

Resolution to Finalize Project Oversight Process Documentation

March 9, 2022

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Resolution Content:

Whereas a summary of the Project Oversight Process (attached as the “Project Oversight Training for the OVA Board of Directors--Final Project Report to the OVA Board of Directors,” was presented and approved by the OVA Board in December 2018, and

Whereas the task force finalized and conducted training for the BOD in March, 2019 using the attached project oversight materials, and

Whereas the process was successfully used in December 2019 to do a “Phase 5 post-project lookback” for the 2018-2019 East Rec Remodel, and

Whereas the process was also successfully applied to conduct a Phase 1 Project Framing Workshop for Oakmont’s Central Area in February, 2020,

Be it resolved that:

The Board accepts and approves the OVA BOD Project Oversight Process attached here, finalized based on the results feedback to date from using the process.

Background: See above

Fiscal Impact: No significant impact is expected.

Documents Attached:

- Oakmont BOD Project Oversight Process documentation
- Final Project Report—OVA Board of Directors Project Oversight process
- Process Training materials (delivered to the BOD, March 2019)

Oakmont BOD Project Oversight Process

Process Overview

The Oakmont BOD Project Oversight Process was developed to ensure more orderly and controlled execution of major OVA projects. The primary goals for the process are:

- Ensure justification for all major new Oakmont projects, with the community “on the same page.”
- Establish objective criteria for BOD decisions to fund (or not fund) each project and deliver accurately defined results at predictable cost for major projects.
- Use a five-phase process for all major Oakmont projects to provide accurate information and thorough communication throughout the work.
- Involve appropriate contributors both inside and outside Oakmont in each project phase, and provide adequate continuity across future Oakmont Boards.

The Oakmont BOD Project Oversight Process has five phases:

- Phase 1 – Identify and **assess the opportunity**.
- Phase 2 – **Generate possibilities** (through divergent thinking) and **select the preferred alternative** (through convergent thinking).
- Phase 3 – **Develop detailed specifications** for the preferred alternative.
- Phase 4 – **Execute the preferred alternative** consistent with the specifications.
- Phase 5 – **Close the project** and do a “project lookback.”



The role of the OVA Board is oversight, not management of major projects. Board Directors cannot be expected to act as project managers, but must be able to ensure that major projects are organized, planned, controlled, and funded appropriately and effectively.

The BOD will participate in each phase, using the process to:

- Appropriately **initiate new projects**, with the BOD, the project team, and the community as a whole “on the same page.”
- Understand the **director’s roles** for each phase of the project.

- Establish a **good project team** for each phase.
- Promote **project continuity** and a smooth handoff to future OVA Boards.
- **Build community support for decisions to fund (or not fund) a project, phase by phase.**
- **Communicate project information** effectively to all Oakmont residents.

Before moving from each phase to the next, the OVA board will address two questions:

- Has the project team for the phase developed adequate information to support a sound decision to proceed to the next phase?
- Is there adequate funding, a compelling justification and community support, and recommendation by the project team for proceeding to the next phase?

Process Phases

Phase 1: Identify Opportunity

Phase objectives:

- Identify project **need and opportunity**.
- Select the **project team**, including the project leader and the BOD project liaison.
- Conduct a public **Project Framing Workshop**.
- Create **Phase 1 documents**.
- Based on project team presentation, BOD decides to **proceed or stop**. If proceeding, establish a **plan and budget** for Phase 2.

Identifying the need and opportunity is up to the BOD, and will generally be based on recommendations from the Long-Range Planning Committee, Reserve Study analysis, or other inputs. Major projects such as renovations for recreation centers and other OVA infrastructure projects happen infrequently, but they should be identified well in advance to avoid having to simultaneously oversee multiple complex undertakings.

Each major project requires a **Phase 1 Project Team** to assemble the information required, organize and conduct the Project Framing Workshop, and to create the foundation for a decision whether or not to proceed to Phase 2. Depending on the scale and background for the major project, the project team may be a board member liaison working with a small number of volunteers, or a larger more formal Ad-hoc committee.

