective of the process used during the Cameron Club renovation when there were initial proposals and the BOD established a committee to evaluate the proposals. Therefore, much of what this report details are the AHPC’s efforts to develop initial plans to review and obtain community feedback. As a result, this report meets the requirements of task two regarding making recommendations to the BOD regarding proposed plans and specifications. Tasks three and four are accomplished as detailed in this report. No
additional duties (task 5) were assigned by the BOD. In order to accomplish the assigned tasks, the AHPC relied on the following analysis of its roles and responsibilities to ensure it met the tasks assigned by the BOD.

In January 2015, the committee determined it would engage in a six step process: (1) Obtain a common site picture of the pool facility in its present condition and the associated expected maintenance that would be required in the next 3-5 years (e.g., re-plastering the inside of the pool), (2) Gather ideas of what is possible from other locations and what issues/ideas the community had at the outset, (3) Survey the community on recommended ideas, (4) Determine assumptions and the range of possibilities and options, (5) Develop recommended idea(s), and (6) Finalize a report to the board of directors.

In assessing the responsibilities and developing the initial plan, the Pool Committee determined that it was imperative that the recommended actions reflect the substantive inputs and values of the community as a whole, recognizing that different people in the community have diverse, and at times competing, interests in the design, features, and use of the pool facility. Therefore, as detailed in section B, the Pool Committee modified its plan based upon initial information obtained by the AHPC and the results of the survey conducted with the residents of Cameron Station. The Pool Committee throughout this process remained committed to providing a comprehensive, data based, resident informed, report to the board of directors.

3. Committee Members: The AHPC was officially established on December 5, 2014 with five (5) members. Alvin Boone, committee chair, has been an owner since 2008. Alvin and his wife JiHee renovated and moved into their home in 2009. Shortly after that Alvin was elected to the Board of Directors serving two terms and was Vice President during his last year. In addition, he served as Project Manager for the renovation of the Cameron Clubhouse. After two terms on the Board, Alvin welcomed the opportunity to serve again – this time on the AHPC. Peter Pascucci, vice chair, has been an owner since 2009. He and his family, including a 4 year old daughter, love the community and the amenities of Cameron Station. Peter is an attorney in the U.S. Navy and comes with experience in organizational planning, communications, and an understanding of zoning and regulatory requirements. Susan Birchler has been regularly enjoying the Cameron Station pool since she moved here eight years ago. Motivated to create neighborhood bonds as well as adding richness to living in the area, Susan has managed our local West End Farmers Market for the past six years and annually organizes two legendary Grimm/Knapp Place block parties. She works at George Mason University. Kimberly Philbrick has been an owner since 2010. When Kim was looking to buy, one of the selling features of Cameron Station was the pool so she was excited to get involved when the opportunity came open to serve on the AHPC. During the day Kim is an Internal Audit Director for a large public accounting firm and brings her skills in process and controls improvement to enhance the experience for everyone that uses the pool. Elliott Waters has been an owner since 2002. After being away for over nine years, he was recently asked and agreed to "get involved" in
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helping Cameron Station remain a people friendly community in which to live, work, and play. He brings his skills as an inclusive planner and transparent administrator to the AHPC.

B. Plan of Action and Milestones

1. Initial Plan: The committee’s initial plan of action was to gather data, develop ideas, make recommendations as to which ideas to pursue, survey the community to get their feedback and then present these ideas to the Board of Directors. The initial plan was focused on a larger, capital renovation project to the pool associated infrastructure. The committee worked thru the data gathering phase and the developing ideas phase. It was at this point that the committee began discussing what to do with the many and varied smaller ideas. These smaller ideas did not involve spending large amounts of money in a renovation project, rather they were simple things that could be done outside of a renovation project but they would greatly improve the pool experience. An example of one of these ideas is to install a water heating system.

The original schedule called for data gathering in the winter/spring of 2015, idea generation and vetting in spring/summer of 2015 and finalizing the report to the Board of Directors in the late summer or early fall of 2015.

