Sanitized Project Management Plan

25MW+ Hyperscale AI Data Center Program

Representative Google / AI Infrastructure Consulting Example

Prepared by
Damion Thomas Brown, MBA, PMP, PgMP
VP / Senior Project Management Consultant
Mr_Computer

Recruitment Packet Work Sample | Microsoft Data Center Program Executive Role

Date: May 08, 2026

Document Control Field	Value
Document type	Program/project management plan work sample
Project model	25MW+ hyperscale AI / accelerated compute data center program
Methodology base	PMBOK / PgMP governance, integrated program controls, stage-gate delivery, risk-adjusted execution
Candidate positioning	Senior program/project executive for hyperscale, mission-critical infrastructure, AI data center delivery, PMO governance, and capital program execution
Confidentiality note	This is a sanitized, representative work product. Client-specific data, site locations, budgets, vendor names, drawings, and proprietary details are intentionally omitted.

Important note: This document is designed as a recruitment work sample and does not represent an official Google, Google DeepMind, Alphabet, Microsoft, contractor, engineer-of-record, or authority-having-jurisdiction document.

1. Executive Summary

This Project Management Plan presents a robust, beginning-to-end execution model for a 25MW+ hyperscale AI data center program using PMBOK-based project management, PgMP-level governance, stage-gate controls, integrated risk management, and executive reporting. The document is written as a sanitized representative example of how Damion Thomas Brown would structure, govern, control, and deliver a mission-critical AI infrastructure project as a senior consultant / VP-level program management leader.

The project model assumes a 25MW critical IT load facility designed for accelerated computing, high-density AI training/inference workloads, resilient electrical distribution, scalable cooling, modular expansion, hardened network architecture, and 24/7 operational readiness. The plan covers pre-development, site feasibility, design management, permitting, procurement, construction, commissioning, turnover, operational readiness, stabilization, and benefits realization.

The management philosophy is simple: convert executive strategy into controllable work packages, measure execution through objective leading indicators, and protect schedule, safety, quality, cost, and operational readiness through disciplined governance.

- **Primary delivery objective:** deliver a safe, compliant, scalable, and operationally ready 25MW+ data center capacity block that meets business, technical, resilience, security, sustainability, and schedule objectives.
- **Program-management objective:** establish a repeatable delivery framework that can scale across multiple 25MW phases and future campus expansion.
- **Executive value:** provide one integrated source of truth for leadership decision-making, budget control, risk escalation, stakeholder alignment, and vendor accountability.
- **Candidate value proposition:** combine construction, infrastructure, PMO governance, executive communication, risk control, vendor management, and mission-critical delivery discipline.

2. Sanitized Project Scenario and Assumptions

The following scenario is intentionally generic and sanitized. It uses representative hyperscale data center planning assumptions and does not disclose confidential technical designs, internal program data, site-specific constraints, cost data, vendor arrangements, or proprietary methods.

Category	Representative Assumption
Project name	Project Orion 25 - Hyperscale AI Data Center Capacity Block
Owner/client profile	Global technology company developing AI infrastructure capacity for training, inference, and cloud services
Facility class	Mission-critical data center / AI compute hall with supporting electrical, mechanical, network, security, logistics, and operations spaces
Capacity target	25MW+ critical IT load, scalable in modular phases
Program delivery model	Integrated owner PMO with EPC/CM partners, design consultants, commissioning authority, trade partners, utilities, security, environmental consultants, and operational-readiness teams
Program duration	Representative 30-40 month lifecycle from feasibility through stabilization; schedule varies by land, utility, equipment lead times, permitting, and modular phasing
Methodology	PMBOK process groups, PgMP benefits governance, stage-gate approvals, risk-adjusted baseline control, integrated master schedule, earned value, quality gates, commissioning gates, and change control board governance
Recruitment positioning	Example demonstrates senior-level PMO leadership, project controls, mission-critical delivery, and executive communication capability

3. Project Charter

The project charter formally authorizes the program, defines the business need, appoints the senior project/program management authority, and establishes the baseline governance structure. In a hyperscale data center environment, the charter must be more than an administrative artifact; it must become the executive alignment instrument that connects business demand, capacity delivery, technical design, capital deployment, and operational readiness.

Charter Element	Definition

Business need	Deploy new AI compute capacity to support accelerated workloads, internal product demand, cloud growth, model training, model serving, enterprise AI services, and resilient global infrastructure expansion.
Project purpose	Design, procure, construct, commission, and turn over a 25MW+ data center capacity block with scalable electrical, mechanical, network, security, and operational systems.
Strategic alignment	Supports AI infrastructure growth, capacity resilience, geographic redundancy, latency objectives, sustainability commitments, and enterprise technology roadmap.
Success definition	Capacity available, commissioned, operationally accepted, safely delivered, quality verified, cyber/physical security controls validated, and financial/schedule performance managed within approved governance thresholds.
Executive sponsor	Senior infrastructure / data center executive accountable for investment approval, strategic direction, and executive issue resolution.
Senior project authority	VP/Senior Project Management Consultant accountable for governance, delivery integration, PMO controls, risk escalation, stakeholder alignment, and executive reporting.
Key constraints	Power availability, equipment lead times, AHJ permitting, design freeze discipline, supply chain volatility, utility interconnection, labor availability, safety performance, quality control, cybersecurity, commissioning sequencing, and operational turnover.
Key assumptions	Site is commercially viable, utility capacity can be secured, long-lead equipment procurement is authorized early, executive decision cadence is maintained, and owner requirements are stable enough to support design baseline control.

4. PMBOK / PgMP Methodology Tailoring

A 25MW+ data center program requires project management and program management at the same time. The project-management layer controls scope, schedule, cost, quality, resources, communications, risk, procurement, stakeholder engagement, and integration. The program-management layer connects multiple workstreams, dependencies, executive decisions, benefits realization, and governance across phases.