The Phase 1 Project Team benefits from skills such as:

- Project leadership focused on seeing the big picture
- Facilitation and of key stakeholder input
- Data collection
- Information assessment and integration
- Financial analysis

- Risk identification
- Communications and report writing

The **Project Framing Workshop** occurs at the start of every new major project. It establishes the basis for a new major project, and initiates Phase 1 of the oversight process. The workshop has specific topics and tasks, regardless of the project, including initial summaries for:

- **Opportunity Statement** (What is the overall objective? What benefits are we seeking?)
- **Strategic Fit** (How does this project fill a long-term need?)
- **Overall Project Scope and Known Constraints**
- **Key Stakeholders** (clubs, committees, individual members) and their initial input

In addition, the workshop will provide any available information regarding the following, along with plans and due dates for completing:

- “First-pass” **selection criteria** and weights to use in evaluating alternatives
- Information and “**Lessons learned**” from earlier similar work at Oakmont, including duration and cost data, problems encountered, and potential project risks.
- **Preliminary cost range estimates** (if relevant at this early stage), based on professional input
- **Communications Plan**
- **Phase 1 report** documenting the tasks accomplished
- (If proceeding) **Project plans and budget** for Phase 2

The Opportunity Statement for a major project addresses the question, “What are we trying to do, and why?” It provides a succinct and consistent summary of project purpose. Some people call this a “30-second elevator speech.” An Opportunity Statement should capture board consensus about what the project is about, and communicate a clear, consistent purpose to the community and the project team. An effective Opportunity Statement focuses effort on exploring options without narrowing to a single alternative too soon, getting too specific, or promising more than is practical or realistic.

The overall initial **scope and constraints** for a major project includes items such as:

- Assessment of current and future needs.
- Examples of facilities in similar 55+ communities (including factors such as cost, type of facilities, size, photos, funding methods)
- Finances and funding—What are options for paying for the project? What is the potential impact on member dues?
- Rough estimated costs (where available) of some options. Include data on maintenance and repair costs if nothing is done.

The OVA Long Range Planning Committee focuses on many of these topics. For Phase 1, scoping is general. Specific details and design choices are not relevant at this stage.

At the completion of Phase 1 activities, the project team presents its findings to the BOD, along with any recommendations and requirements for Phase 2.

Based on the results and recommendations, the BOD will decide to **proceed or stop**. If proceeding, the BOD will approve a **plan and budget** for Phase 2, and identify the Phase 2 team, which will generally include OVA management and staff, members of key OVA committees, and outside contributors (as needed).

Phase 2: Generate Possibilities

Phase objectives:

- Engage **outside professionals** when needed to ensure availability of needed skills and expertise.
- Establish **weighted, objective criteria** to be used in evaluating alternatives.
- Develop several “different and doable” **alternatives** (including *not* doing the project). **Evaluate options** using objective criteria and document the results.
- Based on evaluation, select a **preferred alternative**. Use this to decide whether to **proceed or stop**.
- If proceeding, establish **plan and budget** for Phase 3.

For major projects, Phase 2 can consume significant time—multiple months at least. It has two parts:

1. Develop several “**different and doable**” alternatives, and agree on the criteria for their evaluation.
2. Evaluate the alternatives using the criteria, document the results, and make a recommendation so the BOD can work with the community to understand the options and select a **preferred alternative**.

Phase 2 requires a range of skill sets, including:

- Project management and leadership
- Specific professional subject matter expertise, such as architects, civil engineers, general contractors
- Data collection, analysis, and integration
- Meeting facilitation
- Finance
- Risk management
- Communications and report writing

For the first part of Phase 2, the project team will use divergent thinking to develop multiple realistic scenarios that could address the needs identified in the opportunity statement. For evaluating the options developed, the project team will also establish evaluation criteria, such as:

- Ability to meet current and projected needs
- Community alignment
- Impact on dues and debt
- Disruption impact
- Risk and uncertainty
- ... Additional benefits and costs

Once listed, the project team, working with the BOD will **finalize the selection criteria** by assigning a relative weight to each criteria and defining how each will be used to evaluate alternatives.

The project team will then work with outside professionals and key stakeholders to define “**Different and doable**” alternatives:

- **Do nothing**
- Minor upgrade
- Major upgrade
- Replace facility
- ... Other options

Note that the costs and relative merit of remaining with the status quo are always part of the Phase 2 analysis. In seeking options, be creative. Avoid prematurely dismissing alternatives, and use brainstorming and collaborative methods to build on ideas as they emerge. Thoroughly **document each alternative** identified and show how it aligns with the Opportunity Statement. For alternatives with significant uncertainty, seek additional data and refine them to minimize unknowns and risk.