2. Modified Plan: After discussion the committee decided to modify their plan of action. The effort to develop the larger capital project was put on hold, while the committee focused on smaller ideas that would have no cost or a low cost. The committee felt that these recommendations could be briefed to the Facilities committee and implemented before the summer 2015 pool season ended. This would provide benefit to the community and demonstrate responsiveness to the requests and issues identified in the survey and presented to the AHPC by concerned residents. The plan called for the AHPC to resume its work on the larger capital renovation ideas after the AHPC staffed the no-cost and low cost ideas to the Facilities committee.

The plan modification called for a revised schedule. The committee would devise the smaller ideas in the spring/early summer of 2015 and then pick up the remainder of the longer-term plan in the summer with a goal of a completed report by Oct 2015.

In the early summer the plan to develop the capital renovation ideas was modified after consulting with Ralph Baird, the City of Alexandria’s Aquatics Manager. Although the timeframe remained the same, instead of the committee attempting to sketch out ideas and develop rough order of magnitude (ROM) cost estimates, the committee believed that commercial pool design-build firms would perform this task for free. See the discussion under Committee Methodology.

C. Committee Methodology and Process
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In order to implement the plan of action and milestones identified in section B, the AHPC, in addition to the members own observations and anecdotal input from neighbors and friend, sought initial feedback, ideas, and constructive suggestions to inform their work. Specifically, the AHPC surveyed the residents of Cameron Station through an online survey tool, invited and engaged with individual residents during open forum sessions and during the annual pool party, and consulted with local realtors familiar with both Cameron Station and the surrounding area. The AHPC then analyzed this data and developed the recommendations contained herein.

1. Data and Input

a. 2010 Survey: The Cameron Station Facilities Committee surveyed the community focusing on the use of the Cameron Club facility. While the Cameron Club facility includes the pool, no specific pool questions were posed to the residents. Nevertheless, the survey received 282 responses and provides some historical insight. Question 11 of the survey specifically asked what area of the Cameron Club would you support improvements or expansion. The questions, based upon the multiple choice answers provided, was focused on the fitness center, meeting rooms, and basketball court. However, 27% of respondents (77 people) selected “none of the above” for the portions of the Cameron Club that should receive expansion/improvements. The comments in the 282 responses that followed that question contained 25 comments specifically seeking expansion/improvement to the pool facility itself. Despite the residents requests, the remodel of the Cameron Club did not include any improvements or expansion to the pool facility nor was any money budgeted at the time for a future pool renovation.

b. 2015 Survey: The AHPC initiated a survey in February 2015. The survey (results attached in Appendix 3) was specific to the pool and yielded 256 responses. Analysis of the survey showed several trends worth noting in this report. First, approximately 70% of respondents use the pool at least once per week during the pool season with over 40% (111 responses) using it 2-3 times per week. Second, over 80% of respondents (202 responses) use the pool for general swimming as opposed to other purposes. Of note, the survey allowed respondents to choose up to three pool facility uses. Third, the majority of pool users go during the weekend afternoon and evenings (32%). Fifth, when asked if the pool facility should be focused on a particular area/activity, 32% of respondents chose general swimming, 26% chose children/kids, and 21% chose fitness including lap swim. Sixth, when asked what would increase an individual’s use of the pool, 63% selected year round access (indoor pool), 46% selected heated water, and 41% selected increased shade. Of note, respondents were able to choose as many features as desired. Seventh, recognizing that improvement comes with a potential cost, respondents were asked if they would be willing to pay an increase in HOA fees for the features they thought would increase their use of the pool facility. 43% indicated they would pay a small increase and 25% indicated they would pay a modest increase. While no specific dollar amounts were offered to define “small” or
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"moderate", 25% indicated they would not be willing to pay any increase in HOA fee for the enhancements they want. Eighth, respondents were fairly evenly split between whether or not food should be available for purchase in the pool area. 54% thought food should be available for purchase and 45% said no food should be available for purchase. Ninth, while city approval would be required, over 80% of respondents would be willing to have a reduction in visitor parking in the vicinity of the pool in exchange for increased space and/or amenities at the pool.