PMBOK Knowledge Area	Tailored Application for 25MW+ Data Center Delivery
Integration Management	Maintain the integrated master plan, program decision log, baseline approvals, change control board, interface management, and executive escalation cadence.
Scope Management	Translate owner requirements into WBS, design deliverables, construction packages, commissioning gates, turnover requirements, and acceptance criteria.
Schedule Management	Build a resource-loaded integrated master schedule covering design, permits, procurement, utility interconnection, construction, commissioning, migration, and operational readiness.
Cost Management	Control estimate classes, budget authorization, contingency, management reserve, procurement exposure, change order exposure, cash flow, and EVM reporting.
Quality Management	Establish inspection and test plans, submittal quality, first-work-in-place validation, factory acceptance tests, site acceptance tests, commissioning scripts, and defect resolution.
Resource Management	Organize owner PMO, engineering, construction, procurement, safety, commissioning, security, operations, and vendor teams using clear RACI and decision rights.
Communications Management	Deploy an executive reporting system with dashboards, weekly program reviews, action logs, risk heat maps, stage-gate artifacts, and issue escalation.
Risk Management	Maintain a quantified risk register, risk burndown, risk owners, mitigation funding, schedule risk analysis, supply chain risk controls, and executive risk reviews.
Procurement Management	Define procurement strategy for long-lead electrical/mechanical equipment, trade packages, design services, commissioning authority, and spare parts.
Stakeholder Management	Manage executive leadership, operations, design teams, AHJs, utilities, neighboring communities, vendors, contractors, security, network, and facilities operations.

PgMP-level benefits realization is managed through capacity-release milestones, operational readiness, scalable repeatability, reliability metrics, cost predictability, and executive investment-value tracking.

5. Governance Model and Decision Rights

Governance is structured to prevent drift, protect baselines, create executive visibility, and ensure that technical decisions are made at the correct level. The program uses a three-tier governance model: executive steering, program control, and workstream execution.

Governance Body	Purpose	Membership	Cadence	Decision Authority
Executive Steering Committee	Investment oversight, strategic alignment, major risk decisions, baseline approvals, sponsor-level issue resolution	Executive sponsor, finance, legal, infrastructure leadership, VP/Senior PM, operations leader	Monthly / by exception	Approve phase gates, funding releases, major scope/cost/schedule changes
Program Control Board	Integrated delivery governance, change control, risk escalation, cross-workstream dependency management	VP/Senior PM, design lead, construction lead, project controls, procurement, safety, quality, commissioning, operations	Weekly	Approve controlled changes within thresholds and escalate above-threshold decisions
Technical Design Authority	Design standards, owner requirements, engineering decisions, resiliency, maintainability, security, sustainability	Engineering leads, operations, commissioning, security, network, design consultants	Weekly during design; biweekly in construction	Approve technical solutions and design deviations
Change Control Board	Scope/cost/schedule change review, impact analysis, contingency use, baseline updates	PMO, finance, controls, legal/procurement, workstream leads	Weekly / as needed	Approve, reject, defer, or escalate change requests
Commissioning Readiness Board	Readiness to energize, test, commission, and hand over systems	Commissioning authority, safety, electrical, mechanical, controls, operations, security, network, PMO	Phase-gate based	Authorize testing transitions and acceptance readiness

6. Delivery Lifecycle and Stage-Gate Framework

The lifecycle uses controlled phase gates. No phase proceeds without defined entry criteria, exit criteria, accountable deliverables, and executive visibility. This prevents premature procurement, weak design freeze, late operations involvement, commissioning surprises, and uncontrolled cost exposure.

Gate	Phase	Entry Criteria	Exit Criteria / Key Deliverables
G0	Opportunity and Strategic Need	Capacity demand identified; executive sponsor assigned; funding for feasibility authorized	Opportunity brief; strategic fit; initial capacity target; preliminary risk profile
G1	Site Feasibility and Due Diligence	Candidate site shortlist; utility inquiry; land/environmental diligence initiated	Site selection recommendation; utility path; environmental and permitting assessment; preliminary master schedule; Class 5 estimate
G2	Concept / Basis of Design	Site selected; owner requirements drafted; design team engaged	Basis of Design; high-level single-line concepts; cooling concept; network/security concept; procurement strategy; Class 4 estimate
G3	Schematic / Design Development	BoD approved; design freeze plan; long-lead risk identified	Design development package; permit plan; long-lead equipment list; risk register; commissioning strategy; Class 3 estimate
G4	Construction Documents / Permits	DD approved; permit submissions underway; procurement authorized	Issued-for-construction packages; permit approvals or conditional releases; baseline

			schedule; GMP/contract packages; Class 2 estimate
G5	Construction Execution	Contracts released; site mobilized; safety plan active	Civil/structural shell; MEP installation; QA/QC records; equipment deliveries; systems pre-functional readiness
G6	Commissioning / Integrated Systems Testing	Systems installed; pre-functional checklists complete; energization plan approved	Functional tests; integrated systems testing; reliability demonstration; issues closed; operations training complete
G7	Operational Turnover / Stabilization	Commissioning accepted; turnover packages complete	Beneficial use; operations acceptance; asset registry; warranty plan; lessons learned; benefits tracking

7. Scope Management Plan

Scope management begins with clear owner requirements, continues through WBS development, and is controlled through design baseline, procurement packages, construction work packages, commissioning scripts, and operational acceptance criteria. In hyperscale data centers, scope failure often appears as late design revisions, unpriced owner changes, equipment substitutions, incomplete integration requirements, or turnover gaps. The control objective is to prevent unauthorized scope creep while maintaining a path for approved changes.