For the first part of Phase 2:

- Ensure that data gathering is broad-based, dispassionate, and thorough.
- Avoid dismissing, “cherry picking,” or distorting data.
- Work to support good BOD decisions based on objective, comprehensive information.
- For contentious or controversial topics, employ smaller, “safe zone” focus groups of stakeholders to attract a broader cross section of input, and develop better information.
- Strive for thorough documentation to support analysis, and to provide a baseline for later reference, analysis, and to educate future OVA Board directors.

Note that some preliminary project activities (for example: seismic evaluations, soil compaction tests, ADA assessments) may be justified during Phase 2 to develop better information and reduce uncertainty.

For the second part of Phase 2, The project team evaluates the options developed using the weighted decision criteria and creates a rank-ordered list to prioritize them.

	Criterion #1	Criterion #2	Criterion #3	Criterion #4	Weighted Evaluation
Alternative #1 - Do nothing					
Alternative #2 - Minor upgrade					
Alternative #3 - Major upgrade					
Alternative #4 - Replace facility					
Other Alternatives					

The OVA BOD uses this recommendation as a foundation for debate and selects a preferred alternative based on the information.

Note that the “best” alternative that emerges from weighted criteria assessment may lack **BOD consensus**. If the result of the prioritization appears to be “off” or unrealistic, it can be useful to cycle back and **revisit the decision criteria** before making a final decision.

Typical Phase 2 deliverables include:

- A **range of alternatives** that are unique, possible, and aligned with the Opportunity Statement
- Documented **stakeholder inputs** (from clubs, committees, individual members).
- **Project risks** and risk response ideas
- **Evaluate all alternatives** against the agreed-upon criteria from Phase 1.
- A compelling case for a **preferred alternative**
- A summary of **costs, risks and consequences** for the preferred alternative

As Phase 2 work approaches completion, the project team will schedule a Town Hall or similar event to present the conclusions to the community before they are finalized by the BOD.

If continuing: Should a preferred alternative emerges that is both realistic and superior to the status quo, The BOD will develop and approve a **Phase 3 budget** and appoint a **Phase 3 project team**. Similar to the Phase 2 team, this team will generally include OVA management and staff, members of key OVA committees, and outside contributors (as needed).

Phase 3: Develop Specifications

Phase objectives:

- Engage outside professionals as necessary to create **drawings, plans, and other documents**.
- **Solicit bids** from competent contractors. Evaluate bids and **recommend contractor(s)**.
- **Assess risks** and budget for contingencies. **Determine financing** method.
- Establish budget and **decide whether to proceed**.
- If proceeding, finalize contracts with selected contractors, complete project plans, obtain needed permits, and **approve overall project funding**.

Skill sets required for Phase 3 (and for Phase 4):

- Professional project leadership
- General and other contracting to perform required work
- Facilitating
- Data analysis and integration
- Finance
- Risk management
- Communications and report writing

The Phase 3 team is responsible for gathering the information needed to approve and fund a major project. Phase 3 may require significant cost and effort (but only a fraction of the overall project cost).

Phase 3 will focus on realistic assessment of the capabilities of any vendors considered and will strive to collect proposals from multiple suppliers whenever possible. The Phase 3 team will identify and document uncertainties and risks and include an adequate contingency reserve in any requested funding.

Phase 3 will proceed using current OVA procurement policies, and provide updates as work approaches completion for the community.

If a competent reliable vendors can be identified and overall project costs are in line with expectations and funding realities, the Phase 3 team will finalize contract terms for the major project, present it for review to the OVA Finance Committee, and recommend contract approval(s) by the BOD.

If continuing: The BOD will sign the contract(s) and approve an overall **Phase 4 budget** for the project as a whole (including contingency reserves) and appoint a **Phase 4 project team** (which may have substantial overlap with the Phase 3 project team).

Phase 4: Execute Project

- **Initiate project** work.
- **Monitor progress** and communicate status to OVA membership.
- **Control changes.**
- Monitor and **manage risks.**
- Manage contracts. **Pay for work** that has been completed satisfactorily.

The Phase 4 team is responsible for controlling the execution of the project, and reporting on its progress.

