

**BUS 5003 - Project Charter**

***Subway Safety System***

***Document Version History***

|  |  |  |
| --- | --- | --- |
| Creation / Change Date | Author | Reason for Change |
| 30 January 2023 | Mukul Mahajan | Clarifying and addition of the objectives. |
| 16 February 2023 | Gurvinder Singh | Addition of schedule, organization, and shareholders |
| 26 February 2023 | Cho Zin Thet & Harini Chandrasekaran | Addition and recognition of Risks and Timeframe of occurrence & Changes in sequence and dates |
| 16 March 2023 | Divyam Thakkar & Lynford Dsilva | Increase in Budget by 87M for including platform screen doors & Project Team organogram formation. |
| 23 March 2023 | Mukul Mahajan & Cho Thet | Deciding what should be the final step to declare each step of the project is ready to launch. |

|  |
| --- |
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# 1.0 Project Overview

The project title is improving public safety and security system on Canadian subway stations. The purpose of this project is to enhance the security and safety measures at Canadian subway stations and to offer strategies to reduce violent subway crimes.

* This initiative will address the issues of major physical acts of violence and subway crimes such as murders, gunshots, pushing, stabbings, muggings, and threats to one's life, particularly within subways, which can improve locals' sense of security.
* Prevent passengers from accidentally falling onto the tracks, getting too close to moving trains, committing suicide (by Jumping), and homicide (by pushing). Moreover, it will improve safety and enhance the station environment.

Ultimately by doing this, subways will be far safer as it will result in fewer assaults in the TTC and subway which will lead to a drastic decrease in the crime rate and gain more public reliability on the government transportation system. Otherwise, this will result in many advantages to the government and people in Canada such as improving community health and economic benefits to the community.

# 2.0 Project Objectives

The goal of this project is to reduce a surge of violent incidents in the subway system that target both commuters and operators by deploying high-tech security systems to prevent major subway crimes and provide a safer station environment that benefits from fewer incidents which will increase the reliability and credibility of Stakeholders.

The main objectives that our project will serve are:

1. **Modification of entry and exit points** – The entrance and exit area will be modified to be a safer environment, more efficient, and compatible in subways with the safety protocols of buses and streetcars with the required procedures, items, plans, and architecture layouts.
2. **X-BIS Machine installation** – It is designed for screening the passengers’ bags and belongings to detect and identify any potential weapons that may have been brought into the area and ensure the safety of all individuals.
3. **Manual security check** - At the entry point of the subways, police personnel will check manually by using the metal detectoforto passengers. This would provide an extra layer of security and help to reduce the risk of any potentially dangerous situations occurring.
4. **Installing network boosters inside subway trains and tunnels** – It can greatly improve our ability to contact anyone, especially in the event of an emergency. This will ensure that we can get help quickly and reliably in times of need.
5. **Installing Platform Screen Doors (PSDs)** – This will result in reducing the risk of violent crime, lowering labor costs by eliminating the need for conductors and security guards, and preventing litter build-up on the track or passengers from dropping litter onto the tracks, resulting in a safer and cleaner subway environment for both passengers and public servants.
6. **Proper awareness**– We will use available resources and create plans to encourage self-defense awareness and do's and don'ts methods to lower crime rates.

# 3.0 Project Scope

This section provides a high-level description of the scope of the project and **must** include.

* In Scope work/items (product description, etc.)

