Week 1

Ryan's Backyard Deck Project

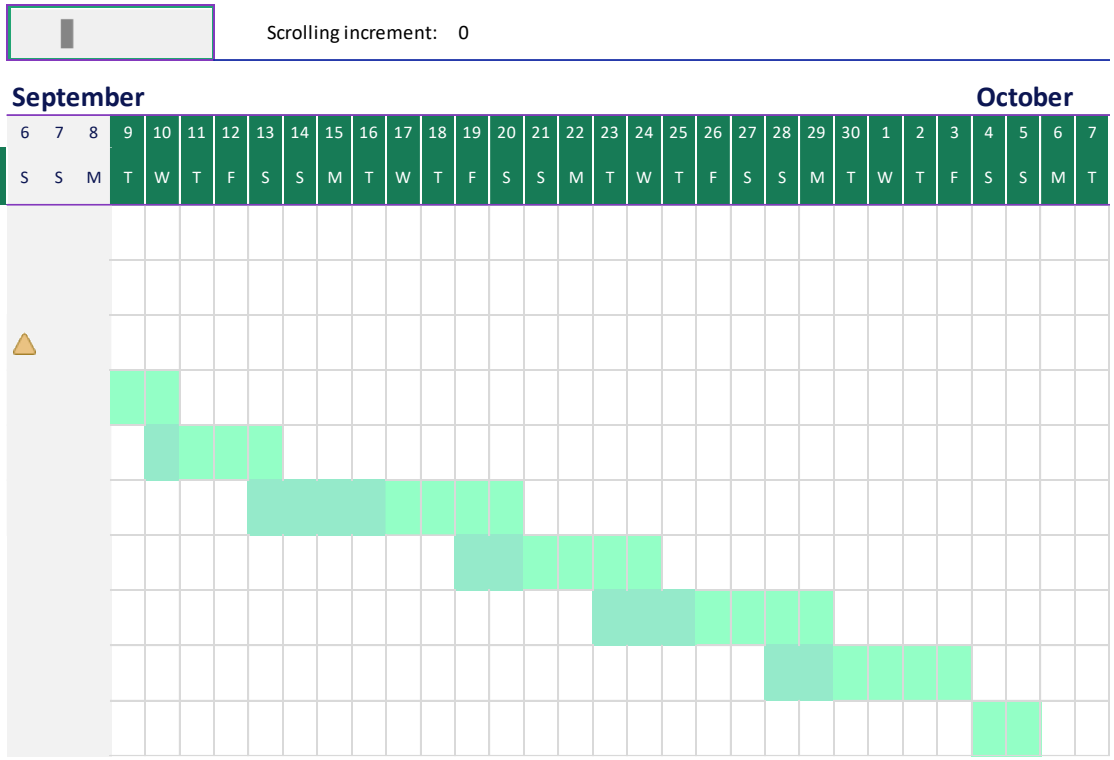
Client: Ryan

Manager: Charlotte Josephine

Project start date: 9/6/2025

Scrolling increment: 0

Milestone description	Assigned to	Start	Days
Project development			
Project Initiation & Planning	Project Manager	9/8/2025	2
Purchase Matterials	Supplier, Carpenter	9/6/2025	1
Site Preparation & Foundation	Mason, Labor	9/7/2025	2
Deck Framing	Carpenter, Labor	9/9/2025	3
Deck Installation	Carpenter, Labor	9/12/2025	6
Railing Installation	Carpenter	9/18/2025	4
Apply Sealant / Finishing	Carpenter	9/22/2025	5
Install lighting & Fixtures	Electrician, Carpenter	9/27/2025	4
Final Inspection & Sign Off	PM, Sponser	10/2/2025	2



Week 2

1. How did you estimate costs for the budget?

The budget was estimated using a bottom-up approach. Each major activity including materials, labor, and finishes was broken down into individual resource components. For materials, quotes were obtained from local suppliers such as Home Depot for lumber, fasteners, and concrete, with a 10% buffer included to account for potential waste. Labor costs were calculated based on the expected project duration of 20–30 days and estimated carpenter and mason daily rates. Finishing costs, including sealant and stain, were estimated using standard retail pricing. While contingencies were kept minimal, the plan acknowledges risks such as weather delays and material shortages, which could impact final expenses.