When issues, problems or risks arise, they will be responsible for developing responses. If continuing execution requires a major scope change, additional funding in excess of the planned reserves, or a significant timing delay, the Phase 4 team will develop a proposed recommendation (or recommendations) similar to the documents created in Phase 3 for review and consideration by the BOD in resetting the Baseline (or in extreme cases, for terminating a project).

Phase 5: Close Project

- Verify **completion** of all project work.
- Report **final project results.**
- Perform a **project retrospective analysis** to document lessons learned.
- **Close out contracts** and issue **final payments.**
- **Celebrate success** and completion of work.

At the conclusion of the project, the Phase 4 team will close out all contracts, update documents such as the Reserve Study to reflect the work, and communicate the results.

Once project work is completed, the team will conduct a “Phase 5” lookback to capture good practices that were effective so they can be used to manage future projects. They will also consider processes that would benefit from changes, and make recommendations that will improve them, avoid future problems, and minimize risk and uncertainty.

The Oakmont BOD Project Oversight Process was developed starting in June 2018 to ensure more orderly and controlled execution of major OVA projects by this Task Force:

- Jim Ouimette
- Tom Kendrick
- Iris Harrell
- Al Medeiros
- Kevin Hubred

PROJECT OVERSIGHT TRAINING FOR THE OVA BOARD OF DIRECTORS

Final Project Report to the OVA Board of Directors

Executive Summary

Over most of the history of the Oakmont Village Association Boards of Directors have initiated and paid for a variety of major projects. The results have been mixed. In some cases, our residents were surprised by what appeared to them to be cost overruns. In some cases, the manner in which the previous BODs started, managed, and completed projects caused a lot of controversy. At times, new OVA boards reversed course or sent mixed signals to the project teams and committees involved. All of this has resulted in missteps, much wasted time and money, and discouragement of talented volunteers who disengaged. BODs often find it difficult to determine the reasons for past BOD project decisions because project reports were never written, or if they were, they were incomplete, with missing key information.

On July 17, 2018, the OVA BOD approved adoption of a standard phased process for major OVA projects. They also approved a project to create training materials to help them and future BODs provide better project oversight. The intent of all this is not to make BODs professional project managers, but to put in place some simple tools and a standard process that will help future boards get major projects off on the right foot, and then to ensure that the projects can proceed smoothly for the boards that follow them. Using the process, OVA BODs can also clearly define specific benefits expected from each project, and communicate the uncertainties and risks inherent at each phase of the work.

These training materials for current and future BODs include presentation materials and a recommended process for using them. OVA boards can use these training materials to effectively oversee major projects using a formal phased process. The training begins with the most important BOD role in major project oversight—a **“Project Framing Workshop”** that initiates every major project using the process.

The training workshop venue

Training on this process could be conducted as a small, closed session for new board members as part of their new BOD member training, but it might be best to do the training in an open meeting where project volunteers and other community members can also participate. It may also be useful to repeat the training before initiating a major project.



Select a venue for the training with ample meeting space conducive to collaboration where BOD members can see one another and can comfortably move around.

For open meetings, also provide chairs nearby to accommodate interested OVA members, per Davis-Stirling. Limit most discussion during the training

session to the BOD (and possibly other trainees), so that all who will participate in the oversight process will gain a thorough understanding of the phased project oversight process, their role in it, and tools to help them succeed.

Schedule the training for 2-3 hours, and provide each participant with handouts . Following the formal training, allocate an additional hour for BOD members and other attendees to pursue issues in greater depth. Conclude the meeting with a “plus/delta” exercise to assess how well the meeting went, and to improve it for the next BOD trainees.

Use a project-knowledgeable trainer to facilitate the training and enforce standard meeting ground rules. Ensure that the trainer can present the material on a screen visible to all, draw out responses, and address any questions.

Effective trainers are:

1. Prepared	<ul style="list-style-type: none">• Distribute a clear agenda in advance.• Know the topics well.• Communicate the purpose for the training clearly.
2. Good time managers	<ul style="list-style-type: none">• Conduct the training using the agenda and keep the meeting on track.• Ensure that comments and discussions are relevant
3. Good summarizers	<ul style="list-style-type: none">• Provide summaries of discussions, agreements and actions for each topic covered.
4. Impartial	<ul style="list-style-type: none">• Avoid favoritism or taking sides.• Encourages all participants to share views.
5. Assertive	<ul style="list-style-type: none">• Control the training, but avoid being “authoritarian.”• Manage differing behaviors personality types diplomatically.