7.1 Scope Statement

- Develop a 25MW+ critical-load AI compute capacity block with scalable electrical distribution and mechanical cooling strategy.
- Deliver site/civil, structural, architectural, electrical, mechanical, controls, fire protection, physical security, network pathway, and operations-support infrastructure.
- Procure and manage long-lead major equipment including utility gear, transformers, switchgear, UPS systems, generators or alternative resilience systems, cooling equipment, controls, fuel systems where applicable, and electrical distribution equipment.
- Integrate commissioning, energization, network readiness, cybersecurity coordination, operations training, asset management, and turnover documentation.
- Maintain all project controls, executive reporting, risk management, budget governance, schedule governance, contract administration, safety coordination, quality assurance, and stakeholder engagement.

7.2 Major Exclusions / Boundaries

- Final proprietary server architecture, internal model operations, and confidential client platform architecture are outside this public work sample.
- Exact site location, utility provider, budgets, vendor names, contract values, and proprietary design documents are excluded.
- This example does not replace engineering design, code analysis, legal review, security review, or official owner standards.

8. Work Breakdown Structure

WBS ID	Work Package	Description
1.0	Program Governance	Charter, governance bodies, steering committee, decision matrix, stage-gate controls, reporting cadence
2.0	Site and Entitlements	Land diligence, environmental review, geotechnical work, surveys, zoning, permits, utility interconnection, community interfaces
3.0	Design Management	Owner requirements, BoD, schematic design, design development, construction documents, design reviews, constructability, value engineering
4.0	Procurement	Procurement strategy, long-lead equipment, bid packages, contract negotiations, submittals, factory tests, expediting, logistics
5.0	Site/Civil/Structural	Mass grading, roads, drainage, underground utilities, foundations, building shell, structural steel or modular systems

6.0	Electrical Systems	Utility service, substations, transformers, medium-voltage distribution, switchgear, UPS, generators, EPMS, grounding, arc-flash coordination
7.0	Mechanical Systems	Cooling plant, air handling, hydronics, heat rejection, controls, water treatment, leak detection, redundancy, TAB
8.0	Security/Network/Controls	Physical security, access control, surveillance, network pathways, BMS/DCIM/EPMS integration, cybersecurity coordination
9.0	Construction Execution	Safety, field logistics, installation, QA/QC, inspections, RFI/submittal control, schedule management, look-ahead planning
10.0	Commissioning	Commissioning plan, pre-functional checks, functional testing, IST, reliability run, failure mode testing, issue resolution
11.0	Operational Readiness	SOPs, staffing, training, asset registry, spares, maintenance plans, emergency response, turnover packages
12.0	Closeout and Benefits	Financial closeout, lessons learned, warranty management, benefits realization, capacity activation, PMO playbook update

9. Schedule Management Plan

The schedule strategy is to build an integrated master schedule that ties business-demand dates to engineering deliverables, permit approvals, long-lead procurement, utility readiness, construction work fronts, commissioning windows, network readiness, and operations acceptance. The schedule must expose critical path risk early enough for executive action.

Schedule Control Element	Management Approach
Integrated Master Schedule	Single baseline schedule with design, procurement, construction, utility, commissioning, operations, and network dependencies.
Critical Path Method	Critical path reviewed weekly; near-critical paths tracked; float erosion escalated before it becomes a missed date.
Rolling Wave Planning	Detailed 6-week and 12-week look-ahead planning used for field execution while preserving high-level master milestones.
Milestone Governance	Gate approvals, equipment purchase releases, permit approvals, utility energization, permanent power, mechanical completion, IST, and turnover milestones controlled through formal governance.
Schedule Risk Analysis	Monte Carlo / schedule risk analysis performed at major gates and after material changes where schedule exposure is high.
Recovery Planning	Variance triggers activate recovery workshops, resequencing, additional shifts, prefabrication, alternate sourcing, or phased turnover strategies.

9.1 Representative Master Milestone Sequence

Sequence	Representative Milestone	Primary Owner	Gate / Control Point
1	Executive authorization and project charter	Executive sponsor / VP PM	G0
2	Site selection and utility feasibility approved	Site lead / utility lead	G1
3	Basis of Design approved	Design authority	G2
4	Long-lead procurement authorization	Procurement / finance / PMO	G3
5	Permits and IFC package released	Design / AHJ / PMO	G4
6	Site mobilization and civil start	Construction manager	G5
7	Building dry-in / critical equipment delivery window	Construction / logistics	G5
8	Permanent power ready / utility energization	Electrical lead / utility	G6
9	Mechanical completion and	MEP leads / commissioning	G6

	pre-functional complete		
10	Integrated systems testing complete	Commissioning authority	G6
11	Operations acceptance / beneficial use	Operations / PMO	G7
12	Benefits realization review	PMO / sponsor	Post-G7

10. Cost Management and Capital Controls

Cost management is structured around estimate class maturity, baseline control, contingency governance, management reserve, contract exposure, change control, forecasting, cash flow, and executive cost visibility. A mission-critical data center program must maintain strong cost discipline without sacrificing safety, reliability, maintainability, or commissioning integrity.

Cost Control Area	Control Mechanism
Estimate maturity	Progress from Class 5 / conceptual through Class 2 / IFC-supported estimate as design maturity increases.
Budget baseline	Baseline approved at executive gate; changes require impact analysis and CCB approval.
Contingency	Risk-based contingency assigned by work package and retired as risk burns down.
Management reserve	Reserved for executive-level unknowns; release requires sponsor approval.
Commitment tracking	Purchase orders, contracts, change orders, potential changes, and forecast-at-completion tracked weekly.
Earned value	Planned value, earned value, actual cost, CPI, SPI, and milestone percent complete used where work packages support objective measurement.
Cash flow	Monthly cash flow forecast tied to procurement milestones, construction progress, and commissioning phases.
Change exposure	Approved, pending, disputed, and potential changes shown separately to prevent hidden cost drift.