2. What process will you follow if costs change during the project?

If costs change during project execution, first, the project manager will track invoices, receipts, and labor hours on a weekly basis to identify variances. Any deviation from the baseline will then be evaluated; if the variance exceeds 10%, a formal change request will be prepared. Cost adjustments over $500 require approval from the project sponsor, Emilie Doris. All approved changes will be recorded in a cost register, noting the reason, date, and approval signature. Finally, updates will be communicated transparently during weekly progress meetings with stakeholders.

3. How and when will you measure if your project budget is on-track throughout the project?

To ensure the project budget remains on track, monitoring and control will be achieved through Earned Value Management (EVM) techniques. Three key metrics will be tracked: Planned Value (PV), representing scheduled spending; Actual Cost (AC), reflecting money spent to date; and Earned Value (EV), measuring the value of work completed. Variance analysis, comparing cost, and schedule performance will be conducted bi-weekly, with reports distributed to the sponsor and client. Also, milestone reviews will serve as checkpoints. After materials are purchased, framing is complete, railing is installed, and finishing is applied, costs will be measured against the baseline. At project closeout, actual expenditures will be reconciled with the baseline, and any variances will be documented for accountability and future learning.

Week 3

Risk Report

Project Name: Ryan's Backyard Deck Project
Project Manager: Charlotte Josephine
Date: February 15, 2025

Introduction

The purpose of this Risk Report is to provide a comprehensive overview of the risks associated with the Backyard Deck Project. The report identifies potential threats and opportunities, evaluates their likelihood and impact, and outlines strategies to manage them. This ensures that stakeholders, including the project sponsor (Emilie Doris) and client (Ryan Talbot), understand the project's overall exposure to risk and the plan to mitigate it.

Risk Identification

The project involves the construction of a 12x16-foot wooden deck, which includes foundation preparation, framing, decking installation, railing, and finishing. Risks identified fall into four main categories:

- External Risks: Weather delays, permit approval, neighbor complaints, HOA restrictions.
- Resource Risks: Labor shortages, contractor availability, equipment/tool failure, material shortages.
- Financial Risks: Price fluctuations, budget overruns, scope creep.
- Operational/Safety Risks: Safety incidents on site, design changes mid-project.

Risk Analysis

Each risk has been assessed in terms of its likelihood (Low, Medium, High) and impact (Low, Medium, High). The analysis shows the following priority risks:

1. Permit Approval Delays (M/H): Could halt the project start and push the schedule past March 2025.
2. Labor Shortages (M/H): Could prevent timely completion, especially if skilled trades are unavailable.
3. Weather Delays (H/M): Rain or freezing conditions could stall foundation and staining work.
4. Budget Overruns (M/H): Risks from scope creep or rising material costs could exceed the $10,000 baseline budget.

Other risks such as neighbor complaints, HOA restrictions, and equipment failure are lower in likelihood or impact but will be monitored.

Risk Response Strategy

- Avoidance: Secure permits early to avoid delays; finalize designs before construction begins to prevent scope creep.
- Mitigation: Order materials in advance, keep spare fasteners, maintain backup equipment rental agreements, and confirm labor availability.
- Transfer: Where possible, transfer risks (e.g., supplier delivery guarantees, contractor performance clauses).
- Acceptance: Minor risks such as neighbor complaints will be accepted, with mitigation through communication.

Risk Monitoring and Ownership

Each risk is assigned a risk owner responsible for monitoring and executing the response strategy:

- Project Manager: Weather delays, budget tracking, material shortages, contractor availability, and stakeholder communication.
- Project Sponsor: HOA compliance, permit issues.
- Carpenter/Site Lead: On-site safety and tool/equipment functionality.
- Client (Ryan Talbot): Scope changes and design approvals.

