

**CAMERON STATION CLUBHOUSE RENOVATION
PROJECT MANAGEMENT PLAN
APPROVED V1.0**

Introduction

The Cameron Station Board of Directors has approved a project to renovate the Cameron Station Clubhouse. This project management plan describes how the Board of Directors will manage the renovation thru the design and construction phases in order to achieve a successful project. This plan describes how the project will be executed, monitored and controlled.

Project Requirements

The project requirements have been defined during the concept development phase and were largely based on the work of the Ad hoc Cameron Club Renovation Committee. It is not envisioned that there will be any changes to the requirements at this late stage. If a potential change in requirements is identified, the approval of this change would have to come thru the Board of Directors.

Project Scope

The scope of the project is to renovate the interior of Cameron Station Clubhouse, with some work possibly occurring at the trash enclosure. The foot print of the facility will not be changed and there will not be any landscaping work done. At present the scope of work includes the following:

- Revise the layout of the first floor to enlarge the existing kitchen and make it suitable for a break room. Included is new door that leads out onto the pool deck area.
- Revise the layout of the storage rooms in the Great Room to increase their space and make more room for a LAN/computer room.
- Revise the main lobby and entrance into the Great Room to eliminate the current counter/desk area and increase the size of the Great Room.
- Revise the layout of the desk area in the entrance near the gym and add some built in storage to the lobby area.
- Demolish the office and stretching rooms in the fitness center.
- Closing in the existing atrium by installing flooring. This new square footage on the second floor will become office space for modular furniture work cubicles.
- Revise the layout of the Henderson Room to divide it into two rooms. Demolish the existing wall that abuts the atrium and construct a new wall to effectively shift the Henderson Room into the newly created space on the second floor.
- Build walls at the top of the stairs into the new second floor space that wall in the stairs and create office storage space.

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- Installing new windows as required in the facility
- Repainting the entire interior
- Replacing all carpet and the fitness center floor covering
- Replacing existing fluorescent lighting
- Changes to MEPC (mechanical, electrical, plumbing and communications) systems as required by the new layout.
- Purchase and install furniture for the new second floor office area, second floor conference room, Henderson Room, the Victoria Hebert Great Room, break room, the gym entrance and the main entrance. [Cameron Station directly]
- Purchase and install appliances for the break room area. [Cameron Station directly]
- Improve the acoustics in all of the meeting rooms.
- Install needed wiring/power to support the installation of a WiFi system in the building and pool deck.
- Install needed wiring/power to support the installation of audio-visual systems in each of the three meeting rooms.
- Install needed items to support the installation of an intrusion detection and access control system (aka 'security system')
- Install needed wiring to support the installation of an electronic bulletin board in the gym lobby.

There are some possible additions to the scope of work that will be investigated during the design phase. These include:

- Install a new façade around the existing trash enclosure by the pool.
- Revising the layout of the second floor restrooms to reduce their square footage and in turn add more square footage to the fitness center.

Items that are not in the scope of work:

- Purchase and installation of new exercise equipment for the fitness center
- Any work on the exterior of building or the pool
- Any landscaping
- Artwork
- Installation of a WiFi system.
- Installation of an intrusion detection and access control system.
- Installation of audio visual equipment in any of the three meeting rooms.

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Management Keys

The following items are key to managing the project in a successful manner

- **Done** The project will be complete when
 1. All furniture is installed.
 2. There are zero punchlist items.
 3. The Board of Directors conducts a walk-thru inspection and votes to declare the project complete.
- **Won** The project will be considered successfully delivered when
 1. The total costs are less than or equal to the final Board approved budget.
 2. The project work is completed as designed.
 3. The Board of Directors conducts a walk-thru inspection and votes to declare their satisfaction with the project.
- **Project Priorities** The project will be managed in the following priority order.
 1. Project Budget
 2. Project Performance (quality x scope)
 3. Project Schedule
- **Decision Points** There will be several points in the project where the Board needs to vote their approval or disapproval on some aspect of the project. These decision points will be critical to management of the project. Late decisions, inconsistent decisions and shifting priorities will have to be paid for in either, a longer schedule, increased costs or a reduced project performance. Known decision points will be made known to the Board in advance, but there will likely be events that force the Board to make short notice and unexpected decisions.

Procurement Plan

There will be three separate means of procuring the items listed in the scope of work—either thru the architect’s design contract or thru the general contractor’s construction contract. The final method would be for Cameron Station to procure an item directly, most likely by using its CMC management contractor.

Cameron Station will contract directly with the architect for the following A/E services:

- Design of the project to include complete construction drawings, and material submittals
- Provision of project management services
- Complete permitting and plan approvals needed to obtain a construction permit
- The soliciting, bidding and awarding of a construction contract to a general contractor.