10.1 Cost Reporting Dashboard Elements

- Original budget, approved changes, current budget, committed cost, actual cost, forecast-at-completion, and variance-at-completion.
- Contingency drawdown and remaining risk exposure by WBS package.
- Top ten cost risks and change-order drivers.
- Long-lead equipment exposure, escalation exposure, logistics cost exposure, and schedule recovery cost exposure.
- Executive decision requests requiring funding, contingency release, or scope tradeoff.

11. Quality Management Plan

Quality is planned, built, tested, documented, and accepted. The project cannot rely on final inspection alone; quality must be embedded into submittals, factory acceptance, first-work-in-place, installation inspections, pre-functional checks, commissioning, and turnover documentation.

Quality Layer	Controls
Design quality	Peer reviews, constructability reviews, maintainability reviews, design standards compliance, clash coordination, sequence-of-operations review.
Procurement quality	Approved vendor lists, submittal review, factory acceptance testing, equipment data verification, spare parts review.
Construction quality	Inspection and test plans, first-work-in-place approval, deficiency tracking, system walkdowns, test reports, photo documentation.
Systems quality	Controls validation, EPMS/BMS data-point verification, sensor calibration, TAB, protective relay coordination, load-bank testing.
Commissioning quality	Pre-functional and functional scripts, integrated system testing, failure-mode testing, issue closure, final Cx report.
Turnover quality	O&M manuals, as-builts, warranties, asset tags, training records, SOPs, preventive maintenance plan, spares list.

11.1 Definition of Done

- Work package is installed according to approved drawings, specifications, submittals, code requirements, and owner standards.
- All inspections, tests, punch items, nonconformance reports, and corrective actions are closed or formally accepted.
- Commissioning scripts are completed and witnessed where required.
- Operations has received asset data, maintenance documentation, training, spares, and emergency procedures.
- The system is ready for integrated operations without hidden deficiencies that could affect reliability, safety, or maintainability.

12. Resource and Organization Management

The organization is built around integrated workstreams with clear accountabilities, escalation channels, and decision rights. The VP/Senior Project Management Consultant operates as the integrator who connects executive leadership, technical teams, contractors, vendors, utilities, authorities, operations, and project controls.

Role / Function	Core Accountability
Executive Sponsor	Approves strategic direction, funding gates, major risk decisions, and executive escalations.
VP / Senior Project Management Consultant	Owns integrated delivery governance, PMO controls, executive reporting, risk escalation, stage-gate readiness, and cross-workstream integration.
Program Controls Lead	Maintains schedule, cost, change, risk, reporting, progress measurement, and dashboard integrity.
Design Manager	Controls design deliverables, design reviews, owner requirements, constructability, and design baseline.
Construction Manager	Owns field execution, site logistics, contractor coordination, safety implementation, quality execution, and look-ahead planning.
Procurement Lead	Manages sourcing, long-lead equipment, vendor expediting, logistics, submittals, and contract coordination.
Commissioning Authority	Plans and executes commissioning, energization readiness, functional testing, IST, issue closure, and final Cx reporting.
Operations Readiness Lead	Prepares SOPs, staffing, training, asset registry, maintenance plans, emergency response, and turnover acceptance.
Safety Lead	Owns safety management system, hazard analysis, reporting, audits, permit-to-work, LOTO, high-risk work controls, and safety culture.
Quality Lead	Owns QA/QC plan, ITPs, inspections, NCRs, test records, punch management, and turnover documentation quality.

13. Communications Management Plan

Communications are structured by audience, decision need, level of detail, and urgency. The PMO provides executive clarity without overwhelming leadership and provides workstream-level detail without hiding risk.

Audience	Communication Product	Cadence	Purpose
Executive Steering Committee	Executive dashboard, decision log, risk summary, milestone forecast, funding/change requests	Monthly / by exception	Strategic control and executive decisions
Program Control Board	Integrated status report, action log, change log, risk heat map, schedule/cost variance	Weekly	Cross-functional governance and issue resolution
Workstream Leads	Work package dashboards, look-ahead schedule, RFI/submittal status, constraints log	Weekly / twice weekly	Tactical coordination
Field Teams	Daily huddles, safety briefings, work plans, constraints, inspections	Daily	Safe and productive field execution
Operations Team	Turnover readiness, SOP/training status, asset registry, commissioning status	Weekly during construction; more frequent near turnover	Operational readiness
Vendors / Suppliers	Procurement status, expediting reports, FAT/SAT schedule, shipment tracking	Weekly / biweekly	Supply chain control
AHJ / Utility Stakeholders	Permit status, inspection plan, energization readiness,	As required	External approval coordination

	compliance artifacts		

13.1 Executive Status Report Format

- One-page RAG summary: scope, schedule, cost, safety, quality, risk, procurement, commissioning, operations readiness.
- Top five decisions needed from leadership with due dates and consequences of delay.
- Critical path and forecasted milestone movement since last report.
- Contingency and change exposure, separated by approved, pending, and potential changes.
- Top ten risks with mitigation status and executive asks.
- Safety and quality performance with leading indicators, not only lagging incident counts.

14. Risk Management Plan

Risk management is continuous, quantitative where useful, and owned at the correct level. The program separates risks, issues, assumptions, constraints, decisions, and changes so leadership can see what must be mitigated, what must be decided, and what has already impacted the baseline.

