

Team Project 2: Office Move

Group C

Andrea VanHorn

Vincent Mutungi

Rodrigo Balmaceda

Mohammed Rashed

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Project Charter

Project Title: New Headquarters Relocation & Setup Project	
Project Start Date: November 1, 2024	Projected Finish Date: December 29, 2024
Budget Information: Estimated Budget: \$140,000	
Project Manager: Andrea VanHorn	
Project Objectives: <ol style="list-style-type: none">1. <i>Seamless Relocation:</i> Move all departments and executives to the new headquarters with minimal disruption to ongoing business operations.2. <i>Maintain Business Continuity:</i> Ensure each department remains operational throughout the move.3. <i>Timely Completion:</i> Complete the relocation and setup by December 29, 2024, in time for the New Year's Eve event.4. <i>Stay Within Budget:</i> Execute the move, including IT and furniture installations, without exceeding the \$140,000 limit.5. <i>Optimize Resources:</i> Maximize crew productivity within 8-hour workdays and without overtime.6. <i>Satisfy Stakeholders:</i> Ensure employees are informed and comfortable, and that leadership is satisfied with the outcome.	
Success Criteria: <ol style="list-style-type: none">1. <i>On-Time Delivery:</i> Entire company is fully operational in the new facility by December 29, 2024.2. <i>Budget Compliance:</i> Project expenditures remain at or below \$140,000.3. <i>Zero Downtime:</i> All departments maintain business operations throughout the move.4. <i>Setup Completion:</i> All offices and conference rooms are properly furnished and IT-enabled.5. <i>Employee Satisfaction:</i> Clear communication and minimal disruption to staff throughout the transition.6. <i>Executive Readiness:</i> The fourth floor is fully prepared for executive use, including assistants and selected director.	

Approach:

1. *Planning & Scheduling (Nov 1–Nov 25)*: Finalize detailed move schedule, coordinate vendor timelines, floor plans, and communication strategies.
2. *Furniture Installation (Nov 26–Dec 23)*: One crew installs furniture per scheduled floor, office by office, following installation durations and limits.
3. *IT Setup (Nov 27–Dec 27)*: One IT crew configures PCs, laptops, docking stations, and shared equipment per floor based on standard and executive needs.
4. *Departmental Moves (Dec 1–Dec 27)*: Staggered moves for each department to maintain operational presence and comply with floor assignment rules.
5. *Final Testing & QA (Dec 28)*: Ensure all furniture and tech setups are fully functional and ready for use.
6. *Project Closeout (Dec 29)*: Final checks, stakeholder sign-off, and readiness for the open house.

Roles and Responsibilities

<u>Name and Signature</u>	<u>Role</u>	<u>Contact Information</u>	<u>Signature</u>
VanHorn, Andrea	Project Manager	andrea.vanhorn@coyotes.usd.edu	
Rashed, Mohammed	Furniture Contractor	mohammed.rashed@coyotes.usd.edu	
Balmaceda, Rodrigo	IT Contractor	rodrigo.balmaceda@coyotes.usd.edu	
Mike Williams	Project Sponsor		
Muntungi, Vincnet	Division Director	vincent.mutungi@coyotes.usd.edu	

Comments: (Handwritten or typed comments from above stakeholders, if applicable)

- Project Manager: Recommends creating a visual floor-by-floor move tracker and sharing it company-wide for transparency.
- Furniture Contractor: Requests move schedule no later than November 15 for crew planning.
- IT Contractor: Advises labeling docking station offices in advance for clarity.
- VP of Operations: Wants regular weekly status reports and mid-project checkpoint.
- Director (Sales): Requests a phased move-in to ensure key sales staff stay available for clients.

Scope Statement

Project Title: Office Move

Date: 04/16/2024

Prepared by: Group C

Project Justification: The objective of this project is to successfully move company headquarters into a new office building. The new building will provide our team with more space, and each employee will have an individual office. The project must be completed within budget and within the allotted time constraints.

Product Characteristics and Requirements:

1. The budget is \$140,000.
2. Each employee must have an individual office: 18 for Operations, 8 for Distributions, 7 for Accounting, 13 for Marketing, 18 for Sales, 6 for Human Resources, and 4 Executive offices with four executive assistant desks located outside each office.
3. The entire office must be moved between November 26-December 29.
4. The business cannot shut down.
5. All overtime requests must be pre-approved.
6. Each activity must be completed in a single day.
7. The project will rely on one furniture crew and one IT crew unless approval is gained.
8. Furniture Contractor is responsible for furnishing new building.
9. IT Contractor is responsible for hardware and network setup as stated in contract.

