**Re-model Drumlins Country Club**

Drumlins Country Club has been a well-known country club in Syracuse since is was first established in 1926. Drumlins Country Club is located just a short distance from the south campus at Syracuse University. The club features many fine amenities such as two, 18 hole golf courses, a driving range, an indoor golf simulator, indoor and outdoor tennis, swimming pool, along with many programs such as swimming, tennis and golf lessons. There is a banquette facility that hosts many private events such as wedding receptions, large dinners, awards, etc. throughout the year. In addition to the banquette room there is a Bistro and ice cream stand that are open to the public. At one time there was a bowling lane as well as a small ski slope, but these no longer exist. The club operates independently from the university but ultimately is the responsibility of Pete Sala, VP of Facilities for Syracuse University. The club gets its name from the geographic landscape of the area. Drumlins are a geographical feature left over from the glaciers. They are rolling hills that resemble half-buried eggs.

Many do not realize that the Drumlins Country Club is owned by Syracuse University who purchased the club in 19XX. About 5 years ago, it was determined the club needed upgrades. These up grades included the Bistro, the Bar, Restrooms, Locker Rooms, kitchen upgrades and mechanicals such as heating/air conditioning, fire protection systems, emergency lighting. None of these upgrades represent a complete tear down and re-build of the facilities. The upgrades represent many needed repairs, replace older items with newer items, painting, etc.

You are a project manager working for Campus Planning Design and Construction (CPDC) at Syracuse University and will be the project manager for this up grade. You will be working very closely with the managing director of country club, “Chip” Shott. There are several individuals who will assist on this project, Brenda Murphy, Kitchen Manager for the Bistro; Chef Cooksalot; Dave Fixer who oversees maintenance at the club; Margarita Lush, bar manager; Ralph Lauren, Designer for the CPDC; John Law from legal reviews all contracts; Percy Faith, Planner for CPDC;

During the winter months the country club is not very active and is the perfect time to conduct renovations. The golf season begins on April 15th, depending on weather, but this is when the club facilities are being planned for opening. These projects will begin on January 2nd with work taking place Monday – Friday. Workers will begin at 7am with 30 minutes for lunch from 12pm – 12:30pm and end their workday at 3:30.

**Bistro:**

The Bistro requires patching and painting of walls. Remove the old tile floor and replace with engineered hardwood flooring. The old floor tile likely contains asbestos. Replace (6) pendent lights that hang over the food counter. Re-finish (5) booths & tables. Replace the front door. Install (2) flat screen TV’s. Remove old bulletin boards and old shelving, photos and pictures, repair walls and paint. Replace two interior doors.

Approx. $50K

**Bar:**

Replace the bar top. Replace the footrest at the bar. Re-finish the bar fascia. Install (4) new flat screen TV’s to be mounted from the ceiling. Patch and paint all walls. Remove and replace old tile flooring and replace with engineered hardwood flooring. The old floor tile likely contains asbestos.

Approx. $70K

**Restrooms: (To be completed in each restroom)**

Replace all partitions between toilets. Install (2) touchless hand dryers. Replace mirrors, replace counter tops, sinks and faucets. Patch and paint all walls. Remove old flooring and replace with new ceramic tile flooring. The old floor tile likely contains asbestos.

Approx. $25K - $30K each

**Locker Rooms:**

Remove all old lockers and replace with new lockers. Install new benches. Install new shower fixtures. Remove and replace all counter tops, sinks and faucets. Patch and paint all walls. Install new lighting throughout. Install new mirrors

Approx. $30K - $35K each

**Kitchen:**

Remove old tile flooring and replace with ceramic tile flooring. Upgrade electrical to accommodate new kitchen appliances/equipment. Patch and paint all walls.

Approx. $15K - $20K

**Mechanicals:**

Test and certify all fire protection systems. Replace sensors as necessary. Install emergency lighting in the Bistro entrance and restrooms. Replace exterior kitchen fan hoods that have been damaged by falling ice. Install mechanical ventilation in the Bistro and Bar. Presently there are just windows for ventilation

Approx. $20K - 25K

**Total Asbestos Abatement** (removal) costs are estimated at $24000 - $30,000

**Assignment Deliverables:**

**Your Goal:**

You are to create a project Management Plan (PMP) for the Drumlins Country Club renovations that includes a WBS performed in MS Project. Your PMP should include information to complete the five project phases (i.e. Initiate, Plan, Execute, Monitor & Control and Close Out). Use the Syracuse University Project Management Plan Template as a guide. You can assume that this project has already gone through the project selection process and has chosen this project to work on. You do not need to allocate resources for this assignment. Your PMP report should include:

**Executive Summary:**

* The executive summary is only 1 page in length. It summarizes the problem, summary of what the project entails, time, and schedule estimates

**Project Charter**

**Project Management Plan Components**

**Tasks: (Be sure to include Milestones)** There is not necessarily a correct solution for sequencing your tasks but you should sequence tasks as best as possible using your logic.