| **Objective**  (must match wording from the precious section exactly) | **In Scope**  (sub-objectives / next-level WBS) | **Out of Scope** | **Sequencing** (consecutive/concurrent) |
| --- | --- | --- | --- |
| 1. Modification of entry and exit points. | 1. Planning 2. Architecture layout. 3. Procurement of the Items required. 4. Implementation. | * Approval * Modification Area constraints. | * 1a, 1b (concurrent) * 1c, 1d (consecutive) |
| 1. Installation of X-Bis Machines | 1. Planning And Budgeting 2. Staffing by outsourcing 3. Analyzing and purchasing 4. Installing. 5. System testing. | * Errors (Human/ Machines) * Unforeseen Incidence | * 2a, 2b (concurrent) * 2c, 2d, 2e (consecutive) |
| 1. Manual screening by Metal Detector | 3a) Procurement of the device  3b) Establish Security Procedure  3c) Train Security Personnel | * Security Personnel Manpower | * 3a, 3b, 3c (consecutive) |
| 1. Installing Platform Screen Doors | 1. Assess Platform Door Requirements 2. Procurements 3. Installation of the PSDs 4. Test or Inspect Platform Doors | * Errors (Human/ Machines) * Improperly installed doors * Incorrect measurements | * 4a, 4b (Concurrent) * 4c, 4d (consecutive) |
| 1. Installing network Boosters | 1. Planning and accessing the place for installation. 2. Tenders and Quotation for Purchase 3. Installation of the network boosters 4. Testing and Finalizing | * Range coverage * Equipment malfunction * Software problem | * 5a,5b (Concurrent) * 5c,5d (Consecutive) |
| 1. Proper awareness | 6a) Analyzing the current measures.  6b) Formulating a new strategy  6c) Promoting the available resources.  6d) Displaying the required do’s and don’ts measures. | * Mindset of the people | * 6b,6c(Concurrent) * 6a,6d(Consecutive) |

# 4.0 Project Preliminary Schedule

|  |  |  |
| --- | --- | --- |
| Key Activities / Milestones | Estimated Start | Estimated Finish |
| 1. Modification of entry and exit points.    1. Planning    2. Architecture    3. Procurement of the item required.    4. Implementation   Milestone: Merging the direction to entry and exit points completed. | 1 March 2023  1 March 2023  16 March 2023  16 April 2023 | 7 March 2023  15 March 2023  15 April 2023  31 May 2023 |
| 1. Installation of X-Bis Machines    1. Planning And Budgeting    2. Staffing by outsourcing    3. Analyzing and purchasing    4. Installing.    5. System testing.   Milestone: Installation Setup completes. | 1 June 2023  1 June 2023  21 June 2023  1 July 2023  16 September 2023 | 10 June 2023  20 June 2023  31 July 2023  15 September 2023  15 October 2023 |
| 1. Manual screening by Metal Detector    1. Procurement of the device    2. Train Security Personnel    3. Establish Security Procedure   Milestone: Metal Detector and training concluded. | 16 October 2023  1 November 2023  1 November 2023 | 31 October 2023  10 November 2023  10 November 2023 |
| 1. Installing Platform Screen Doors   4.a) Assess Platform Door Requirements  4.b) Procurements  4.c) Installation of the PSDs  4.d) Test or Inspect Platform Doors  Milestone: Installation of Platform Screen Doors has been finished. | 11 November 2023  11 November 2023  1 January 2024  16 April 2024 | 20 November 2023  31 December 2023  15 March 2024  30 April 2024 |
| 1. Installing network Boosters    1. Planning and accessing the place for installation.    2. Tenders and Quotation & Purchase    3. Installation of the network boosters    4. Testing and finalizing   Milestone: Setting up of network boosters done. | 1 April 2024  1 April 2024  21 April 2024  21 April 2024 | 20 April 2024  20 Apr 2024  15 May 2024  15 May 2024 |
| 1. Proper awareness   6a) Analyzing the current measures.  6b) Formulating a new strategy.  6c) Promoting the available resources.  6d) Displaying the required dos and don’ts measures.  Milestone: All the necessary steps and posters are taken. | 16 May 2024  10 June 2024  10 June 2024  04 July 2024 | 10 June 2024  30 June 2024  04 July 2024  23 July 2024 |

**\*As per the above Schedule the Go-Live date will be 24 July 2024.**

Note: In these objectives procurement work for 2c, 3a and 4b can be done concurrently to save time further in the completion of the project as these all are Hi-Tech devices and can be obtained by the same type of vendor.