Risk Category	Representative Risk	Mitigation Strategy
Power / Utility	Utility capacity or interconnection date does not align with project turnover	Early utility engagement, phased energization plan, alternate sequencing, executive utility escalation, schedule risk reserve
Long-lead Equipment	Transformers, switchgear, generators, UPS, cooling equipment, or controls experience lead-time slippage	Early procurement authorization, approved alternates, expediting, FAT planning, logistics risk tracking, vendor performance reviews
Design Freeze	Late owner requirements or technical changes impact procurement and construction	Design authority, change control board, freeze gates, constructability reviews, impact analysis before approval
Permitting / AHJ	Permit comments, inspections, or code interpretations delay work	Early AHJ meetings, permit matrix, code consultant, phased permit strategy, inspection readiness planning
Safety	High-risk electrical, lifting, confined space, hot work, or energized testing creates incident exposure	Permit-to-work, LOTO, lift plans, safety audits, daily briefings, stop-work authority, commissioning safety plan
Quality	Installation defects discovered late during commissioning	First-work inspections, ITPs, pre-functional checks, quality hold points, issue tracking, QA/QC staffing
Commissioning	IST reveals controls, power, cooling, failover, or sequence issues	Cx involvement during design, script reviews, simulation, pre-functional rigor, dry-run testing, issue triage board
Cost Escalation	Market escalation or change orders exceed contingency	Procurement strategy, escalation clauses review, contingency governance, VE without reliability degradation, early scope validation
Cyber / Controls	BMS/EPMS/DCIM integrations create security or data integrity risk	Security architecture review, segmented networks, access control, logging, vendor access governance, acceptance testing
Operations Readiness	Facility technically complete but not operationally ready	Early operations engagement, SOP/training plan, asset registry, spares, emergency drills, turnover readiness board

14.1 Risk Scoring Model

Each risk is scored for probability, impact, proximity, detectability, and owner accountability. High-priority risks require named mitigation actions, due dates, cost/schedule exposure, and escalation status. Risks are retired only when objective evidence shows mitigation is complete or exposure no longer applies.

15. Procurement and Supply Chain Management

Procurement is treated as a critical-path workstream, not an administrative function. For 25MW+ data center programs, long-lead electrical and mechanical equipment can determine the entire delivery strategy. Procurement must be integrated with design maturity, budget authorization, factory testing, logistics, installation sequence, commissioning readiness, and spare parts strategy.

Procurement Package	Primary Considerations

Utility / Substation Equipment	Utility coordination, transformers, medium-voltage gear, protective relays, metering, energization sequence.
Electrical Distribution	Switchgear, UPS, PDUs, busway, generators or resilience systems, fuel systems, grounding, arc-flash coordination.
Mechanical Cooling	Chillers or alternate cooling systems, cooling towers/dry coolers, CRAH/air handling, pumps, controls, water treatment, leak detection.
Controls / Monitoring	BMS, EPMS, DCIM integration, data points, cybersecurity controls, alarm hierarchy, trend logging, operational dashboards.
Construction Trades	Civil, concrete, steel, enclosure, electrical, mechanical, fire protection, low voltage, controls, security, commissioning support.
Commissioning Services	Cx authority, testing equipment, load banks, temporary instrumentation, failure-mode testing support, IST documentation.
Operations Spares	Critical spares, consumables, tools, lockout devices, replacement components, maintenance supplies.

15.1 Procurement Control Points

- Procurement cannot release without approved technical requirements, commercial strategy, risk review, and schedule impact analysis.
- Submittals are tracked as schedule activities with review cycle time performance.
- Factory acceptance testing is planned early and tied to quality and commissioning requirements.
- Expediting reports are reviewed at the Program Control Board until delivery risk is retired.
- Substitutions require engineering, operations, commissioning, procurement, and PMO approval before acceptance.

16. Stakeholder Engagement Plan

Stakeholders are mapped by influence, impact, decision authority, information need, and risk. The VP/Senior Project Management Consultant owns the engagement model that keeps executive leadership informed, technical teams aligned, contractors accountable, and external stakeholders coordinated.

Stakeholder	Interest / Concern	Engagement Strategy
Executive leadership	Capacity, cost, schedule, risk, business value	Concise dashboards, decision memos, gate reviews, exception escalation
Data center operations	Maintainability, safety, staffing, SOPs, readiness	Early involvement, design reviews, Cx participation, turnover readiness reviews
Engineering / design authority	Standards, technical integrity, resilience, code compliance	Design review cadence, issue logs, technical decision records
Construction partners	Buildability, productivity, safety, scope clarity	Constructability reviews, look-ahead planning, change discipline, field coordination
Procurement / vendors	Clear specifications, submittals, lead times, acceptance criteria	Procurement matrix, expediting cadence, FAT/SAT planning
AHJs / regulators	Code compliance, permit requirements, inspections	Permit matrix, early meetings, inspection readiness, document control
Utility provider	Load availability, interconnection, energization sequence	Utility governance track, executive escalation when required, energization readiness plan
Security / network teams	Physical and cyber controls, access, monitoring, connectivity	Integrated design reviews, access governance, network pathway and controls validation
Community / neighboring parties	Traffic, construction impacts, environmental concerns	Community impact controls, site logistics plan, compliance communications

17. Safety and Compliance Management

Safety is a core project value and a non-negotiable execution control. Mission-critical projects include high-risk activities involving major lifts, electrical work, confined spaces, hot work, energized testing, heavy equipment, temporary power, crane operations, and commissioning failure-mode simulations. Safety management must be integrated into planning and daily execution.

- Implement a project-specific safety management plan with stop-work authority for all workers.
- Require job hazard analyses, pre-task plans, daily safety briefings, and high-risk work permits.
- Maintain LOTO governance for construction, commissioning, energization, and testing transitions.
- Track leading indicators: safety observations, corrective-action closure, permit compliance, training completion, high-risk work audits, and near-miss reporting.