Also provide a scribe for each workshop. A scribe captures key questions and issues that are not resolved during the workshop by on a screen or flipcharts. At the close of the session, the trainer and participants can delegate the items for action or use them to improve the training for the next BOD.

Process Owner and Sustainability Plan

The OVA management is responsible for sustaining the BOD training process. His/her roles would include:

- Reminding each newly elected BOD that project oversight training is available
- Working with the new BOD President to find the right time, place, and trainer
- Announcing the training time and location per Davis-Stirling
- Working with the trainer and BOD training participants to update and improve the training materials
- Retaining the updated training materials
- Continuing the process, as needed, each year.

Training materials – what’s in them and who is the training for?

The materials are in a PowerPoint or equivalent file. Images of the slides are on the following pages.

These materials focus on OVA BOD oversight of major new projects. The process here is not about how Oakmont volunteers to run a specific project. (For example, they provide no cost management guidance to the East Recreation Facility or other projects; they will not find a new dog park; and they cannot contribute materially to ongoing discussions between the OVA and the Oakmont Golf Course.)

Nevertheless, current and future participants on project teams who are not BOD members would benefit from the training. It would help them see the deliverables for each phase. It could also give them some understanding and comfort that the project has the kind of process and BOD oversight which could make their volunteer job less stressful and more successful.

Training Materials

See the accompanying PowerPoint slide file

Jim Ouimette, Tom Kendrick

December 2018

BOD Training for Overseeing Major Projects in Oakmont

Project Oversight Task Force:

Jim Ouimette

Tom Kendrick

Iris Harrell

Al Medeiros

Kevin Hubred

March 2019

Today's Workshop

- Scheduled for two hours.
- Facilitated by trainers, with scribe.
- OVA BOD participates.
- CAC project will be used as an example.
- At the end we will document how to improve this training for the next BOD.

Oakmont BOD Project Oversight Process Goals

- Ensure **justification** for all major new Oakmont projects, with the community “on the same page.”
- Establish **objective criteria** for BOD decisions to fund (or not fund) each project and deliver **accurately defined results** at **predictable cost** for major projects.
- Use a five-phase process for all major Oakmont projects to provide **accurate information** and **thorough communication** throughout the work.
- Involve **appropriate contributors** both inside and outside Oakmont in each project phase, and provide **adequate continuity** across future Oakmont Boards.

OVA BOD Project Oversight Process Timeline

- **July 17, 2018:** OVA BOD approves creation of a process and training materials to improve project oversight.
- **July-November 2018:** A task force of OVA volunteers with project management experience led by Jim Ouimette worked to finalize the training materials, based on Jim's five-phase project oversight process materials.
- **December 18, 2018:** OVA BOD reviewed the process and training materials and approved their finalization for use by Oakmont directors in managing future projects.
- **March 5, 2019:** Scheduled initial Oakmont BOD process training, as part of an open community meeting.

What will you learn today?

- The OVA project oversight process has five phases.
- As an OVA Board member you have important and specific roles to play in each phase of a major project.
- You make the biggest difference in the early phases of a project:
 - Phase 1 – Engage in the “Project kickoff” meeting with the project team and the Project Framing Workshop.
 - Phase 2 – Encourage a range of “different but doable” alternatives for the project team to create and evaluate.
- Today you will participate in how this could work for a “CAC” project.

Why should I get project training?



I'm a Board member, not a project manager. That's somebody else's job. Why do I need training??

- You're right! You are not a project manager, and cannot be expected to manage a project as a BOD member.
- This training is to help you **oversee** major projects while on the Board
- Major project oversight is an important function of the Board, and this process will help the BOD **organize, plan, and fund** future projects with other work in coming years.

How Project Oversight training will help you while you are on the Board

- It will help you and the BOD get new projects **started well**, with the BOD and project team “on the same page.”
- It will ensure you understand what needs to get done in each phase of the project, and **your role** in each phase.
- It will aid in establishing a **good project team** for each phase.
- It will promote **project continuity** and a smooth handoff to future OVA Boards.
- It will increase confidence in **decisions to fund** (or not fund) a project.
- It will help you **communicate project information** effectively to all Oakmont residents.