Risks will be reviewed at weekly project meetings, with updates logged in the risk register. Any new risks will be added promptly, and existing risks will be reassessed for severity.

Opportunities

In addition to threats, the project presents several opportunities:

- Early Procurement: Buying materials early could lock in lower prices and ensure availability.
- Stakeholder Engagement: Proactively informing neighbors and the HOA can build goodwill and reduce conflict.
- Process Improvements: Using project management tools to track tasks and budgets enhances oversight and minimizes risk of overruns.

Conclusion

The Backyard Deck Project carries a moderate level of risk typical of small-scale construction. With careful monitoring and proactive strategies, the most significant risks, permit delays, labor shortages, weather impacts, and budget overruns can be effectively managed. By following the risk register and implementing the outlined responses, the project remains feasible, on budget, and on track for timely completion.

Week 4

Project Post-Mortem

Project Title: Ryan's Backyard Deck Project **Date Prepared:** 09/06/2025

Project Overview:

Ryan's Backyard Deck Project aimed to build a durable and visually appealing 12x16-foot backyard deck. The primary goals were to enhance outdoor living space, increase property value, and provide a comfortable area for family leisure.
The project was considered successful if the deck was completed by March 30, 2025, within the $10,000 budget, and met safety and quality standards.
The project was completed slightly behind schedule (by one week) and over budget by approximately $1,200 due to supplier delays and material quality issues. Despite these setbacks, the finished deck met quality and functional requirements, and stakeholders were satisfied.

Key Accomplishments:

- **Quality Outcome:** The deck was structurally sound, met safety standards, and provided the intended family space.
- **Stakeholder Satisfaction:** Client and sponsor were satisfied with the final product.
- **Risk Mitigation:** Weather delays were managed effectively by rescheduling work during fair conditions.
- **Team Coordination:** Project team (carpenter, mason, general labor) communicated well and adapted to changes quickly.

Key Problem Areas:

- **Supplier Issues:** A lumber delivery was delayed by five days, causing a ripple effect in the schedule.
- **Material Quality:** Some wood planks were warped, requiring reordering and contributing to the budget overrun.
- **Budget Overrun:** Final costs reached $11,200 due to replacement materials and increased labor hours.
- **Permit Processing:** Local permitting took longer than expected, delaying the foundation work by three days.

Post Project Tasks/Future Considerations

- Apply sealant annually to preserve the deck's durability.
- Install additional lighting (future upgrade).
- Conduct stakeholder review to evaluate long-term satisfaction after six months.
- Update vendor list to avoid repeat supplier issues.

Lessons Learned:

Category	Lesson Learned	Achieved?	Comments
Project Planning	Product concept was appropriate to Business Objectives	Yes	Deck aligned with goals to improve outdoor living space and property value.
	Project Plan and Schedule were well-documented, with appropriate structure and detail	Partially	Initial schedule was clear but underestimated permitting and supplier lead times.
	Project Schedule encompassed all aspects of the project	No	Did not fully account for buffer time for permit approval or supplier delays
	Tasks were defined adequately	Yes	Major tasks(foundation, framing, railing, finishing) were broken down properly
	Stakeholders (e.g., Sponsor, Customer) had appropriate input into the project planning process	Yes	Sponsor and client input helped finalize design scope
	Requirements were gathered to sufficient detail	Yes	Functional requirements (size, material, safety compliance) were captured
	Requirements were documented clearly	Yes	Requirements documented in the charter and design notes
	Specifications were clear and well-documented	Partially	Material specs documented, but vendor quality standards were not enforced well enough
	Test Plan was adequate, understandable, and well-documented	N/A	No formal test plan. Visual and safety inspection served as acceptance criteria.
	External dependencies were identified, agreements signed	Partially	Permits identified, but supplier reliability underestimated
	Project budget was well defined	Partially	Baseline budget was defined, but contingency was too low
	End of Phase Criteria were clear for all project phases	Yes	Milestones (framing, railing, finishing) were clearly set
	Project Plan had buy-in from the stakeholders	Yes	Stakeholders approved project scope and schedule
	Stakeholders had easy access to Project Plan and Schedule	Yes	Plan shared via progress updates and weekly meetings
Project Execution	Project stuck to its original goals	Yes	Despite delays, scope remained consistent (deck only, no scope creep)