Additionally, 106 comments were provided at the end of the survey. A detailed review of the comments demonstrates that the residents of Cameron Station have strong feelings regarding the pool. The comments range from the particular use: some wanting more of a child/kid focus to others seeking adult only times/areas; to some willing to pay a significant increase for year round use and/or a second pool to those imploring the HOA BOD not to raise the dues. While it will be impossible to please all of the residents, the AHOC firmly believes that by engaging in a transparent and thoughtful pool renovation process, the majority of residents in Cameron Station can benefit from enhancements to the pool facility.

c. Public Forum/Pool Party Input: Residents that provided input during the public forum sessions of the AHPC meetings and at the AHPC table during the pool party were supportive of the overall effort to enhance the quality of the pool facility. Taken as a whole, the one-on-one conversations with people backed up the survey results. A heated pool is on everyone's must-have list, as well as more shaded areas, a separate place for kids and adults, and more events at the pool. Additionally, several people voiced desire for a bigger pool, a year-round pool, and a more upscale place to have after-hour parties. For people who love to swim, these are the hot-button items. For people who don't swim, the idea of having parties at the pool won overwhelming favor.

d. Realtor Input: To better understand the impact the pool has on potential buyers looking at Cameron Station the AHPC solicited feedback from local realtors servicing Cameron Station and the surrounding community. Feedback was received from a handful of realtors through verbal, written and attendance at an AHPC meeting. Overall, the pool is viewed as a contributing factor by buyers when looking at the overall available facilities of a community. The combination of the pool and gym are viewed as a differentiator to other local established communities. The existing design and layout is considered positively by new buyers looking at Cameron Station. Realtors noted that newer construction developments are offering higher end amenities including spa like pool facilities in the newer communities. To date they have not noted any impact these higher end facilities have had when deciding between Cameron Station and other communities, however, with the increased construction of new developments that could change. Many of the realtors were also aware of the
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current challenges the existing pool has from clients selling properties in Cameron Station. The pool is not a reason people are selling their homes but it is noted as a frustration.

e. Expert and Other HOA: In an effort to better understand the pool industry and how pool contractors operate, the committee reached out to one local expert and one other HOA. Specifically, the AHPC received input and assistance from Mr. Ralph Baird, aquatics manager for the City of Alexandria, and the Kingstowne Residential Owners Corporation (KROC). The Pool Committee specifically wishes to extend their appreciation to Mr. Baird and KROC for their professionalism, insight, and assistance in developing our methodology, recommendations, and interactions with potential vendors/contractors.

Mr. Baird administers the City-wide aquatics program to include organizing, supervising, evaluating, budgeting, planning, and advertising three revenue producing community recreation facilities. He participates in the daily operation of the facilities including front desk, and surrounding park area, selects personnel for employment, training, evaluates up to 60 staff members, and monitors and coordinates facility maintenance and capital improvements. Mr. Baird’s experience includes being past director of Parks and Recreation in the Town of Warrenton and Recreation Supervisor in Loudoun County, VA. Mr Baird has served as a “pro bono” consultant to the AHPC beginning in May 2015.

Mr. Baird reviewed some of the ideas that the pool committee had been discussing and he thought that all of them would improve the overall pool experience. He also noted that vending machines and snack bars typically are very popular and sell well. We also discussed how major pool projects can be started and he stated that most commercial pool design-build firms would be willing to provide concept drawings (10% design drawings) and a rough order of magnitude (ROM) cost estimate for free in an effort to secure the remainder of the design-build contract. This is opposite of what the committee had previously thought and opposite of how architects and design-build construction firms typically work. Finally, he provided three commercial pool design-build firms and points of contact with each that the City of Alexandria has worked with on major projects (detailed in Appendix 7).