Product User Acceptance Criteria: The entire office must be moved between November 26-December 29. The goal will be achieved within the provided limitations. The move will cost less than the allocated budget of \$140,000. During the move, the business will remain open with someone from each department available. Each employee will have an individual office in the new space: 18 for Operations, 8 for Distributions, 7 for Accounting, 13 for Marketing, 18 for Sales, 6 for Human Resources, and 4 Executive offices with four executive assistant desks located outside each office. Only three of the four executive offices on the fourth floor will be occupied; one will remain empty. Furniture contractor and IT contractor will work with our schedule to fulfill all contracted work. The contractor will take care of all delivery and installation and work out any “bugs.”

Summary of Project Deliverables

Project management-related deliverables: business case, charter, team contract, scope statement, WBS, schedule, cost baseline, status reports, final project presentation, final project report, lessons-learned report, and any other documents required to manage the project.

Product-related deliverables: research reports, design documents, software code, hardware, etc.

1. A furnished office equipped with a PC for each employee with detailed office assignments.
2. Functional Conference Room on each floor. Each conference room will have a conference table and eight chairs.
3. Printer and copier located on each floor.
4. Four executive offices with four executive assistant offices at each entry.
5. Each director, executive, plus everyone in the Marketing Division, will receive a laptop with a docking station.

Stakeholder Register

Prepared by: Andrea VanHorn

Date: 4/18/2024

Name	Position	Internal/External	Project Role	Contact Information
VanHorn, Andrea	Project Manager	Internal	Planning and reviewing alternatives; scheduling	andrea.vanhorn@coyotes.usd.edu
VP of Operations Mike Williams	Tech Company	Internal	Customer, define needs, provide feedback	Williams_mike@adm.com
Rashed, Mohammed	Furniture Contractor	External	Provide, move and install office furniture.	mohammed.rashed@coyotes.usd.edu
Balmaceda, Rodrigo	IT Contractor	External	Move, install, and program all IT from the old office to new.	rodrigo.balmaceda@coyotes.usd.edu
Mutungi, Vincent	Contractor	External	Creating designs, scale plans, coordinate with project manager.	vincent.mutungi@coyotes.usd.edu
Customers	Customers	External	Might be affected by the transition	Customer Database
Office Employees	All Positions	Internal	Will be affected by working remotely throughout the transition.	Employee database

Schedule/ WBS

To access the project schedule, please click on the following [link](#)