Category	Lesson Learned	Achieved?	Comments
	Changes in direction that did occur were of manageable frequency and magnitude	Yes	Minor adjustments made for material replacement only
	Project baselines (Scope, Time, Cost, Quality) were well-managed (e.g., changed through a formal Change Control Process)	Partially	Scope and quality maintained, but cost and schedule variances occurred
	Design changes were well-controlled	Yes	All design requests reviewed and approved before implementation
	Basic project management processes (e.g., Risk Management, Issue Management) were adequate	Yes	Issues tracked (supplier, weather) and responses documented
	Project tracked progress against baselines and reported accurate status	Yes	Weekly reports showed variances clearly
	Procurement (e.g., RFP, Contract with vendor) went smoothly	No	Supplier delays and warped materials caused issues
	Contracted vendor provided acceptable deliverables of appropriate quality, on time, and within budget	No	Some materials were defective and late, leading to budget overrun
	Stakeholders were satisfied with the information they received	Yes	Sponsor and client received timely updates
	The project had adequate Quality Control	Yes	Inspections ensured deck met safety and quality standards
	Requirements – specifications – Test Plan were well-managed (e.g., Requirements Management System was used)	Partially	Functional requirements tracked, but no formal test plan beyond inspections
Human Factors	Project Manager reported to the appropriate part of the organization	Yes	PM aligned with sponsor and client throughout
	Project Manager was effective	Yes	Managed delays and issues effectively despite setbacks
	Project Team was properly organized and staffed	Yes	Carpenter, mason, and general labor were assigned appropriately
	Project Manager and staff received adequate training	N/A	Training not needed for experienced team
	Project Team's talent and experience were adequate	Yes	Skilled trades completed work successfully

Category	Lesson Learned	Achieved?	Comments
	Project team worked effectively on project goals	Yes	Adjusted schedule and tasks to stay on track
	Project team worked effectively with outside entities	Partially	Managed contractor well, but supplier relationship was problematic
	There was good communication within the Project Team	Yes	Weekly check-ins supported coordination
	Management gave this project adequate attention and time	Yes	Sponsor was involved and supportive
	Resources were not over-committed	Yes	Team availability was sufficient
	Resources were consistently committed to project aims	Yes	Labor team remained engaged throughout
	Functional areas cooperated well	Yes	Carpenter and mason collaborated effectively
	Conflicting departmental goals did not cause problems	Yes	Small project with aligned stakeholders
	Authority and accountability were well defined and public	Yes	PM retained authority, decisions approved by sponsor
Overall	Initial cost and schedule estimates were accurate	No	Underestimated contingency, project ran over budget and by one week
	Product was delivered within amended schedule	Yes	Completed one week late, but within revised timeline
	Product was delivered within amended budget	No	$1,200 overrun due to rework and supplier delays
	Overall Change Control was effective	Yes	All scope and budget changes documented and approved
	External dependencies were understood and well-managed	Partially	Permitting delays and supplier reliability not fully controlled
	Technology chosen was appropriate	Yes	Materials and tools suitable for requirements
	The project was a technological success	Yes	Deck built to code, safe, and durable
	Customer’s needs/requirements were met	Yes	Deck provided functional outdoor spaces as intended
	Customer was satisfied with the product	Yes	Client approved the final deliverable
	Project Objectives were met	Yes	Functional, safe, and aesthetic deck delivered
	Business Objectives were met	Yes	Increased property value and outdoor usability

Project Close Acceptance:

Charlotte Josephine	*Emilie Doris*
Project Manager Signature	Sponsor Signature
Charlotte Josephine	Emilie Doris
Project Manager Name	Sponsor Name
9/06/2025	9/06/2025
Date	Date