OVA Five-Phase Project Oversight Process

Phase 1 – Identify and **assess the opportunity**.

Phase 2 – **Generate possibilities** (through divergent thinking) and **select the preferred alternative** (through convergent thinking).

Phase 3 – **Develop detailed specifications** for the preferred alternative.

Phase 4 – **Execute the preferred alternative** consistent with the specifications.

Phase 5 – **Close the project** and do a “project lookback.”

At the end of each of the initial phases the BOD makes two decisions:

1. Does the project report provide **adequate information** for the OVA BOD to make a **sound decision** for proceeding to the next phase?
2. Should the project proceed to the **next phase**?



We will explore each phase in today's workshop.

Phase 1: Identify Opportunity

- Identify project **need and opportunity**.
- Select the **project team**, including the project leader and the BOD project liaison.
- Conduct a public **Project Framing Workshop**.
- Create **Phase 1 documents**.
- Based on project team presentation, BOD decides to **proceed or stop**. If proceeding, establish **plan and budget** for Phase 2.

Phase 2: Generate Possibilities

- Engage **outside professionals** when needed to ensure availability of needed skills and expertise.
- Establish **weighted, objective criteria** to be used in evaluating alternatives.
- Develop several “different and doable” **alternatives** (including *not* doing the project). **Evaluate options** using objective criteria and document the results.
- Based on evaluation, select a **preferred alternative**. Use this to decide whether to **proceed or stop**.
- If proceeding, establish **plan and budget** for Phase 3.

Phase 3: Develop Specifications

- Engage outside professionals as necessary to create **drawings, plans, and other documents.**
- **Solicit bids** from competent contractors. Evaluate bids and **select contractor(s).**
- **Assess risks** and budget for contingencies. **Determine financing** method.
- Establish budget and **decide whether to proceed.**
- If proceeding, finalize contracts and project plans, obtain needed permits, and **approve overall project funding.**

Phase 4: Execute Project

- **Initiate project work.**
- **Monitor progress** and communicate status.
- **Control changes.** Monitor and **manage risks.**
- Manage contracts. **Pay for work** that has been completed satisfactorily.

Phase 5: Close Project

- Verify **completion** of all project work.
- Report **final project results**.
- Perform a **project retrospective analysis** to document lessons learned.
- **Close out contracts** and issue **final payments**.
- **Celebrate success** and completion of work.

Phase 1: Project Framing Workshop

- One of the BOD's most important roles in major project oversight.
- It occurs at the start of every new major project.
- It initiates Phase 1 for each new project.
- The workshop has specific topics and tasks, no matter what the project.

The Project Framing Workshop Venue



- Similar to this training session.
- Facilitated 2-4 hours.
- Includes BOD and Phase 1 project team.
- The BOD makes a first pass on the standard Phase 1 tasks.

Standard Tasks for Phase 1:

- **Opportunity Statement** (What are we trying to do?)
- **Strategic Fit** (How does this project fill a long term need?)
- **Project Scope and Boundaries**
- “First-pass” **selection criteria** and weights to use in evaluating alternatives
- **Key stakeholders** (clubs, committees, individual members) and initial input
- **Project risks** and uncertainties. Include what we’ve learned from similar projects
- **Preliminary range of project cost estimates**, based on professional input
- **Phase 1 report** that documents the tasks accomplished
- If proceeding, **Project plan and budget** for Phase 2.

The Opportunity Statement

Or, “What are we trying to do, and why”

- Picture yourself on the OVA BOD and getting ready to start a major project. You run into a fellow resident at the Oakmont Market who asks, “I’ve heard there’s a new project underway. What’s it about, and why are we doing it?”
- The “Opportunity Statement” provides a succinct consistent response to the resident’s questions. Some people call it the “**30-second elevator speech**.” The goal is to have all of the Board members in agreement about what the project is seeking to do, and then to have each of them communicate the same message consistently to the residents and the project team.

An Opportunity Statement focuses effort on exploring options without narrowing to a single alternative too soon, getting too specific, or promising more than you may be able to deliver.