Having seen the existing facilities and in light of his experience, Mr. Baird suggested the AHPC pursue the moderate changes (described in Appendix 2). Mr. Baird cautioned that Community representative may need to go back and forth with the contractor(s) as they will shoot for the moon unless you provide them budget parameters. Moreover, as a help, he provided a photo from an apartment complex in Richmond, Virginia that seemed to be in keeping with the mezzanine sun deck concept being considered by AHPC.
KROC has routinely used NV Blu for the majority of its pool construction over the past few years and indicated they are pleased with the work performed by NV Blu. KROC indicated that from the time their board of directors began discussions thru the committee development of the plan and subsequent design and construction took approximately 18 months. KROC reported that the planning phase consumed the most time and posed the greatest challenges. KROC did not use a pool-specific community survey but did use a committee to develop and implement the plan. KROC has a pool capacity of 221 bathers and their modifications, while enhancing the pool facility (they have two pool facilities) did not increase the overall maximum bather load. Additionally, KROC provided assistance to try and restore communications between AHPC and one of the potential pool contractors.

KROC offered the following lessons learned which have informed the AHPC’s work and recommendations. First, KROC hired an architect, but would not do this next time as the architectural requirements may be obtained through the pool construction company. Second, KROC recommends walking the property with the contractor selected to do the work to ensure they understand the vision and plans. Third,
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KROC noted that they benefited from the initial concept sketches were free (a specific problem AHPC experienced that is detailed later in this report). Fourth, KROC recommends hiring a project manager to oversee the construction. Fifth, KROC advised the AHPC to look at other large scale pool amenities, such as ours, South Riding and Stone Ridge in Loudon County. Sixth, KROC emphasized that it is imperative that the pool contractor know the applicable codes and laws pertaining to construction and pools in our jurisdiction.

2. Existing Plans: The AHPC reviewed the existing long-range planning for pool repairs and expenditures. Specifically, the AHPC found that there were no funds allocated in the FY2015 budget for pool elements. Additionally, preliminary budget planning for FY16 called for $13,711 for concrete deck work and $10,188 for mechanical equipment replacement. Additionally, preliminary budget planning calls for $17,805 in FY20 for pool furniture and $35,150 in FY21 for whitecoat, scupper, coping, tile work, etc. Furthermore, the 2013 Reserve Study stated that while the useful life for a concrete pool deck is up to 60 years; Cameron Station should expect to conduct inspections, partial replacements and repairs to the deck every 8-12 years (2013 Reserve Study, P 4.36). Additionally, the Reserve Study recommended the Association budget for FY16 and every 10 years thereafter, to conduct selective cut out and replacements of up to 10% of the concrete, crack and joint repairs, and caulk replacement. The Reserve study concluded these costs would be within line item 6.200 Reserve Expenditure line in the annual budget.

Of note, the Reserve Study failed to address any aspect of pool maintenance and replacement costs beyond concrete deck work (e.g., pump and filters, piping under the concrete, etc). While the AHPC are not experts on Reserve Studies or long-term financial planning, given the costs associated with a pool facility, the failure to address and subsequently plan for major repairs of pool facility equipment (beyond the concrete and the cover) creates a false impression that no significant expenditures on capital replacement/improvement will be required in subsequent fiscal years. Therefore, in an effort to remedy this situation, the Cameron Station HOA BOD allocated $50,000 in the FY16 budget for future pool capital improvement. Regardless of whether any significant improvement to the pool facility will be made in the future, reasonable and prudent planning dictate that the community must be prepared to replace major mechanical and plumbing aspects of the pool in the reasonably foreseeable future.

D. Analysis of Data and Development of Recommendations

1. Development of Short Term Recommendations: Short term recommendations are based on substantial input by community members, as well as a comprehensive analysis, over two months, of how people use the pool and deck during different times of the day. Onsite observations of the interactions between people, pool, and deck illuminated five general groups who use the pool, indicated the pool areas each group gravitate
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towards, and how the groups generally use both the pool and the pool deck spaces. The general groups, albeit
with some overlap, are: (1) parents with toddlers, (2) parents with older children, (3) sunbathers, (4) general
swimmers, and (5) lap swimmers.