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- The completion of the construction work as specified in the design

Cameron Station will not contract directly with a General Contractor rather it will work thru the architect to contract for the construction work. The General Contractor will take direction from the architect's project manager. The selection of the General Contractor will be made jointly by the architect and the Project Director. The Board of Directors will approve the selection.

Cameron Station will be responsible for procuring the following items directly:

- Modular furniture for the new second floor office area
- Modular furniture for the main entrance area
- Modular furniture for the gym entrance
- Furniture for the second floor conference room, Henderson Room, the Victoria Hebert Great Room and break room
- Appliances for the break room
- Furniture for the LAN room

Note: installation will be part of the procurement for items as needed.

Management Structure

The Cameron Station Board of Directors has the overall responsibility and accountability for the project. Given the time requirements and since the Board of Directors only meets monthly, the Board appointed one of its members, Alvin Boone to act as the Project Director. Along with the Project Director, the Board appointed Martin Menez as the Deputy Project Director. Throughout this plan the term Project Director shall mean the Project Director or Deputy Project Director. The Project Director will represent the Board during the project. The Project Director will have the primary responsibility of working with the architect, general contractor, CMC management, WTS and other stakeholders on project issues. It is envisioned that the Project Director will attend all design meetings and during construction visit the site approximately 3-4 days per week. The Project Director will manage the scope, cost, schedule and quality of the project for the Board of Directors, seeking Board approval and or guidance for issues as specified under the Change Orders section. The architect will be retained after the design is complete to provide direct project management services for the project. In this capacity as project manager, the architect will be on site almost every day and will interface directly with the general contractor on a daily basis. The Project Director will interface mostly with the architect/project manager and as needed with the general contractor.

Since this project will go thru two phases, the design phase and the construction phase, there will need to be two committees set up to handle the distinct issues of each phase. During

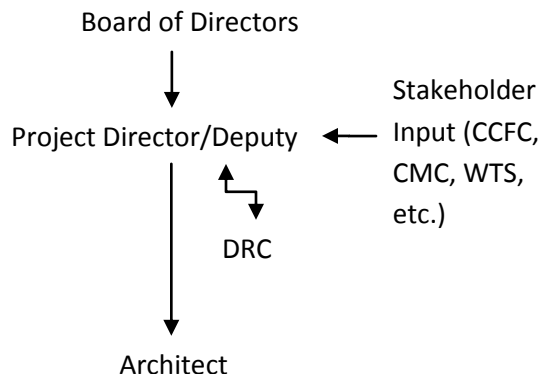
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the design phase there will need to be a Design Review Committee (DRC). The DRC will be composed of the Project Director, one member from CMC and two at large members. The at large member could be a member of the Facility Committee or anyone else from the community with an interest and desire to serve. It is preferred that this at large member have some experience with facility construction projects. The DRC will have the responsibility of attending the design reviews with the architect, reviewing the design at various stages and making comments back to the architect. The Board of Directors will approve the final design.

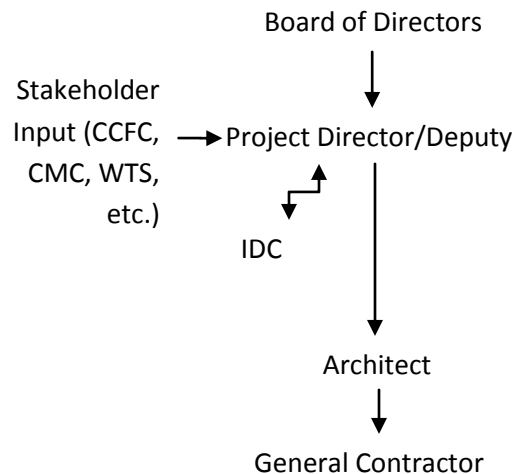
The second committee will be the Interior Design Committee (IDC). The IDC will be composed of two members. Two members will be selected at large from volunteers in the community, who have some background, education or training in the interior design field. The IDC will have the responsibility of making final selections on interior finishes, colors, materials and other interior design issues. The IDC will work closely with the architect and their interior design staff, as well as the interior designer from the furniture vendor and make their choices from a menu of selections that are submitted by the architect in accordance with the design. The Board of Directors will approve the final interior design.

The following diagrams show the relationships during the two project phases.

Design Phase Relationships



Construction Phase Relationships



During each phase there will be regular meetings of the project team to coordinate and resolve issues as well as review progress and look ahead at future work and milestones. During the design phase the project team will consist of the Project Director, architect, DRC and WTS.

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During the construction phase the project team will consist of the Project Director, IDC, architect, general contractor, CMC management and WTS.

Project Schedule

The major milestones for the project are as follows:

- Start design work
- Finish design work
- Start construction
- Finish construction

The architect will be tasked to develop a comprehensive design schedule that includes design reviews. The general contractor will be tasked to develop a comprehensive construction schedule that includes milestones for each phase of work and each area of the Clubhouse. The Project Director will review these schedules and approve them when they are acceptable.