# 5.0 Project Organization

**5.1 Project Stakeholders** - Groups or organizations whose interests may be impacted by the execution or completion of the project, and who may exert influence over the project and its deliverables. It should always include the Project Sponsor (authorizes the project) and the client/ business owner (the person/ group who will accept the project deliverables upon completion - may be the same as the sponsor).

|  |  |  |
| --- | --- | --- |
| **Group/Individual** | **Role (Project Interest or Impact)** | **Internal/External** |
| *(e.g. Departmental Employees as identified in the Case Study)* | *(e.g. users of the new service)* | *(e.g. internal)* |
| 1.Canadian Govt | providing funding and resources to ensure safe and secure transportation systems. | Internal |
| 2.Transport Canada | to provide guidance and oversight on measures that enhance safety and security. | Internal |
| 3.Canadian Police forces | providing a visible presence, responding to emergencies, and enforcing the law. | Internal |
| 4. Subway system operators and owners | implementing safety and security measures, training staff, and responding to security incidents. | Internal |
| 5. Subway passengers and riders | being alert and reporting suspicious activity. | External |
| 6. Security and surveillance companies | providing advanced security technologies and monitoring systems. | External |
| 7. Private security firms | providing additional surveillance, monitoring, and enforcement. | External |
| 8. Municipal and state law enforcement agencies | enforcing laws, promoting public safety, and providing security services | Internal |
| 9. Businesses located inside subways | providing added visibility and a presence to deter a potential crime. | External |
| 10. Emergency responders | responding to emergencies and providing a visible presence to deter crime. | External |
| 11. Civil liberties and privacy advocates | advocating for increased transparency, privacy protections, and the implementation of effective security measures. | External |

**5.2** **Project Team** - Names for critical resources and/or identified team members who will be responsible for performing the work of the project.

|  |  |  |
| --- | --- | --- |
| **Name** | **Organization / Department** | **Role** |
| Mahajan, Mukul | Human Resources Department | HR Manager |
| Singh, Gurvinder | Finance | Financial Advisor |
| Dsilva, Lynford Stefan | Outsourcing | Contractor |
| Thakkar, Divyam Nimish | Public Safety | Public safety communicator |
| Chandrasekaran, Harini | Legal | Legal Advisor |
| Thet, Cho zin | Supply Chain Department | Procurement Manager |
| Thakkar, Divyam Nimish | Non-profit organization | Social Activist |
| Singh, Gurvinder | Armed Force | Security/Police |
| Mahajan, Mukul | Manufacturing | Installing Engineer |
| Chandrasekaran, Harini | Software | Technical Supporter |
| Dsilva, Lynford Stefan | Telecommunication | Technician |

**5.3** **Project Communications Plan** – Key information to be collected and distributed to stakeholders based on project requirements.

| What Information? | Target Audience | Frequency / When? | Method of Communication | Provider |
| --- | --- | --- | --- | --- |
| 1. Project Schedule | Project Team, Stakeholders, Project Sponsor | Biweekly | Email | Project Manager |
| 1. Financial Plan | Financial Advisor, Project Sponsor, Project Team | Quarterly | Email, Project Management Tool | Financial Advisor |
| 1. Emergency Response Plan | Public Safety Communicator Project Team, Security/Police As needed | Daily | Email, Telephone | Document Public Safety Communicator |
| 1. Installation Plan | Project Team, Technician, Installing Engineer | Weekly | Email | Project Management Tool Installing Engineer |
| 1. Maintenance Plan Technician | Project Team, Procurement Manager | Biweekly | Email | Project Management Tool Technician |
| 1. Project Status Report | Project Team, Stakeholders, Project Sponsor | Weekly | Email | Project Manager |
| 1. Quality Assurance Plan | Project Team, Stakeholders, Project Sponsor | Monthly | Email | Project manager, Quality assurance team |
| 1. Risk Assessment and Management Plan | Stakeholders, Project sponsor | Quarterly | Email | Project Manager, Project team |
| 1. Stakeholders Report | Stakeholders | Monthly | Email, Conference | Project Manager |
| 1. Change Management Report | Project Sponsor, Stakeholders, Senior Management | Quarterly | Email, Conference | Project manager, the Project team |

# 6.0 Project Risk Identification and Assessment

**6.1 Risk List -**

|  |  |
| --- | --- |
| **#** | **Risk (uncertain event that may be impact the project either positively or negatively)** |
|  | NGOs may find it bizarre and against their moral values. |
|  | Carrying weapons for safety. |
|  | Misuse of power. |
|  | The surge in the cost of transportation |
|  | Decrease in manpower of security guards and labor costs |