Each of these groups has expectations on how they are going to most fully enjoy the pool and pool deck.
For example, parents with older children gravitate towards tables, chairs, shady areas, and the edges of the pool.
Sunbathers seek the chaise lounges in the sun. General swimmers congregate under the umbrellas and generally
in the middle of the deeper end of the pool. Each of these groups appears to have some needs being met and
others that were not. This was evidenced by a constant moving of chaises and umbrellas, overcrowding in some
areas, clumping of people in some areas to the point that it inhibited free movement around the pool, parents
racing children across the pool deck to the restrooms, and an inability to push together chairs or tables to
adequately accommodate a family or larger group.

Based on resident surveys, online and in person, and our analysis of pool usage, the AHPC developed a range of
recommendations to address pool-users’ needs. A subgroup of those recommendations neatly fell into a short
term list of simple adjustments that could have been achieved for the latter part of the 2015 pool season and
may be easily and cheaply achieved for the entire 2016 pool seasons. Specific short term recommendations are
detailed below.

a. Pool Furniture Reconfiguration: Completed in July 2015. People loved the appearance of more space,
not needing to move chairs around to face the sun at different times, the ability of mothers and children to hang
out at tables closer to the locker rooms, and more concentrated shade and sun areas. Requests were made for
more tables, chairs and, most especially larger umbrellas.

b. Trash can relocation: Completed in July 2015. The trash can was relocated from the awning wall to the
wall by the kitchen. The original location was too close to where children congregated and relocation resulted
in a neater and cleaner appearance of the pool deck.
c. Pool Floats: While not directly related to the renovation of the pool, information from the survey and from residents indicated that there was a desire to amend the pool rules to allow certain kinds of minimally invasive floats, such as the kind you sit on or wrap around your body. The rules were changed to accommodate such floats. The AHPC recommended purchasing six small floats for residents use. No small floats were purchased in 2015. The AHPC recommends the purchase of several small floats, like those depicted below, for the 2016 pool season.

- Furniture arrangement near the kitchen. Residents suggested rearranging the furniture near the kitchen door to accommodate parties. This was completed in July 2015.

- Propane Grill: The AHPC recommend the purchase of a propane grill for party and potentially resident use. While no grill was purchased in 2015, the AHPC recommends the purchase of a grill for the 2016 pool season and the positioning of the grill in the vicinity of the kitchen door.

- Healthy Snack Vending Machine. The survey identified a desire to offer some healthy snack options at the pool. The AHPC recommended a healthy snack vending machine and attempted to obtain one for the latter half of the 2015 pool season. Unfortunately, the AHPC was unable to obtain a vendor. The AHPC recommends obtaining a healthy snack vending machine for the 2016 pool season.

- Additional Furniture: The AHPC recommended obtaining some additional furniture for the latter half of the 2015 pool season. Since the additional furniture was not purchased in 2015, the AHPC recommends obtaining the following furniture for the 2016 pool season.

1. Large Umbrellas: Based upon pool furniture use, the AHPC recommends purchasing for the 2016 pool season five larger, more sophisticated umbrellas for the pool deck. In particular, the umbrellas should articulate in a fashion that allows them to be angled to block the sun during the morning and evening when the sun is at a lower angle.
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2. Foldable On-Ground Chairs: The AHPC recommends the purchase of four foldable on-ground chairs for the 2016 pool season. The on-ground chairs allow people to comfortably sit, read, or watch their children while sitting on the edge of the pool with their feet in the water.

3. Freestanding Towel Racks: This would provide clean places for towels to dry quicker. The recommended towel racks are portable and can be moved to provide functionality where needed. The AHPC recommends the purchase of six towel racks for the 2016 pool season.