- Integrate safety reviews into commissioning readiness and energization approvals.
- Coordinate environmental, stormwater, waste, noise, traffic, and community impact compliance.

18. Design Management and Technical Baseline Control

Design management converts owner requirements into buildable, maintainable, testable, and operable systems. Design baseline control is critical because late changes to electrical topology, cooling strategy, controls architecture, or equipment specifications can create cascading procurement, construction, commissioning, and operations impacts.

Design Review Type	Purpose
Owner Requirements Review	Confirm business objectives, capacity target, resilience, maintainability, operations, safety, security, sustainability, and reporting needs.
Basis of Design Review	Confirm electrical topology, mechanical concept, redundancy, growth model, network/security, operating conditions, and design assumptions.
Constructability Review	Identify sequence issues, access constraints, prefabrication opportunities, temporary works, logistics, and safety considerations.
Maintainability Review	Validate equipment access, replacement paths, operational procedures, spares, instrumentation, and maintenance safety.
Commissionability Review	Confirm systems can be tested, monitored, safely failed over, and accepted through defined commissioning scripts.
Cyber / Controls Review	Validate BMS/EPMS/DCIM architecture, access control, segmentation, logging, data integrity, vendor access, and monitoring.
Design Freeze Review	Authorize baseline freeze and require change control for deviations.

19. Construction Execution Plan

Construction execution is managed through work-front planning, constraint removal, safety control, QA/QC, contractor coordination, procurement readiness, and commissioning-aware sequencing. The field plan must prioritize permanent power, cooling plant readiness, controls integration, network readiness, system isolation boundaries, and turnover zones.

19.1 Execution Controls

- Develop logistics plan for site access, laydown, major equipment delivery, crane picks, traffic, security, and weather constraints.
- Use weekly coordination meetings and daily field huddles to align safety, productivity, inspections, constraints, and work-front sequencing.
- Maintain a constraints log for drawings, RFIs, submittals, permits, materials, labor, access, inspections, and shutdown/energization dependencies.
- Establish turnover zones and system boundaries early so construction completion feeds commissioning rather than creating a late-stage bottleneck.
- Use 3-week, 6-week, and 12-week look-ahead schedules tied to the integrated master schedule.
- Track production quantities where possible and compare actual productivity against plan to identify recovery needs early.

19.2 Field Performance Metrics

Metric	Purpose
Planned percent complete	Measures reliability of weekly commitments.
RFI cycle time	Identifies engineering decision bottlenecks.
Submittal cycle time	Identifies procurement and review bottlenecks.
Constraint closure rate	Shows whether the PMO is removing blockers fast enough.
Punch item creation and closure	Indicates quality trend and readiness for turnover.
Safety leading indicators	Measures proactive safety performance.
Commissioning readiness by system	Shows whether construction completion aligns with testing sequence.

20. Commissioning, Energization, and Integrated Systems Testing

Commissioning is planned from the beginning, not added at the end. The commissioning strategy validates that systems are installed correctly, operate independently, integrate as intended, fail safely, recover properly, and can be operated by

the facilities team. Commissioning readiness is governed through formal gates because premature testing can create safety, quality, and schedule risk.

Commissioning Phase	Key Activities
Level 0 - Planning	Cx plan, roles, scripts, safety planning, design review, commissioning schedule, documentation requirements.
Level 1 - Factory Acceptance	FAT for major equipment, controls validation, equipment data verification, issue tracking.
Level 2 - Installation Verification	QA/QC inspections, pre-functional checklists, equipment installation validation, punch management.
Level 3 - Functional Performance Testing	Component and system testing, controls sequences, alarms, safeties, interlocks, EPMS/BMS points.
Level 4 - Integrated Systems Testing	Power and cooling integrated testing, failure-mode testing, redundancy validation, load-bank testing, system recovery.
Level 5 - Operational Readiness / Reliability	Operations training, SOP validation, emergency drills, reliability demonstration, final acceptance and turnover.

20.1 Energization Readiness Checklist

- Approved energization plan, LOTO plan, switching procedure, and emergency response plan.
- Electrical inspections complete and deficiencies closed or formally accepted.
- Protective relay settings, coordination studies, arc-flash labeling, and grounding verification complete.
- Safety briefings complete for all involved personnel.
- Utility, owner, contractor, commissioning, and operations roles confirmed.
- Communications plan and stop-work authority confirmed.
- Rollback plan, test boundaries, and isolation points confirmed.

21. Operational Readiness and Turnover

Operational readiness begins during design and matures throughout construction. A data center is not complete when construction is physically finished; it is complete when operations can safely and confidently run it. The turnover strategy requires asset data, training, SOPs, spares, warranties, preventive maintenance plans, emergency procedures, and validated monitoring systems.

Turnover Artifact	Acceptance Purpose
As-built drawings	Accurate facility configuration for operations and future expansion.
O&M manuals	Maintenance procedures, manufacturer data, troubleshooting, and operating limits.
Asset registry	Equipment records, serial numbers, warranty dates, maintenance schedules, and criticality ranking.
SOPs / EOPs / MOPs	Standard operations, emergency response, and method-of-procedure controls.
Training records	Evidence that operations staff can operate and maintain systems.
Commissioning reports	Objective proof of functional and integrated systems performance.
Spares and tools	Operational capability for maintenance and incident response.
Warranty / closeout package	Commercial and technical closeout completeness.

22. Change Control Plan

Change control protects the approved baseline. Every change is classified, impact-assessed, reviewed, approved or rejected, documented, and reflected in the project controls system. No work proceeds on a material change without authorization unless there is an immediate safety or emergency condition.

