

Progress Report on Central Complex Area Planning

Introduction and Charge

One of the primary responsibilities of the board of an HOA is to provide leadership regarding the common assets of the association. This point is aptly made:

The primary duty of an association is to maintain, repair, and replace the common areas. That is why they are created in the first place. (source: Adams Stirling Newsletter, August 17, 2023)

In January 2024, the Oakmont Board of Director's reaffirmed the role of the Long Range Planning Committee in its charge:

The committee's primary purposes are: (1) to advise the OVA Board of Directors and (2) to research and prepare recommendations that will assist the OVA Manager and the OVA Board of Directors in meeting the Association's facility and staffing needs. The committee focuses on a rolling 10-year period with emphasis on the next 5 years.

As Oakmont consider its needs for facilities that comprise its common assets, it is prudent to consider the possible consequences of failing to make investments to "maintain, repair, and replace the common areas." Failure to meet this primary duty can lead to:

1. Decline in Property Values: Neglecting upkeep can lead to visible deterioration of facilities, reducing the overall aesthetic appeal, potentially leading to decreased property values.
2. Legal Issues: Without proper maintenance, properties might violate local codes or HOA rules, potentially leading to legal disputes, fines, or penalties for homeowners.
3. Increased Costs Over Time: Minor issues that are not addressed can escalate into more significant problems, requiring more extensive and expensive repairs later.
4. Decreased Resident Satisfaction: Poor upkeep can reduce residents' enjoyment of their homes and common areas.
5. Safety Hazards: Lack of maintenance can lead to potential safety risks, such as broken sidewalks, untrimmed trees, or poorly lit areas, which could result in accidents and liability issues for the HOA.
6. Negative Impact on Community Reputation: A poorly maintained community can develop a reputation for being unkempt or undesirable, making it harder to attract new buyers or renters.

For those residents who did not want to consider any of the concept plans, support was shown for continued maintenance and repair of the existing facilities. These comments reinforced the fact that a status quo will require these facilities to be maintained and improved to ensure usability and access. A large number of feedback forms focused on the need to have cost estimates before making any substantive comments about the concept plans and/or building plans.

Maintaining Oakmont’s central area infrastructure is an option that must be considered as part of any central area master planning. The Oakmont BOD Project Oversight Process states: “the costs and relative merit of remaining with the status quo are always part of the Phase 2 analysis.” Based on the current OVA Reserve Study and realistic estimates associated with existing facilities affected by the master planning scenarios, these costs may be expected between now and about 2030:

Paving, Landscaping and other Exterior Infrastructure	\$1,200,000.00
Pool, Spa & Deck Maintenance	\$1,000,000.00
Pool and Spa Equipment	\$400,000.00
Cabana Renovations	\$400,000.00
Other Related Assets	\$500,000.00
Total	\$3,500,000.00

In addition, freezing OVA infrastructure into the existing 1970’s status quo involves large additional ongoing operating expenses. In comparison with modern alternatives, old structures and other aging assets waste energy and represent significant lifecycle cost penalties. For example, natural gas usage in the central area exceeded \$60,000 for 2023—primarily for heating the central pool—and PG&E gas rates will certainly continue to rise. A modern pool with solar heating would reduce both utility and maintenance expenses.

Overall, neglecting upkeep or not making important physical improvements in an HOA can lead to financial, legal, and reputational harm, underscoring the importance of regular maintenance and proactive management of facilities.

Central Complex Master Plans

For the last 18 months, the Long Range Planning Committee has worked with ArchiLOGIX (ALX) in its efforts to develop concept plans for the Central Complex area. A master plan to address the current and future needs of Oakmont residents. The plan is designed to provide for needed maintenance and upgrades of existing facilities, as well as the potential for new facilities that meet expectations of Oakmont residents.