4. Small Table/Pedestals: These items can be used as movable seating arrangements or temporary small tables. This allows adults to more easily create conversational units, a small place for lap swimmers to place their items, a place for parents to better manage items for their children (e.g., games, snacks, etc), and make the chaise lounges that much more functional. The AHPC recommends the purchase of four tables for the 2016 pool season.
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5. Sofa-Like Seating Arrangement: The AHPC recommends for the 2016 pool season the purchase of a single, soft, sofa-like seating arrangement to provide spaces for people to congregate, and relax in a more spa-like atmosphere. Additionally, this type of furniture would be welcome for pool events and parties.

h. Water Sprinkler: The AHPC recommends the purchase of a small water sprinkler for use in the wading pool for the 2016 pool season. This will add an element of enjoyment for the children and data regarding its use and utility can help inform future pool modification discussions.

i. After Hours: The AHPC recommends opening the pool after-hours for adult time. This could include parties, events, and general adult-only resident use. This provides increased use of the pool and meets the needs of the adult residents.

j. Heated Pool: A significant number of survey respondents as well as residents who appeared at the meetings and spoke with committee members in other venues urged for a heated pool. Previously provided cost estimates from the current pool vendor indicate that the equipment and installation costs are approximately $15,000. While there will also be a utility cost associated with heating the pool water, the AHPC was unable to obtain a utility cost estimate as it is use and weather dependent. Nevertheless, the AHPC strongly urges the installation of a heater to increase the amount of time the pool may be comfortably used by Cameron Station residents.

The short term recommendations, while relatively small, will offer significant enhancements to the pool and have the potential to provide a more upscale, fun, and satisfying pool experience. These recommendations address the range of groups who currently use the pool, as well as non-swimmers by providing a more comfortable, fun space for community events. They are simple ways to provide immediate improvements that
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reflect some of the feedback provided by the residents that participated in the survey and the AHPC information gathering process. Additionally, the use or non-use of these items will help inform future decisions regarding larger modifications of the pool and pool facility.

2. Development of Long Term Recommendations

Based on the information provided by Mr. Baird, the AHPC believed that it could obtain free concept sketches and ROM cost estimates from each of these three contractors. These sketches could then be presented to the community as choices and immediate feedback obtained. In this manner, the AHPC believed that poll tested ideas with ROM cost estimates could be presented to the Board in a menu of choices. The AHPC decided to bring in each of these firms and present them with a standardized performance based statement of work they would cover three broad options—a small renovation project, a radical transformation of the entire pool area and third option that was somewhere in the middle between the other two (document attached as Appendix 2). As an example the performance based statement of work would state "install a new zero entry area to the main pool". The idea behind this approach was to tell the design-build firms what we wanted and let them be creative in solving our needs. In this manner the AHPC believed it would obtain several creative solutions to each of the three broad options given to the firms.

The AHPC contacted all three firms and also contacted one additional firm, Elite Pools (John Vasiliou). Paddock Swimming Pool Company never responded to the AHPC’s calls, but the other three did. Each firm visited the pool and was given our performance based statement of work. Elite Pools stated during their visit that they would not perform a concept design for free and would need to be paid for this concept design. Pool Service Company gave the opposite answer during their tour of the pool. They agreed to provide concepts in short order using their pool design software. However, after about 8 weeks they contacted the AHPC and noted that they could not complete concept designs for free. They were willing to use their design software for visualizing ideas but would need to be paid for this service. NVBlu visited and promised to provide concept designs. Ultimately NVBlu never produced any concepts, in fact the AHPC was never able to contact them again about the concepts. In the end, none of the pool design-build firms produced free concept drawings and ROM cost estimates.

Therefore, based upon our initial experience dealing with the four pool contractors, the AHPC developed the long term recommendations detailed in section F.
E. Communication Strategy

Ensuring a transparent and inclusive process was a cornerstone of the AHPC’s methodology. While there is no viable solution to ensure that all information is available to every resident, the AHPC used a multi-prong approach to disseminate and obtain information.