**Here are examples of opportunity statements.
How do they look?**

- A. We have the opportunity to replace our main auditorium with a beautiful new facility that has a professional dance floor.**
- B. We have the opportunity to make Oakmont an attractive over-55 community for future residents.**
- C. We have the opportunity to provide for the current and future recreational needs of the next generation of Oakmont residents.**

Examples of Scope Items in Phase 1

- Assessment of current and future needs.
- Examples of facilities in other similar 55+ communities (cost, facilities, size, photos, how it was paid for, etc.).
- Finances and funding -- What are options for paying for the project and potential impact on dues.
- Rough estimated costs of some options. Include repair costs if we do nothing; include costs if we just remodel.
- “Lessons learned” from earlier rehabs—old buildings have hidden costs; lessons learned should include time, costs, and risks.
- Opportunities with the Oakmont Golf Course.
- Communications Plan.

Many of these items are part of LRPC’s role.

Examples of what are not Phase 1 scope items

- Detailed specifications such as:
 - Number of meeting rooms
 - Floor composition
 - Audio-visual equipment details
- Working the details of any previous costs estimates.
- Which clubs or organizations might get room priority for particular times.

Make a First Pass at Selection Criteria

- It might help if each of you first imagines what project success would look like (consider using and collecting Post-Its)
- Let the facilitator help you use these “success stories” to create a first pass of selection criteria
- Many important selection criteria are not easily quantified. They are still important.

Skill Sets for the Phase 1 Project Team

- Project leader with appropriate skills and behaviors (“See the big picture and help get the deliverables done.”)
- Facilitator for getting key stakeholder input
- Data and information collector
- Data analyzer and integrator
- Finance
- Risk identification
- Communication and report writing

Phase 1 skill sets and scope are more aligned with activities of the Long Range Planning Committee than with those of the Building Construction Committee.

Suggestions for BOD Project Oversight

- Encourage the project team to not limit the scope too early in Phase 1.
- Resist our residents' clamoring to "get it done already."
- Help the new BOD members with the process.
- Try to focus on what's needed at each phase. Your job is to ensure good data collection and decision quality in Phases 1 and 2.
- Avoid jumping to conclusions, making premature decisions, and "dispensing advice" early on.

Time for a Break

Phase 2 next

Phase 2 - Generate Possibilities and Select the Preferred Alternative

This phase can consume significant time. It has two parts:

1. Agree on a handful of “**different and doable**” alternatives, and agree on the criteria by which they will be evaluated.
2. Evaluate the alternatives using the criteria, document the results, and make a recommendation so the BOD can work with the community to select a **preferred alternative**.

The First Part of Phase 2:

The project team recommends to the BOD the possibilities they propose to evaluate and criteria they would evaluate them against

“Different and doable”
alternatives:

- Alternative #1 – **Do nothing**
- Minor upgrade
- Major upgrade
- Replace facility
- Alternative #5
- ...

Evaluation criteria – some quantifiable, some not:

- Ability to meet current and projected needs
- Impact on dues and debt
- Disruption impact
- Criterion #4
- Criterion #5
- ...

Documenting Possibilities and Refining Selection Criteria

- **Clearly document proposed alternatives** as they come into focus, developing clear descriptions showing how they align with the Opportunity Statement.
- **Finalize the selection criteria** by weighting each item based on relative priority and describing how each will be evaluated.

The Second Part of Phase 2:

The project team completes their evaluation. Then the BOD debates them and decides which alternative they prefer based on *defined criteria* and *relative importance/priority*

Phase 2 - Evaluating alternatives against agreed-upon criteria

	Criterion #1	Criterion #2	Criterion #3	Criterion #4
Alternative #1 - Do nothing				
Alternative #2 - Minor upgrade				
Alternative #3 - Major upgrade				
Alternative #4 - Replace facility				
Other Alternatives				

Phase 2 “Reality Check”

- The “best” alternative that emerges from weighted criteria assessment may lack **BOD consensus**.
- Sometimes, you may need to cycle back and **revisit criteria** before making a final decision.

Typical Phase 2 Deliverables:

- Create a **range of alternatives** that are unique, possible, and aligned with the Opportunity Statement. Be creative. Avoid prematurely dismissing alternatives.
- Document **stakeholder inputs** (from clubs, committees, individual members).
- Identify and **assess project risks**, and develop a Risk Mitigation Plan.
- **Evaluate all alternatives** against the agreed-upon criteria from Phase 1.
- Get additional data for these alternatives, when necessary, to **reduce uncertainty and risk**.
- Select and document the **preferred alternative**.
- If proceeding, approve the **Phase 3 budget**, and document a preliminary project plan.