Project Finances

The Board of Directors has set an overall project budget at \$900,000. This includes the amount for the design and construction. It does not include the amount that was spent already on the concept development. A detailed project budget will be developed by the Project Director and a member of the FAC. This budget will group costs into three broad categories: Soft Costs, Hard Costs and Other Costs. Soft costs will entail the design fees, hard costs will entail the construction costs, and other costs will be the items that are included in the project but not included as part of the design and/or construction. An example of other costs might be furniture that the Board of Directors and the Project Director determine will be purchased directly by Cameron Station vs. being purchased thru the architect/general contractor.

A cost estimate will be developed by the architect that gives sufficient detail so that specific line items can be tracked and managed. Architect design hours will be tracked against their estimate and against the overall design progress. Once the project is bid and construction starts the architect will submit actual costs that will be compared against the project estimate. Variances will be monitored and cost over runs addressed weekly. A member of the FAC will assist the Project Director in tracking costs and monitoring the budget.

Project Performance (scope x quality)

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The quality of work will be consistent with the quality of the existing structure. Since this is not a 100% gut renovation of the entire interior, new materials and fit and finishes need to match the existing grades. As an example, the existing door hardware will not be replaced and thus any new door hardware will be of similar quality. Paint and carpet will be of a commercial grade but not such a high grade that might be found in a class A office or extreme high use area such as a school.

Project scope will be measured in deliverables such as a completed room or a completed task such as installing all carpeting.

Change Orders

Change orders will be closely tracked by the project manager and the Project Director. The first objective will be to minimize the number of change orders by completing a very good and thorough design. Since change orders will inevitably arise, they will be tracked by the project manager and verified by the Project Director. The project manager will keep a log of proposed and approved change orders that shows the scope of work involved and the cost (actual or estimated) of each change order. In addition, the log will show the impact to the project schedule of the change order.

Change order approval levels will be as follows:

1. No change to project schedule, cost, or performance: architect/project manager may approve.
2. Change to project schedule of less than 15 days, change in cost of less than \$50,000 or change in scope that modifies existing scope items: Project Director may approve.
3. All other changes: Board of Directors approval

Communications

Communications will be divided into the following groups: communication to the project team, communication to the Board of Directors and communication to the community.

Communication to the project team will be thru two primary means. There will be a weekly project review meeting. The exact date, time and location will be determined by the project team (during each phase). Most likely this meeting will be held at the Cameron Station Clubhouse in one of the meeting rooms. This meeting will be a comprehensive review of the entire project with well documented notes and action items. The architect's project manager will keep the minutes and publish the agenda. The agenda for this meeting will cover at a minimum:

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- Current project status
- Current and projected change orders
- Current project schedule
- Current project budget and finances
- Projected project milestones and upcoming action items
- A review of ongoing issues and steps being taken to resolve them
- A forward looking risk analysis to identify areas that could impact the project to include a look at calendars and availability of critical people and contractors
- Other items as needed

The second means of communication will be the use of e-mail. E-mail will be used to communicate routine and regular issues and items. Items of an urgent nature will be communicated via telephone or text messaging.

Communication to the Board of Directors will be thru the Project Director. On a weekly basis the Project Director will e-mail an update that discusses performance, schedule and budget items as well as other pertinent issues. During the monthly Board of Directors meeting, the Project Director will present a formal project update that will show progress to date and expected future actions. Design plans will be presented as needed as well as construction pictures and or a walk thru of the site (when possible).

Communications to the community will use the existing systems that are in place including e-mail, the community newsletter and the community website. At a minimum the community will receive updates on a monthly basis and as needed when/if major changes to the scope, schedule or cost arise. The Project Director will release information to CMC management or to the communications committee as appropriate for release to the community.

Risk Management

The risks to the project will be managed in a two part manner to avoid major problems. The first risk management item will be the completion of a risk matrix that identifies the risk, the impact that the risk would have on the project and the probability of that risk happening. For instance a risk could be identified as “the time it takes the city of Alexandria to approve plans and permits is excessive”. The impact that this would have on the project is assessed as “high” and the probability of this occurring is assessed as “high”.

The second item for risk management will be the identification of measures to mitigate a risk. There are numerous ways to mitigate a risk including more robust prevention methods, insurance put in place to lessen the impact should the risk occur or a redesign of a part of the

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project to work around the risk. The project team will endeavor to mitigate all of the High Impact, High Probability (HIHP) risks. Other risks will be looked at on a case by case basis.

A final area of risk management will be the regular tracking of the project finances and comparing them to the project budget. The early identification of budget shortfalls will allow the proper decisions to be made regarding scope or schedule changes.