Change Step	Required Action
1. Initiation	Change request submitted with scope description, reason, urgency, and originator.
2. Screening	PMO determines whether request is a design clarification, field issue, owner change, code requirement, vendor substitution, or risk response.
3. Impact Analysis	Cost, schedule, quality, safety, procurement, commissioning, operations, security, and risk impacts assessed.
4. Recommendation	PMO recommends approve, reject, defer, or escalate.
5. Approval	CCB approves within thresholds or escalates to Executive Steering Committee.
6. Implementation	Approved change added to contracts, schedule, budget,

	drawings, risk log, and communications plan.
7. Verification	PMO verifies completion and updates forecast, lessons learned, and benefits impact where applicable.

23. AI-Enabled PMO and Agentic Project Controls Model

A modern data center PMO can use AI agents to support schedule intelligence, document control, risk sensing, issue triage, meeting-note synthesis, submittal/RFI analysis, commissioning readiness tracking, and executive dashboard preparation. AI does not replace accountable leadership; it increases speed, visibility, pattern detection, and decision quality when governed properly.

AI / Agentic Function	Use Case	Control Requirement
Schedule intelligence	Detect float erosion, missed logic, critical-path movement, procurement slippage, and field productivity patterns	Human validation by controls lead before executive reporting
Risk sensing	Review meeting notes, RFIs, submittals, change logs, safety observations, and procurement reports for emerging risk signals	Risk owner confirms risk statement, probability, impact, mitigation, and due date
Document control	Classify and route RFIs, submittals, permits, meeting minutes, commissioning records, and turnover documents	Document control manager approves metadata, revision, and distribution
Executive reporting	Draft dashboard narratives, decision memos, trend explanations, and action summaries	VP/Senior PM approves final messaging
Commissioning readiness	Compare pre-functional checklists, punch items, test scripts, and system boundaries to readiness criteria	Cx authority validates readiness status
Lessons learned	Extract repeated issues, root causes, and reusable playbook improvements across phases	PMO governance approves formal playbook updates

- AI output is advisory and cannot approve design, safety, commissioning, legal, cost, schedule, or contractual decisions by itself.
- All AI-supported controls must preserve confidentiality, access governance, audit trails, and human accountability.
- The PMO should use AI to surface weak signals earlier, not to hide uncertainty behind automated confidence.

24. Sustainability, Energy, and Resilience Considerations

Sustainability and resilience must be balanced with operational requirements. AI data centers place heavy demands on power, cooling, water, carbon strategy, land use, utility infrastructure, and community impact. The PMO should keep sustainability metrics visible from concept through operations rather than treating them as after-the-fact reporting.

- Evaluate power sourcing, renewable energy strategy, grid constraints, emissions reporting, and efficiency goals.
- Track PUE/WUE design targets and validate assumptions during commissioning and operations stabilization.
- Assess cooling options based on climate, density, water availability, maintenance model, reliability, and scalability.
- Integrate resilience planning for severe weather, utility interruption, equipment failure, supply chain disruption, and operational incidents.
- Include community impact planning for traffic, noise, water use, emergency response, and local stakeholder expectations.

25. Performance Measurement and Benefits Realization

Benefits realization connects project outputs to business outcomes. A facility that is constructed but cannot reliably support the intended AI workloads has not delivered full value. Benefits must be measured through capacity release, availability, operational readiness, reliability, scalability, cost predictability, and reusable delivery capability.

Benefit / KPI	Measurement Approach
Capacity availability	MW capacity released and accepted by operations against plan.
Schedule predictability	Milestone performance, critical path variance, forecast accuracy.
Cost predictability	Forecast accuracy, contingency performance, change exposure, cost variance.
Safety performance	TRIR/recordables where applicable plus leading indicators, high-risk work audit closure, near-miss reporting.
Quality performance	Defect density, punch closure, NCR closure, commissioning issue closure.

Commissioning performance	Functional test pass rate, IST completion, failure-mode issue closure, reliability run performance.
Operations readiness	Training completion, SOP/EOP/MOP approval, asset registry completion, spares readiness.
Scalable repeatability	Lessons learned incorporated into next phase, reusable templates, improved cycle times, reduced risk exposure.

26. PMO Deliverables Matrix

Deliverable	Frequency / Gate	Owner	Executive Value
Project charter	G0	VP/Senior PM	Authorizes work and aligns executive intent
Governance plan	G0-G1	VP/Senior PM	Defines decision rights and escalation
Integrated master schedule	Baseline at G3/G4; updates weekly	Controls lead	Shows critical path and milestone forecast
Risk register / heat map	Weekly; executive monthly	Risk manager / PMO	Exposes threats and mitigation accountability
Cost report / forecast	Monthly; weekly exceptions	Cost lead	Protects capital and contingency
Change log	Weekly	Change manager	Controls baseline and scope drift
Procurement tracker	Weekly	Procurement lead	Identifies supply chain and long-lead risk
Design decision log	Weekly during design	Design manager	Protects technical baseline
Commissioning readiness dashboard	Weekly near commissioning	Cx authority	Shows readiness to energize and test
Turnover readiness dashboard	Weekly near turnover	Operations readiness lead	Validates operational acceptance
Lessons learned report	Each gate and closeout	PMO	Improves repeatable delivery playbook

27. Example RACI Summary

Activity	Executive Sponsor	VP / Senior PM	Design Lead	Construction Lead	Procurement	Cx Authority	Operations
Charter approval	A	R	C	C	C	C	C
Governance plan	A	R	C	C	C	C	C
Owner requirements	A	R	R	C	C	C	C
Basis of Design	A	C	R	C	C	C	C
Integrated master schedule	I	A/R	C	C	C	C	C
Long-lead procurement	A	C	C	C	R	C	C
Construction execution	I	A	C	R	C	C	C
Safety management	I	A	C	R	C	C	C
Commissioning plan	I	A	C	C	C	R	C
Operational readiness	I	A	C	C	C	C	R
Change control	A for major	R	C	C	C	C	C
Final turnover	A	R	C	C	C	R	A/R

RACI legend: R = Responsible; A = Accountable; C = Consulted; I = Informed.