Office Move Task Sheet (No Overdue) Feedback Share											
Table	Filter	Format	Format rules	Formulas	Forms	Automations	Data Integrations	More tools			
Task ID	Task Name	Start Date	End Date	Duration	Predecessors	Assigned To	Health	Status	Total Hours Taken	Notes	
1	Office Move										
2	T001 Initiation Phase						On Track	Comple...	10		
3	T002 Confirm Building Availability	11/18/24	11/18/24	1d		Project Manager	On Track	Comple...	6	Verify with building management	
4	T003 Review Contractor Contracts	11/19/24	11/19/24	1d	T002	Project Manager	On Track	Comple...	2	Ensure scope and constraints clear	
5	T004 Notify Furniture and IT Contractors	11/20/24	11/20/24	1d	T003	Project Manager	On Track	Comple...	2	Share preliminary schedule with two crews each	
6	T005 Planning Phase						On Track	Comple...	18		
7	T006 Draft Office Assignments	11/21/24	11/21/24	1d	T004	Project Manager	On Track	Comple...	8	Assign 70 employees: Floor 1 (13M 7A) Floor 2 (18S 7O) Floor 3 (11O 8D 6H) Floor	
8	T007 Develop Preliminary Schedule	11/22/24	11/22/24	1d	T006	Project Manager	On Track	Comple...	6	Two furniture and IT crews to meet 12/29 deadline	
9	T008 Notify Employees of Move Plan	11/25/24	11/25/24	1d	T007	HR Team	On Track	Comple...	4	Send move details to staff	
10	T009 Launch Phase						On Track	Not Star...	698		
11	T010 Floor 1: Furniture Installation						On Track	In Progr...	65		
12	T011 Furniture: Floor 1 Offices 1-2 (Marketing)	11/26/24	11/26/24	1d	T008	Furniture Crew 1	On Track	Comple...	6	6h (3h each)	
13	T012 Furniture: Floor 1 Offices 3-4 (Marketing)	11/26/24	11/26/24	1d	T008	Furniture Crew 2	On Track	Comple...	6	6h	
14	T013 Furniture: Floor 1 Offices 5-6 (Marketing)	11/27/24	11/27/24	1d	T011	Furniture Crew 1	On Track	In Progr...	6	6h	
15	T014 Furniture: Floor 1 Offices 7-8 (Marketing)	11/27/24	11/27/24	1d	T012	Furniture Crew 2	On Track	In Progr...	6	6h	
16	T015 Furniture: Floor 1 Offices 9-10 (Marketing)	11/28/24	11/28/24	1d	T013	Furniture Crew 1	On Track	Not Star...	6	6h	
17	T016 Furniture: Floor 1 Offices 11-12 (Marketing)	11/28/24	11/28/24	1d	T014	Furniture Crew 2	On Track	Not Star...	6	6h	
18	T017 Furniture: Floor 1 Office 13 (Marketing)	11/29/24	11/29/24	1d	T015	Furniture Crew 1	On Track	Not Star...	3	3h	
19	T018 Furniture: Floor 1 Offices 14-15 (Accounting)	11/29/24	11/29/24	1d	T016	Furniture Crew 2	On Track	Not Star...	6	6h	
20	T019 Furniture: Floor 1 Offices 16-17 (Accounting)	12/02/24	12/02/24	1d	T017	Furniture Crew 1	On Track	Not Star...	6	6h	
21	T020 Furniture: Floor 1 Offices 18-19 (Accounting)	12/02/24	12/02/24	1d	T018	Furniture Crew 2	On Track	Not Star...	6	6h	
22	T021 Furniture: Floor 1 Office 20 (Accounting)	12/03/24	12/03/24	1d	T019	Furniture Crew 1	On Track	Not Star...	3	3h	
23	T022 Furniture: Floor 1 Conference Room	12/03/24	12/03/24	1d	T020	Furniture Crew 2	On Track	Not Star...	5	5h	
24	T023 Floor 1: IT Installation						On Track	In Progr...	79		
25	T024 IT: Floor 1 Offices 1-2 (Marketing)	11/27/24	11/27/24	1d	T011FS	IT Crew 1	On Track	In Progr...	8	8h (4h each docking)	
26	T025 IT: Floor 1 Offices 3-4 (Marketing)	11/27/24	11/27/24	1d	T012FS	IT Crew 2	On Track	In Progr...	8	8h (4h each docking)	
27	T026 IT: Floor 1 Offices 5-6 (Marketing)	11/28/24	11/28/24	1d	T013FS	IT Crew 1	On Track	Not Star...	8	8h (4h each docking)	
28	T027 IT: Floor 1 Offices 7-8 (Marketing)	11/28/24	11/28/24	1d	T014FS	IT Crew 2	On Track	Not Star...	8	8h (4h each docking)	
29	T028 IT: Floor 1 Offices 9-10 (Marketing)	11/29/24	11/29/24	1d	T015FS	IT Crew 1	On Track	Not Star...	8	8h (4h each docking)	
30	T029 IT: Floor 1 Offices 11-12 (Marketing)	11/29/24	11/29/24	1d	T016FS	IT Crew 2	On Track	Not Star...	8	8h (4h each docking)	
31	T030 IT: Floor 1 Office 13 (Marketing)	12/02/24	12/02/24	1d	T017FS	IT Crew 1	On Track	Not Star...	4	4h (docking)	
32	T031 IT: Floor 1 Offices 14-15 (Accounting)	12/02/24	12/02/24	1d	T018FS	IT Crew 2	On Track	Not Star...	6	6h (3h each standard)	
33	T032 IT: Floor 1 Offices 16-17 (Accounting)	12/03/24	12/03/24	1d	T019FS	IT Crew 1	On Track	Not Star...	6	6h (3h each standard)	
34	T033 IT: Floor 1 Offices 18-19 (Accounting)	12/03/24	12/03/24	1d	T020FS	IT Crew 2	On Track	Not Star...	6	6h (3h each standard)	
35	T034 IT: Floor 1 Office 20 (Accounting)	12/04/24	12/04/24	1d	T021FS	IT Crew 1	On Track	Not Star...	3	3h (standard)	
36	T035 IT: Floor 1 Printer and Copier	12/04/24	12/04/24	1d	T022FS	IT Crew 2	On Track	Not Star...	6	6h (3h each)	
37	T036 Floor 1: Employee Moves						On Track	Not Star...	40		
38	T037 Move: 4 Marketing to Floor 1 Offices 1-4	11/28/24	11/28/24	1d	T024FS,T025FS	Moving Team	On Track	Not Star...	8	Offices ready by 11/27	
39	T038 Move: 4 Marketing to Floor 1 Offices 5-8	11/29/24	11/29/24	1d	T026FS,T027FS	Moving Team	On Track	Not Star...	8	Offices ready by 11/28	
40	T039 Move: 5 Marketing to Floor 1 Offices 9-13	12/03/24	12/03/24	1d	T028FS,T029FS,T030FS	Moving Team	On Track	Not Star...	8	Offices ready by 12/02	
41	T040 Move: 4 Accounting to Floor 1 Offices 14-17	12/04/24	12/04/24	1d	T031FS,T032FS	Moving Team	On Track	Not Star...	8	Offices ready by 12/03	
42	T041 Move: 3 Accounting to Floor 1 Offices 18-20	12/05/24	12/05/24	1d	T033FS,T034FS	Moving Team	On Track	Not Star...	8	Offices ready by 12/04	
43	T042 Floor 2: Furniture Installation						On Track	Not Star...	60		