A key element of the process involved creating User Groups to explore how the Central Complex could meet the current and future needs of Oakmont residents. User Groups were led

by community members that were involved in the 2030 community conversation meetings. Each User Group was supported by LRPC committee members and included residents that were involved with or participated in the group.

User Groups included: Fitness Group; Education/Arts Group; Indoor Gathering Group; Outdoor Gathering Group; and the OVA Admin Group. Each User Group shared its recommendations with ALX as part of the deliberative process to develop the concept plans.

In June, ALX presented three concept plans to the Oakmont community. These master plans showed alternative approaches for the Central Complex area. Included within the plans were options for changes to the CAC and Berger buildings.

Throughout the month of July, Oakmont residents reviewed and commented on three Master Plan concepts and three concepts for the Berger Center and the CAC building. The plans were displayed in the CAC lobby and on many days, docents were present to answer questions of residents. Individual had the opportunity to leave written comments about the plans for the space and buildings. Residents were also able to submit comments via email.

At the request of the OVA Board, OVA staff and three members of the LRPC reviewed all the feedback forms. The forms were sorted into the following groups: those forms that did not want any changes, comments on Concept 1: The Enhancement, comments on Concept 2: The Grand Central, comments on Concept 3: A Walk in the Park, and comments on the CAC and Berger.

There were 669 written feedback forms submitted related to the Central Complex area plans. Fifty responses wanted cost information before making any comments and 124 wanted no changes and did not support any of the concept plans. By contrast, 465 positive comments were received about the concept plans or proposed changes to the CAC and Berger.

The feedback forms show that **two-thirds included comments about supporting one or more of the three master plan or building options for the CAC or Berger.** Taken together, this suggest that a significant share of Oakmont residents who responded support further development of a master plan for the Central Complex area including some modifications of the CAC and Berger.

Below are summaries of the feedback for each concept plan.

Concept 1: The Enhancement

- Many respondents liked keeping the existing pool, expanding the fitness center, and creating a gathering area between the buildings. Favorable comments were also received about adding a new building for the administrative offices and moving Billiards into the current maintenance building and adding a picnic area and enhanced landscaping around the building.

- Others felt that moving billiards, maintenance, renovating the pool and moving the administrative offices was expensive and unnecessary. Others expressed concern about the amount of disruption to the clubs that use the building.

Concept 2: The Grand Central

- Respondents liked the separate gym/fitness building with added capacity for meeting spaces or administrative offices on the second floor. Many commented positively on the new pool, the larger central square and the walking path. Additional space in CAC for gatherings and picnic area near pool. Some liked that the project could be done in phases.
- Some concern was expressed about adding a second floor to the fitness center because of anticipated higher costs.

Concept 3: A Walk in the Park

- Positive comments said that this plan was the most complete plan, offered more flexibility for meeting spaces, maximized land use, and provided more options for future generations. Respondents showed strong support for the updated pools, expanded fitness center, the central square, and the walking path. Respondents also supported expanded spaces in CAC.
- Some residents thought the plan was too expansive and expressed concern about likely costs.

For those residents who did not want to consider any of the concept plans, support was shown for continued maintenance and repair of the existing facilities. These comments reinforced the fact that a status quo will require these facilities to be maintained and improved to ensure usability and access. A large number of feedback forms focused on the need to have cost estimates before making any substantive comments about the concept plans and/or building plans. Note: Appendix A contains a summary of the comments.

Recommendation

The OVA Board approved LRPC charter states:

The committee's primary purposes are: (1) to advise the OVA Board of Directors and (2) to research and prepare recommendations that will assist the OVA Manager and the OVA Board of Directors in meeting the Association's facility and staffing needs. The committee focuses on a rolling 10-year period with emphasis on the next 5 years.

Further, the OVA Board directed the LRPC to assist with examining the feedback concerning the Central Complex master plans.

As a general principle, the LRPC believes that the next version of the master plan should be developed in manner that enables Oakmont to move toward full realization in phased steps.