Skill Sets for the Phase 2 Project Team

- Project leadership with appropriate skills and behaviors
- Consultants with specific professional expertise, such as architect, civil engineer, general contracting
- Data collection
- Facilitating
- Data analysis and integration
- Finance
- Risk assessment
- Communications and report writing

Phase 1 and Phase 2 Data Gathering

- Ensure that data gathering is broad-based, dispassionate, and thorough.
- Avoid dismissing, “cherry picking,” or distorting data.
- Strive for good BOD decisions based on objective, comprehensive information.
- Smaller, “safe zone” focus groups may attract a broader cross section of input, and better information.
- Documentation is essential for transparency, education, and for future OVA Boards.

Sometimes preliminary activities, such as seismic or soil compaction tests or other services, may be funded during Phases 1 or 2 to reduce project uncertainty.

Phase 3 and Phase 4 Functions

Phases 3 and 4 are separate:

- Phase 3 gathers the **information needed to approve and fund** a major project. Phase 3 may require significant cost and effort (but only a fraction of the overall project cost). Uncertainties and risks must be assessed and included in the funding approved as a **contingency reserve**.
- Phase 4, if approved and funded, **monitors and controls** the execution of the major project.

Phase 3 – Develop Detailed Specifications for the Selected Alternative

Typical Phase 3 deliverables:

- Thoroughly documented deliverables
- Detailed specifications and drawings
- Minor scope adjustments
- Decisions on OVA financing
- Documented operating procedures
- Building permits and approvals
- Contractor bids
- Risk assessment and contingency reserves
- If proceeding, finalized contracts and baseline plans

Skill Sets for the Phase 3 and Phase 4 Project Teams

- Professional project leadership
- General and other contracting to perform required work
- Facilitating
- Data analysis and integration
- Finance
- Risk management
- Communications and report writing

Phase 4 – Execute the Project

- Monitor progress and communicate status.
- Supervise demolition, construction, and related work.
- Manage contracts and pay for interim results.
- Control changes.
- Monitor and manage risks.
- ...

Phase 5 – Close the Project

- Report final results.
- Perform a project retrospective analysis to document lessons learned.
- Close out and pay contract fees.
- Celebrate completion.
- ...

Project BOD Liaison roles

A key player throughout all phases of the oversight process, who:

- Helps select project team leader, team.
- Explains process to project team.
- Hands out the list of the deliverables for the particular phase of the project and manages resources .
- Keeps project on track to produce deliverables.
- Interfaces with the BOD.
- Remains engaged.

Training Summary

- The OVA major project process has five phases.
- As an OVA Board member you have important and specific roles to play in each phase of a major project.
- You make the biggest difference in the early phases of a project:
 - Phase 1 – The “Project kickoff” meeting with the project team and Project Framing Workshop.
 - Phase 2 – Encourage a range of “different but doable” alternatives for the project team to create and evaluate.
- You’ve seen how this process and training can apply to a future major project.

How can we make this training better for the next BOD?

- What worked well?
- What needs improvement?

Additional background slides

Advantages of the OVA Project Oversight Process

- It helps the OVA BOD manage expectations, reduce unnecessary work, and reduce surprises
 - Project teams will know what's expected of them at each phase
 - The BOD can stop the project at any phase
- It helps identify alternatives and risks to mitigate
 - Stakeholders are identified early, their concerns are captured in a safe zone, and become integrated into project scope
 - Viable alternatives are not discarded
- It can help in maintaining civility
 - Project disagreements have a place to be aired besides the Open Forum
- The work in each phase is documented so that everyone can see the basis for the decision

What is a major OVA project?

- Any OVA project or decision having the potential for new significant cost or conflict
- Major OVA projects are not limited to building construction projects
- A major project can start with the BOD approving an ad hoc committee

What is Not a major OVA project?

- Repairs and maintenance
- Planned asset replacement
- Most standing committee activities
- Most routine OVA BOD and OVA General Manager activities

Phase 1 would include OGC-OVA opportunities

- Possible land purchases
- Possible use of OGC facilities for meeting rooms
- Other opportunities



Phase 1 "competitive analysis: What do other 55+ communities provide?