1. **Pre-Construction**
   * 1. Review Design/Blue Prints (5 days)
     2. Contractor Selection (5 days)
2. **Request for Quotes Requests for Quotes take approximately (5 days)**
   * 1. Lighting
     2. HVAC (Heating & Air Conditioning)
     3. Electrical
     4. Flooring
     5. Plumbing
     6. Painting
     7. Windows & Doors
     8. Building Supplies(dry wall/lumber)
     9. Kitchen & bath (cabinets/counter tops)
3. **Review Quotes (quote review takes approximately 5 business days)**
   * 1. Lighting
     2. HVAC (Heating & Air Conditioning)
     3. Electrical
     4. Flooring
     5. Plumbing
     6. Painting
     7. Windows & Doors
     8. Building Supplies(dry wall/lumber, etc)
     9. Bath (counter tops/sinks/faucets)
4. Award contracts
5. **Interior Finishes**
   * + 1. Replace Bar Top (3 days)
       2. Replace footrest (1 day)
       3. Refinish Booth/tables in Bistro (2 days per booth)
       4. Remove bulletin boards, shelving, photos, etc. (1 day)
       5. Install lighting (1 day Bistro, 5 days each locker room)
       6. Install new ventilation in Bistro (5 days)
       7. Install Flat Screen TV’s (1 day Bistro, 2 days Bar)
       8. Install new ventilation in Bar (5 days)
       9. Install doors (1 day each door)
       10. Patch & Paint walls/ceilings, etc. (5 days Bistro, 5 days Bar, 3 days each Restroom, 10 days each Locker Room)
       11. Install Counter tops/sinks/faucets (3 days each Restroom, 3 days each Locker Room)
       12. Install hand dryers (1 days each restroom)
       13. Install mirrors (1 day each restroom, 1 day each locker room)
       14. Install new shower fixtures (2 days each Locker room)
       15. Remove old flooring (5 days Bistro, 5 days Bar, 5 days Kitchen, 2 days each for each restroom)
       16. Install Flooring (5 days Bistro, 5 days Bar, 5 days kitchen, 3 days each restroom)
       17. Test & Certify fire protection systems & replace sensors as needed (3 days)
       18. Install emergency lighting in Bistro (1 day)
       19. Install emergency lighting in restrooms (1 day each restroom)
6. **Exterior**
   * + 1. Install new kitchen Fan hoods (2 days)
7. **Final Testing/Walk Through**
   * 1. Test Plumbing (1 day)
     2. Test Electrical/Lighting (1 day)
     3. Test HVAC & Mechanicals (2 days)
     4. Review “Punch List” of items (2 days)
     5. Complete/Fix Punch List of items (5 days)
     6. Obtain Certificate of Occupancy (1 days)
8. **Monitor & Control Phase:**
   1. How would you monitor progress on this project?What activities/functions would be performed in this phase. This would include examples of the status reports, variance reports you plan to use to keep this project on course.
9. **Close Out Phase**:
10. Develop a Closeout Plan identifying the tasks/steps that need to be accomplished. What needs to be accomplished Where appropriate feel free to include examples of specific documents.

Be sure to include meetings and milestones in your plan. Please have a cover page for your report. Be as organized as you can. Create this as you would want to read it yourself.

Only a maximum of two areas can be worked on simultaneously, but not all tasks. Removing old Asbestos flooring cannot be done in parallel. The same individuals doing the countertops/sinks/faucets in the restrooms are also doing the countertops/sinks/faucets & showers in the lockers rooms, so these two tasks cannot be completed in parallel. Assume there are only 4 painters and each room requires two painters. The same is also true for any electrical and carpentry related work.

There is a little investigation that is required in determining what the zoning requirements are for this structure. You should be able to find these either in the City of Syracuse website (zoning) or the Town of Onondaga (zoning). Are there any restrictions that could affect this project? For example, is this site in a historic district?