Such an approach will enable Oakmont to accomplish the desired changes in a fiscally prudent manner, while enhancing our quality of life.

Following consideration of the plans, and taking feedback into account, the LRPC ...
xxxxx to be determined .

Supporting Rationale

The LRPC sees this recommendation as being the most responsive to the expressed needs of Oakmont residents in the future. Once completed,

XXXXXXXXX to be determined

Examples of rationale that need to be included depending on the recommendation—the following are examples supporting the Grand Central—these are only examples

The Grand Central plan will include a large central square with an outdoor stage, new picnic areas, a new Fitness Center, a renovated pool, and improved entry access to the central space. By coupling this plan with Option 3 for the CAC, the new fitness center can be a two story building with space for the OVA administrative offices and additional space for billiards or meetings. This move will eliminate leasing costs for the OVA and put the OVA staff into a central location within Oakmont. Option 3 for the CAC will also provide much needed space for the library, arts & crafts, card room and the computer classroom. A new large gathering space can be created along with a maker's space.

There are numerous advantages to building a new fitness center. Under Concept 2 (and 3) the footprint for fitness is expanded, allowing all fitness activities to be under one roof, thereby freeing up space in Berger, East Rec and West Rec. The existing Fitness Center was designed for equipment that has seen revolutionary changes over the past decade and no longer fits well into the space allocated. The expanded Fitness Center will accommodate different equipment types making it safer for seniors. The Concept 2 fitness center is responsive to new resident survey data that shows fitness is among the top 4 reasons people move to Oakmont. In 2022, 205 of 280 responses indicated that fitness was "somewhat important" or "very important" in their decision to come to Oakmont. Finally, building a new fitness center eliminates the disruption to exiting users who would be without access to the current center for approximately one-year as estimated by ALX.

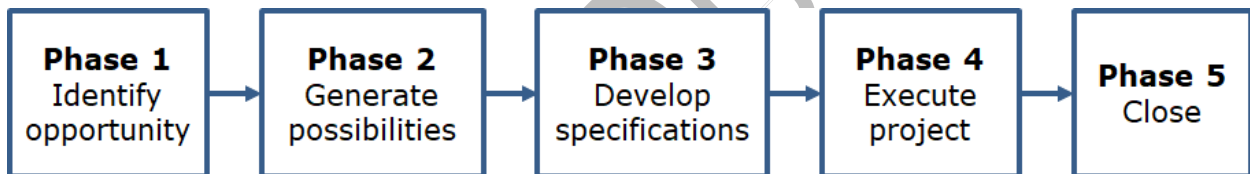
The LRPC also recommends including Option 3 for the Berger Center. Option 3 expands the auditorium from 5000 square feet to 5900 square feet. It creates a new lobby that is separate from the auditorium allowing interruptions to performances to be less intrusive. This design change will eliminate the conflict between activities in the lobby and the auditorium (not sure what this means?). Other enhancements include an expanded stage, additional storage and restrooms that serve the Berger and

surrounding outdoor space without requiring entry into the space where activities are in progress. The biggest advantage to Concept 3 is that most of the construction can be done without disruption to the current users of the space.

In conclusion, the LRPC looks forward to seeing the final plan, including cost estimates, so that the OVA Board can begin its deliberative decision making process regarding the Central Complex area.

This recommendation can be reflected in the Oakmont BOD Project Oversight Process as Phase 3 (see Appendix B for detail):

- 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 LRPC also recommends that the OVA Board direct the Finance Committee form a group to explore financing options for any approved projects. The work can complement the design and cost modeling associated with the preferred alternatives cited above.

Conclusion

The LRPC recommends (xxx vote) that the OVA Board move forward with ALX on next steps in support of xxxxx. The LRPC also recommends that the OVA Board direct the Finance Committee form a group to explore financing options for any approved projects.