**6.2 Risk Analysis –**

| No. | Risk (from the list above) | Impact | Probability | Timeframe |
| --- | --- | --- | --- | --- |
|  | **IF**, some human rights and NGO organizations find this incitive bizarre and against their moral values. | High | Low | Near |
| **THEN** (consequence), NGOs could challenge the project's legality, arguing that it does not adequately protect human rights, or oppose it for ethical or ideological reasons. In some cases, the NGO might even mobilize public opposition to the project, thus creating a situation that would be difficult to overcome. | | | |
| **RESPONSE**: The organizations could choose to accept the government's incitive if no other viable solutions can be found. They could also choose to transfer the responsibility of security to other entities, such as private security companies, or to share the responsibility with other government entities. They could also avoid any negative effects of the incitive by creating programs that address the needs of homeless people, or by advocating for laws that protect the rights of homeless people. Finally, they could exploit any positive effects of the incitive, such as increased public safety, by publicizing the initiative and its results. | | | |
|  | **IF**, the person wants to carry a weapon for his/her safety because the neighborhood, they live in is not safe for them. | Medium | Low | Far |
| **THEN** (consequence), they may be unable to effectively protect themselves in dangerous situations. They may also be more vulnerable to attack from people who do have weapons. Additionally, they may lack the confidence to confront potential threats, since they cannot rely on a weapon to protect themselves. | | | |
| **RESPONSE:** The best response to this situation would be to transfer the need to carry a weapon by using alternative methods of self-protection, as well as exploring ways to increase the safety of the local neighborhood. | | | |
|  | **IF**, due to the increase in police force around the city, the misuse of power may be observed. | Medium | Low | Mid |
| **THEN** (consequence), If police misuse their power, it can have a profound and damaging effect on public trust. People may become fearful of the authorities, leading to a breakdown in the relationship between the public and the police. Additionally, people may become more resistant to cooperating with the police, which could make it harder to solve crimes and prevent future criminal activity. | | | |
| **RESPONSE**: The best approach to addressing the potential misuse of police power in subways is to mitigate it. This can be done by properly training and equipping police officers, holding them accountable for their actions, and introducing an independent agency to monitor their activity. Additionally, the public should be informed of their rights and encouraged to report any misconduct they witness. Finally, any positive actions taken by police officers should be shared and enhanced to ensure they are being used to the fullest. | | | |
|  | **IF** new security additions will increase the cost of the transportation of an individual. | High | Low | Mid |
| **THEN** (consequence), people may feel discouraged from using it and may choose alternative methods of transportation such as driving or taking a taxi. Moreover, people may feel frustrated, as they may feel that public transportation is becoming increasingly expensive and less accessible. | | | |
| **RESPONSE**: The response is to mitigate, exploit, share, and enhance. Mitigate the cost by increasing subsidies from government sources, reducing other costs associated with transportation, and negotiating better prices with suppliers. Exploit the new security measures by educating the public on why the cost has increased, sharing the burden of the cost, and enhancing the security measures to ensure the safety of the individuals being transported | | | |
|  | **If the** installation of the additional hi-tech security systems and PSDs can reduce the number of security guards and labor costs | Low | High | Far |
| **THEN** (consequence), it can happen to insufficient resources and create far-reaching consequences that can impact the safety of the subway environment. The existing resources could also become overworked if there aren’t enough safety officers assigned to subways, thus could result in poor productivity and a high turnover rate. | | | |
| **RESPONSE**: The best response would be to avoid the negative consequences while exploiting the positive ones. This could be done by ensuring that the available resources are properly managed and that the new security systems and PSDs are used efficiently. Additionally, it is important to make sure that sufficient resources are allocated to maintain the security and safety of the subway environment. | | | |