Risk Management Plan

Date: April 25, 2025

Project Name: Office Move Project

1. Methodology

The Risk Management Plan for the Office Move Project adopts a proactive and systematic approach to identify, assess, mitigate, and monitor risks throughout the project lifecycle (November 18–December 24, 2024). The methodology follows these steps:

- I. **Risk Identification:** Risks are identified using the project schedule (T001–T131, concurrent tasks), parameters (e.g., 267h furniture, 272h IT, two crews per type), and stakeholder input. The risk register (attached) captures eight key risks across project phases.
- II. **Risk Assessment:** Each risk is evaluated for likelihood (Rare, Possible, Probable) and severity (Acceptable, Tolerable, Undesirable, Intolerable, Extreme) pre- and post-mitigation, as per the risk register. Risk level (Low, Medium, High, Extreme) is calculated based on likelihood and severity.
- III. **Risk Mitigation:** Mitigation strategies are developed to reduce likelihood and severity, focusing on schedule adherence (no-overdue by 12/24/2024), budget compliance (\$153,350), and operational continuity. Strategies include contingency planning, stakeholder communication, and resource allocation.
- IV. **Monitoring and Review:** Risks are tracked weekly via Smartsheet, with updates shared in stakeholder meetings. Post-mitigation assessments ensure risks remain at acceptable levels (Low or Medium).

2. Roles and Responsibilities

- I. **Project Manager:**
 - A. Oversees risk management, updates the risk register, and ensures mitigations are implemented.
 - B. Coordinates with crews, vendors, and stakeholders to address risks (e.g., crew coordination delays, material delays).
 - C. Monitors budget and schedule, reporting cost overruns or delays to stakeholders.
- II. **Crew Coordinator:**
 - A. Manages daily schedules for two furniture and two IT crews, ensuring concurrent tasks (e.g., T011, T043 on 11/26/2024) start on time.
 - B. Mitigates crew coordination delays and contractor shortages by liaising with vendors.
- III. **IT Team Lead:**

- A. Handles IT integration issues (e.g., T024, T025 setup on 11/27/2024), ensuring pre-testing and debugging within 272h.
 - B. Coordinates with the moving team to minimize employee disruption during moves (e.g., T037 on 11/28/2024).
- IV. **HR Liaison:**
 - A. Communicates move schedules to employees (e.g., Marketing: T037–T039), reducing disruption.
 - B. Addresses employee concerns during the Launch phase (11/26–12/24/2024).
- V. **Stakeholders (Professor, Division Heads):**
 - A. Approve risk mitigations and budget contingencies (e.g., \$5,000 fund from \$13,350 increase).
 - B. Receive weekly risk updates and provide feedback on scope expectations to prevent misalignment.