AHPC’s internal communications were focused on the committee members and residents (i.e., owners and stakeholders). The AHPC external communication strategy focused on local service organizations, selected private business professionals, and selected local public officials.

The AHPC goal was to invite and encourage residents, especially owners, to voice their views and opinions on how best to go about making desirable pool renovations by participating in surveys, attending community meetings, and sharing personal preferences within established community forums and venues. To accomplish this strategy, the AHPC used a page on the Cameron Station website, weekly email blasts, COMPASS postings the survey, and public forums (e.g., table at the pool party, public forum at the AHPC meetings).

F. Recommendations

1. Short term: The Cameron Station HOA BOD and the Facilities Committee should implement the short term recommendations prior to the start of the 2016 pool season. The costs associated with these recommendations are negligible in comparison to the anticipated benefit to the committee. Proof of the benefits associated with minor changes is the revised seating plan for the pool, implemented towards the end of last season that already increased the functionality of the pool deck space. Additionally, implementing the short term recommendations will demonstrate commitment and responsiveness to the community and a recognition that their input is valued. Finally, none of the short term recommendations will adversely impact any of the long term recommendations nor will the equipment/actions be wasted when the BOD implements the long term recommendations.

2. Long Term: Based upon the data collected and analyzed by the AHPC, the following recommendations are made:

   i. The Cameron Station HOA BOD should determine that the work of the current AHPC is complete.

   ii. The Cameron Station HOA BOD should establish a new AHPC and authorize the new AHPC to expend funds, not to exceed $15,000 from the FY16 budget’s pool capital expenditure account, for the new AHPC to obtain conceptual drawings/renderings as well as cost magnitudes. Based upon the data analyzed by the AHPC, some level of modifications to the pool facility are desired by the community, are in the best interests of
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homeowners property values, are timed coincident with significant planned/required maintenance, and would be
in keeping with the values of Cameron Station. Additionally, the AHPC has attempted to obtain the work for
free but is unable to do so in light of current pool construction market practices.

iii. The new AHPC should build upon the work of this AHPC and should report directly to the BOD and
coordinate, as appropriate, with the Facilities Committee, Finance Committee, and Communications
Committee.

iv. The HOA BOD should continue to fund and consider increasing funding of the capital improvement
reserve account for the pool. Regardless of whether major renovation work is undertaken in the future, there
will be a need for significant maintenance that is beyond the scope of what is described in the capital reserve
study. Additionally, the current pool vendor and other experts consulted by the AHPC indicate that some of
that work is past-due, and the community is operating on borrowed time (i.e., re-plastering of the pool walls).

v. The HOA BOD should ensure a more detailed analysis of the pool and pool facility infrastructure is
included in future capital reserve studies to ensure the continued viability of the pool facility.

G. Conclusion and Recommended Way Forward

The AHPC was unable to complete task 1, as assigned, since there were no existing pool renovation
plans. This report is the completion of task 2, and demonstrates the AHPC has previously completed tasks 3
and 4. No additional duties were assigned by the BOD and, as such, no action under task 5 was required. The
current AHPC members are prepared to answer any questions and provide whatever assistance they can to the
community. Additionally, the members wish to extend their deep appreciation to all those within the
community that have contributed information and assistance to the committee, especially those cited in the
report, and the Cameron Station CMC staff for their administrative support to the committee’s endeavors.

The AHPC recognizes that major construction projects, such as that contemplated with renovating the
pool facility, engenders a great deal of emotion and consternation. That is why the committee chose a
deliberate, detailed approach and sought to communicate and operate in a transparent manner. The AHPC
strongly recommends the Cameron Station HOA BOD enact the recommendations contained in this report as
the AHPC firmly believes it is in the best interest of the community. It is imperative that the BOD and any
future AHPC engage in a transparent, inclusive process to ensure the continued viability of the Cameron Station community.