# 7.0 Project Cost

**7.1 Project Budget Identification** - Which type of project costing will be applied?

**🗹**Allocated budget with internal costs tracked as well (i.e., human resources, overhead, etc.)

🞎Allocated budget with no internal costs tracked

🞎No allocated budget and no internal costs tracked

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **Objective #** | **Cost (Million)** | **Details** |
| Human Resources | #1, 2, 4, 6 | $ 40.00 | To appoint approximately 960 extra manpower. |
| Equipment/Hardware/Software | # 2, 3, 4 | $ 60.00 | Cost of X-Bis Machine, Platform Screen Doors, and related components |
| Licensing | #1, 2, 3, 4 | $ 3.00 | Approval to start the modification and related Licenses |
| Construction/Design | #1, 4, 5 | $ 70.00 | Minor constructions to install the Hardware and modify the Design of the premises |
| Consulting | #2, 4 | $ 3.00 | Consultation from more than a couple of experts is required on new tech machines |
| Project Management | #1, 4 | $ 3.00 | Proper management of the project with the team working on it needs to be checked at the beginning and revised in the mid-stage of the project. |
| Training/Education | #2, 3, 5 | $ 2.00 | Since we are going to install High-tech technology, it should be handled carefully, therefore training is the most critical part of the whole project. |
| Communications & Technology | #2, 3, 4, 5 | $ 15.00 | Installation of network boosters from different network providers needs to install the tech throughout the subway network. |
| Travel | #2, 4, 5 | $ 2.00 | Traveling during this project is inevitable and its expenses are also included in the budget. |
| Overhead | #2, 5 | $ 5.00 | If there is some defective product then this cost justifies this situation |
| Miscellaneous | #3, 5, 6 | $ 1.00 | It contains all the sundry items that are required during this project. |
| **TOTALS** |  | **$ 204.00** |  |

**7.2 Financial Reporting Requirements**

Provide a one-paragraph description of how this project will be funded and what financial reports will be required. Consider; Organizational / Partner / Government Financial Reports, Financial Forms, Request for Proposal Forms, Procurement Procedures (multiple quote requirements, etc.), Contracts, Vendor Statements of Work, Government Reporting, etc. The subway project will be funded through a combination of public and private sources, with most of the funds coming from public sources (for example, TTC Fare). Financial reports will be required to ensure that the project is completed within budget if not then why it has been increasing and what steps are taken to minimize it and how much is the difference from the initial budget, and to provide transparency to stakeholders.

Financial reports will include a breakdown of the sources of funding Private Donations, Corporate Sponsorships, Crowdfunding, Bank Loans, Public/Private Partnerships, Government Loans, Public/Private Bond Issues, Community Development Block Grants, Special Assessment Districts, Tax Increment Financing, Public Fundraising Events & Repayment schedule. All financial reports must comply with applicable laws, regulations, and accounting standards. The financial reports will also be used to ensure the proper allocation of funds and to track the project’s overall progress. Vendors will also be required to submit Statements of Work that provide detailed information about the services they are providing and the costs associated with those services.

# 

# 8.0 Acceptance Criteria

**Acceptance of Project Objectives** (taken from section 2.0 Project Objectives above)

| **Project Objectives** (deliverables, outputs, documentation, etc.) | **Acceptance Criteria** (specific critical success factors, KPI, evaluation plan, other, etc…) | **Responsible** | **Accountable (Acceptor)** |
| --- | --- | --- | --- |
| 1. **Modification of entry and exit points** | **Specific Critical Success Factor**   * Number of passengers successfully entering and exiting subway stations Directing them to the common part.   **KPI**   * Level of compliance with security protocols and systems. * Speed of implementation of security protocols and systems. * Accuracy of passenger flow data. | Security Manager, Public Safety Communicator & Installation Engineer | Ontario Municipal Board & TTC Board |
| 1. **X-BIS Machine installation** | **Specific Critical Success Factor**   * Installation and testing of the X-BIS machine should be done without any errors.   **Other**   * The machine should have the capability to provide real-time alerts to security personnel. | Security Manager,  Supply Chain Manager, Technical Support & Installation Engineer | TTC Board &  Security Administration |
| 1. **Manual security check** | **KPI**   * Effective security personnel training and ongoing education: Security personnel must be adequately trained to identify and respond to potential security threats.   **Other**   * Number of security procedures implemented. | Human Resources, Legal Advisor, Security Manager &  Technical Support | Ontario Municipal Board & Security Administration |
| 1. **Installing network boosters inside subway trains and tunnels** | **Specific Critical Success Factor**   * Improved network coverage and reduced latency for all passengers Throughout the subway trains.   **Evaluation Plan**   * Decrease in latency times. Increase in overall customer satisfaction | Technician, Technical Support & Public Safety Communicator | Network Companies, Ministry of communication in Canada |
| 1. **Installing Platform Screen Doors (PSDs)** | **Specific Critical Success Factor**   * Installation completed and testing whether the platform door are opening in sync with the train’s door is successful.   **Other**   * Every psd should be installed on time. | Technician, Installation Engineer Technical Support & Public Safety Communicator. | TTC Board &  Security Administration |
| 1. **Proper awareness** | **KPI**   * Using advertisements, posts, Displays, etc. proper awareness is spread throughout the subway system. | Social Activist,  Public Safety Communicator,  Legal Advisor | Admin Assistant & TTC Board | |