28. Closeout, Lessons Learned, and Repeatable Playbook

Closeout is performed in parallel with turnover and stabilization. The PMO closes commercial, technical, operational, and governance artifacts while preserving knowledge for the next phase. Lessons learned are captured at each gate, not only at the end, because late lessons are less valuable than lessons that improve the next workstream immediately.

- Close contracts, reconcile change orders, resolve claims, and confirm warranty obligations.
- Archive approved drawings, as-builts, O&M manuals, commissioning reports, permits, inspections, asset data, and training records.
- Run benefits realization review against capacity, schedule, cost, safety, quality, commissioning, and operations-readiness KPIs.
- Update PMO templates, risk libraries, procurement playbooks, design-review checklists, commissioning readiness checklists, and executive dashboard formats.
- Prepare a repeatable 25MW expansion playbook for future phases with improved cycle time, reduced risk, and better stakeholder alignment.

29. Candidate Leadership Positioning Statement

As a VP/Senior Project Management Consultant, Damion Thomas Brown brings the ability to structure large, ambiguous programs into executable governance systems. This plan demonstrates a leadership approach grounded in PMBOK discipline, PgMP program thinking, executive communications, mission-critical infrastructure awareness, risk management, construction delivery, project controls, and operational readiness.

The value is not simply managing tasks. The value is building the management system that allows executives, engineers, contractors, vendors, utilities, commissioning teams, and operations leaders to make fast, disciplined, evidence-based decisions on a complex capital program.

- Executive-level program governance and stakeholder alignment.
- Mission-critical infrastructure delivery discipline for high-risk, high-visibility environments.
- PMBOK-based integration of scope, schedule, cost, quality, risk, communications, procurement, resources, and stakeholders.
- AI-enabled PMO thinking with appropriate human accountability and confidentiality controls.
- Strong ability to translate technical complexity into executive decision-ready language.

30. Appendix A - Sample Executive Dashboard

Area	RAG	Status Narrative	Executive Ask
Safety	Green	Leading indicators positive; high-risk energization work remains under permit-to-work control.	None. Continue executive emphasis on stop-work authority.
Schedule	Amber	Critical path pressured by utility coordination and long-lead electrical equipment delivery.	Support utility escalation and approve mitigation funding if delivery variance exceeds threshold.
Cost	Amber	Forecast remains within current budget plus approved contingency, but pending changes require decision.	Approve or reject pending scope options by decision date.
Quality	Green	First-work inspections and punch closure trending positively; commissioning documentation quality improving.	None. Maintain QA staffing.
Procurement	Amber	Transformer and switchgear delivery remain top supply chain risks.	Authorize alternate sourcing evaluation.
Commissioning	Amber	Pre-functional readiness improving; controls integration issues require focused triage.	Support weekly Cx readiness board until IST.
Operations Readiness	Green	SOP draft set, training matrix, and asset registry are progressing.	Confirm operations staffing availability for shadowing and training.

31. Appendix B - Sample Change Request Form

Field	Required Information
Change ID	Unique identifier assigned by PMO.
Originator	Person or organization requesting change.
Description	Clear description of requested change.
Reason / Driver	Owner request, code requirement, design issue, field condition, vendor substitution, risk response, value engineering, safety issue.
Scope Impact	Affected WBS elements, drawings, specifications, packages, systems, turnover zones.
Schedule Impact	Critical path effect, float impact, milestone impact, procurement effect, commissioning effect.
Cost Impact	Direct cost, indirect cost, contingency impact, escalation, recovery cost, forecast-at-completion effect.
Risk Impact	New risks introduced, risks retired, residual exposure.
Operations Impact	Maintainability, SOPs, spares, training, monitoring, reliability, safety.
Recommendation	Approve, reject, defer, or escalate.
Approval	CCB or Executive Steering Committee approval record.

32. Appendix C - Sample Risk Register Fields

Field	Description
Risk ID	Unique risk number.
Risk Statement	If [cause], then [event], resulting in [impact].
Category	Power, permit, design, procurement, construction, safety, quality, commissioning, operations, cost, schedule, stakeholder, environmental.
Probability	Likelihood score.
Impact	Cost/schedule/quality/safety/operations impact score.
Proximity	How soon the risk may occur.
Owner	Named accountable person.
Mitigation Plan	Specific actions, dates, and evidence of completion.
Contingency Plan	Action if risk becomes issue.
Residual Risk	Exposure remaining after mitigation.
Status	Open, mitigating, watch, retired, realized as issue.

33. Appendix D - Sample Interview Talking Points

- I manage large infrastructure programs by building an execution system: governance, stage gates, integrated schedule, cost controls, risk, change control, procurement, commissioning, and operational readiness.
- For a 25MW+ AI data center, I would treat long-lead procurement, utility interconnection, design freeze, commissioning, and operations readiness as critical-path workstreams from day one.
- My PMBOK method is disciplined but practical: define scope, build the baseline, identify risks early, create decision rights, measure performance objectively, and escalate only the decisions leadership needs to make.
- My PgMP perspective is that one project is never just one project; it is a repeatable capacity-delivery program that must create benefits across future phases.
- I am comfortable working at the intersection of executives, engineering, construction, operations, procurement, safety, quality, commissioning, vendors, and external authorities.