



Project Management Procedures

General

All projects must be managed and implemented according to sound business practices. Additionally, projects that meet any of the following criteria may need to be managed according to the guidelines below as evaluated by the Reserve and Finance Committee process.

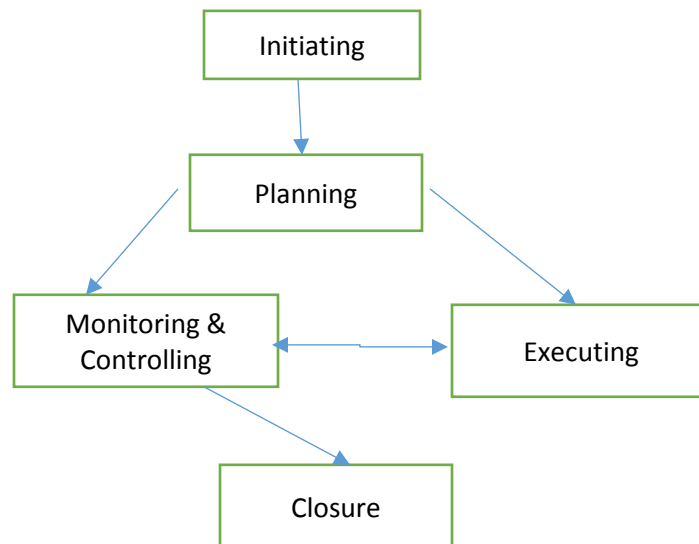
- Estimated cost of \$10,000 or greater
- Member impact as the result of the project
- Medium to high potential to impact member amenities, either indoor or outdoor
- High degree of complexity or interdependency

While it is recommended that all large projects be managed in a structured manner, it is realized that not all of them may need to follow the full guidelines and approval procedures contained in this document. Projects that are part of normal operations may be excluded from following these guidelines if they are routine activities or the impact is low.

Project Management Flow

A project is a temporary undertaking, with defined start and end dates, for the purpose of creating specific results. Regardless of the specific methodology or terminology used, a project lifecycle typically consists of stages which include project initiation, planning, execution, monitoring/controlling, and closure. These are illustrated in the diagram below.

Note that some stages may be iterative or cyclic.



Typically projects are initiated or proposed at MPHOA during the annual Reserve review during third quarter. During this process candidate projects will be evaluated on their need to follow the full guidelines described herein.

Roles and Responsibilities of Principal Players

Project Manager – The project manager provides leadership for the work efforts of the project team. He/she ensures that the goals and objectives are being met. The project manager duties include:

- Create and maintain project documents:
 - Requirements document
 - Project Plan / Schedule
 - Status reports
 - City and other permits
 - Other documents that may be required due to the type of project
- Documents must be stored so that they are available to those with a need to know. The exact method will be determined as an operational procedure and may include both hardcopy and electronic methods.
- Drive effective project communication and build MPHOA-wide awareness into the plan to include various channels to reach residents and Board members.
- Work with the Executive Director on budgeting, financial impact and resource management
- Oversee the project and ensure deliverables are met
- Manage the scope and any changes as they arise
- Maintain project monitoring and controls

Committee – Each project will be assigned to one of the appropriate committees, which are currently common property, clubhouse, architecture, reserves, home care or finance. The committee is responsible for

- Review of documents related to the scope, requirements, plan and periodic status reports
- Ensure that project documents and status reports are sent as required
- Assistance to identify risks and issues and suggest alternate approaches
- Support of quality inspection (review) activities and risk mitigation efforts
- Participation in project status reviews

Board Liaison – The Board liaison leads the committee review and drives the questions that help to provide an accurate view of the project and status as it progresses. Additionally the liaison

- Participates in contract reviews
- Participates in planning review sessions as deemed necessary
- Helps to ensure that the project is following the plan and meeting objectives; ask appropriate questions as the project progresses and status reports are presented
- If there is a variance, assist in understanding the difference and the reasons
- Help to identify issues and possible pitfalls by asking the appropriate questions
- Ensure communication efforts to MPHOA members are built into the plan and executed

Executive Director – The Executive Director of the clubhouse:

- Supports the project manager to establish the scope of the project

- Validates that the budget, schedule and resource plans are aligned with achievable goals
- Confirms that the project goals conform to audit, regulatory and legal requirements
- Ensures that the project is being managed to meet the overall budget goals and deliverables
- Provides project status reports to the Board as requested

Board of Directors – In general the Board oversees and monitors projects, but has limited responsibility that does not extend to the operation and execution of projects.

- Provide oversight and guidance for proposed projects, including financial review
- Approve projects that meet the criteria in the General section above
- Approve cost overruns if they occur
- Review project documents and status as determined necessary
- Communicate project awareness to MPHOA members as deemed necessary

Required Documents

Requirements Document –The document must provide the following sections:

- Problem statement – a description of the reason for the project and justification
- Scope – a description of the project scope and major deliverables
- Assumptions - factors upon which the project scope and plan are based
- Constraints – identify things that may limit the project or add risk
- Risk Assessment – Identify criteria that add risk to the project such as
 - funding and budget constraints
 - Resource availability
 - Interdependencies
 - Customer impact
 - Organizational impact
 - Legal or regulatory measures
 - Project flexibility and constraints

Project Plan / Schedule – The contents of the document depend on the size and complexity of the project. A large project may have a timeline showing interdependencies and/or tasks for staff and contractors. At minimum this document should show

- Staff names, start and end dates of tasks, estimated hours per task
- Contractor activities and dates
- Deliverable dates
- Document due and approval dates

Status Reports – A status report provides a measure of where the project is in its lifecycle and provides appropriate communication to the stakeholders. They should be provided monthly.

- Where is the project on the planned schedule?
- What is the quality of the work done to date?
- Is there a variance of current costs to the approved budget?
- What is the overall status? Describe the condition of the project and the overall project risk to meet the stated objectives and budget.

- Include any new issues and on-going issues. Have they been resolved or what actions are being taken?
- If there are any variances, provide an explanation.

Approvals

Before work can proceed, sign-off is required from the Board and/or the Board Liaison and the Executive Director for the following documents:

- Requirements Document
- Project Plan / Schedule
- Cost overruns

Deliverable	Sign-off Required	Project Manager	Executive Director	Board Liaison	Board
Requirements Document	Yes	Submits	Approves	Approves	Approves
Project Plan / Schedule	Yes	Submits	Approves	Approves	Approves
Status Reports	No	Submits			
Cost Overrun	Yes	Submits	Approves		Approves depending on amount

Typical Review / Approval Process