Appendix A

Master Plan Concept 1: The Enhancement

Supporting Reasons	Other Comments
<p>Love OVA having their own building Like keeping the existing pool Less expensive alternative New billiards space is great Like picnic area New admin building Least disruptive concept Like enhancing and expanding existing space Expand the computer room Like landscaping enhancements Fitness Center expansion is great Like central meeting room between buildings Minimal enhancements Like amenities for grandchildren New cabana is great</p>	<p>Don't move billiards, not necessary Need price estimate before a choice can be made Don't move offices, keep renting Keep CAC area as is Don't move maintenance, too expensive Add paths shown on Option No stage in central square Don't move Lawn Bowling storage No entry plaza Buy building that OVA is in Don't increase space for fitness center Add solar for pool Exercise is futile without cost estimates No change to pool Xeriscape plantings</p>

Master Plan Concept 2: The Grand Central

Supporting Reasons	Other Comments
<p>Separate gym/fitness with added capacity Meeting space/admin on 2nd floor New pool Attractive common area—central square Walking path can be added Central gathering space in CAC Convert maintenance to billiards Expanded/new pool/new cabana Billiards on 2nd floor of fitness Additional picnic areas</p>	<p>Concern about 2nd floor to fitness—more expense Include solar options Admin in CAC not new fitness building—avoid leased space for admin Area behind pool as “park” Develop plans in phases or stages for completion</p>

Master Plan Concept 3: A Walk in the Park

Supporting Reasons	Other Comments
<p>Walking loop – favorite part Like lap lanes on new pool New pools would be fantastic – CAC pool is antiquated Fitness center on bottom and OVA Admin on top is a perfect idea More flexibility for meeting space Most complete Best idea for future of Oakmont Maximizes land use Best of the three This would make Oakmont an outstanding destination Most futuristic. Provides space and options for next generation of residents Love the outdoor stage Expand new Fitness/OVA building to include billiards/storage Construction can be staged over time Like expanded space for library, arts & crafts, and meeting rooms Best plan, doesn't go part-way like last CAC effort</p>	<p>Saves a great deal of money and can be built over time Put in low water landscape Why go to the expense of a new pool without having it enclosed? I am in favor of investing for long term improvements A modern pool will be more useful and much less costly to operate I would rather have a landscaped plaza with tables rather than a picnic area Need informal meeting area Concern about parking with new buildings Add circle drive for food trucks/vendors Add a walking pool Concerned about cost of new fitness building Don't put OVA over fitness center Hard to choose without cost information Build low depth pool for elderly & kids</p>

Additional Feedback

<p>Wait for cost estimates Central Activity Building—no changes Not needed – too expensive Do not do any of the plans No new pool, no new fitness center Do not raise dues—make improvements to current facilities What we have is perfect Too much- no need for new fitness center and pool Current facilities meet our needs More functional use common space in CAC Do not change golf course layout Current pools are underutilized Vote on each option with costs Do required repair/maintenance only No new pool</p>	<p>Update and modernize current facilities Renovate Central pool Yes to central square with stage No need for another lap pool Angry with former Board members for spending \$100k on study Indoor basketball in Berger Add steam sauna</p>
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Appendix B: Oakmont BOD Project Oversight Process

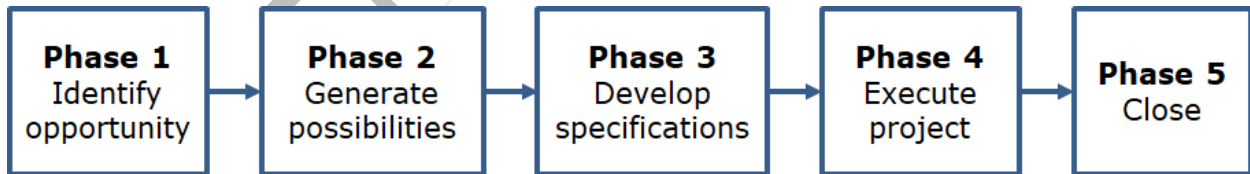
Process Overview

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