# 10.0 Appendix A: Project Network Diagram

**Objective 1 and Objective 2-Modification of entry and exit points, Installation of X-Bis Machines**

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity ID** | **Description** | **Preceding Activity** | **Activity Duration** |
| A | Planning | - | 7 |
| B | Architecture layout. | - | 15 |
| C | Procurement of the Items required. | A, B | 31 |
| D | Implementation. | C | 46 |
| E | Planning And Budgeting | D | 10 |
| F | Staffing by outsourcing | D | 20 |
| G | Analyzing and purchasing | E, F | 41 |
| H | Installing. | G | 77 |
| I | System testing. | H | 30 |

**Network Diagram Task #1 –**

Chart

Description automatically generated with low confidence

**Network Diagram Task #2 –**

**Objective 6- Proper awareness**

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity ID** | **Description** | **Preceding Activity** | **Activity Duration** |
| 1 | Analyzing the current measures. | - | 25 |
| 2 | Formulating a new strategy | 1 | 20 |
| 3 | Promoting the available resources | 1 | 24 |
| 4 | Displaying the required dos and don’ts measures | 2,3 | 19 |

Diagram

Description automatically generated

**Total Slack=4**

# 10.1 Appendix B: Project Team Structure

Project Team Structure

![Diagram

Description automatically generated]()

# Appendix C: Change Control Process

Change Control Roles

|  |  |  |
| --- | --- | --- |
| Stakeholder Role | Role in Change Management (reviews, provides input, makes decisions, implements changes, etc. – link this role to the steps in your process below) | The rationale for a proposed role in change management |
| 1. Project Manager | Increase security specifically at platforms to prevent an accident caused by pushing into the train tracks. | Installing High-tech “Platform Screen Doors” to increase |
| 1. Project Team | The duration of the project may increase by 8 months. | Due to the expansion of the project to increase the security further and with limited manpower due to space constraints. |
| 1. Human Resource Manager | Increase in the number of temporary Manpower | Due to the addition of the Platform Screen Door, we need to add more manpower to the project to complete it before the deadline. |
| 1. Investors | Raise budget from 117 to 204M | Due to the requirement of 80 PSDs on each side of the platform. |
| 1. Contractor | Change in the occurrence and time frame of risk management. | Due to maintenance and equipment installations, unpredicted delays may incur. |
| 1. Technical engineer | Increase in the number of tenders in installing network booster. | Facilities and features are different in many telecom companies. Analyzing and finalizing the equipment will take time after testing and trials. |
| 1. NGO | Portraying the actual scenario to the public is an important step for creating awareness and taking safety measure. | Involvement of public in taking safety measure is important and when measure is take appropriately safety will be assured. |
| 1. Passengers | Should be more aware to keep themselves safe outside subways | Due to the restrictions on weapons inside the Stations, other regions security is not covered in this project |

**Change Control Process**

**Suggested to enhance the security particularly at the platform region by the Project Manager.**

No?

Yes?

No?

Yes?

**Distributed for the Action**

[Grab your reader’s attention with a great quote from the document or use this space to emphasize a key point. To place this text box anywhere on the page, just drag it.]

**Project Budget Rise from $117M to $204M Due to the Addition of PSDs**

**Updating done in the Charter**

**Approved by the Finance Department**

**Approved by the Supply Chain Department**

**Change accepted by the project team**

# Appendix D: Optional

1. If all the procurement is done at once we can reduce the time of completion by 1 month at most.