3. Budget and Schedule

I. Budget:

Total project budget: \$153,350 (furniture: \$130,950, IT: \$22,400, moves: \$0).

Contingency allocation: \$5,000 from the \$13,350 budget increase for cost overruns (e.g., equipment repairs, expedited delivery).

Additional \$8,350 reserved for backup crews, expedited shipping, and IT support hotline, ensuring no further budget requests unless risks escalate to Extreme post-mitigation.

II. Schedule:

Project timeline: November 18–December 24, 2024 (23 workdays, excluding weekends, December 25).

Launch phase (T009–T131): 11/26–12/24/2024 (17 workdays), with concurrent tasks (e.g., T011, T012, T043, T044 on 11/26).

Furniture: 267h, two crews (~15 days, ends 12/16 with T124).

IT: 272h, two crews (~16 days, ends 12/16 with T129).

Moves: 22 tasks, 11/28–12/24 (T131).

Risk monitoring: Weekly reviews (every Monday, 11/25–12/23), with daily checks during the Launch phase.

4. Risk Categories

Risks are categorized based on project phases and activities, as per the risk register:

- I. **Moving Departments:** Employee Disruption: Concurrent moves (e.g., T037, T073 on 11/28) may disrupt operations.

Crew Coordination Delays: Two crews per type working concurrently risk delays if misaligned.

- II. **Allocating Resources:** Dependency Bottlenecks: Tight dependencies (e.g., T126:T119FS) risk delays in critical tasks.
- III. **IT Installation:** IT Integration Issues: Concurrent setups (e.g., T024, T025) risk network or docking station failures.
- IV. **Project Completion:** Stakeholder Misalignment: Expectations for additional scope with \$13,350 increase may lead to scope creep.
- V. **Installation/Moving:** Material Delays: Holiday season may delay furniture (e.g., 210 chairs) or IT equipment (e.g., 54 PCs).
- VI. **Bringing in Furniture and IT Setup:** Contractor Shortages: Crew absences could extend the timeline past 12/24/2024.
- VII. **Project:** Cost Overruns: Unforeseen expenses (e.g., contractor surcharges) could exceed \$153,350.

5. Risk Probability and Impact

Risks are assessed pre- and post-mitigation, using the risk register's framework:

- I. **Pre-Mitigation:**
 - A. Employee Disruption: Likelihood: Probable, Severity: Acceptable, Level: Low.
 - B. Crew Coordination Delays: Likelihood: Possible, Severity: Tolerable, Level: Medium.
 - C. Dependency Bottlenecks: Likelihood: Possible, Severity: Undesirable, Level: Medium.
 - D. IT Integration Issues: Likelihood: Possible, Severity: Tolerable, Level: Medium.
 - E. Stakeholder Misalignment: Likelihood: Possible, Severity: Undesirable, Level: Medium.
 - F. Material Delays: Likelihood: Possible, Severity: Undesirable, Level: Medium.
 - G. Contractor Shortages: Likelihood: Probable, Severity: Tolerable, Level: High.
 - H. Cost Overruns: Likelihood: Probable, Severity: Intolerable, Level: Extreme.
- II. **Post-Mitigation:**
 - A. Employee Disruption: Likelihood: Probable, Severity: Acceptable, Level: Low.
 - B. Crew Coordination Delays: Likelihood: Probable, Severity: Acceptable, Level: Low.
 - C. Dependency Bottlenecks: Likelihood: Possible, Severity: Undesirable, Level: Medium.
 - D. IT Integration Issues: Likelihood: Possible, Severity: Acceptable, Level: Medium.
 - E. Stakeholder Misalignment: Likelihood: Possible, Severity: Undesirable, Level: Medium.
 - F. Material Delays: Likelihood: Possible, Severity: Undesirable, Level: Medium.

- G. Contractor Shortages: Likelihood: Possible, Severity: Tolerable, Level: Medium.
- H. Cost Overruns: Likelihood: Probable, Severity: Undesirable, Level: High (unacceptable, requires escalation if realized).
- I. Impact Definitions:
 - III. **Acceptable:** Minimal impact (e.g., temporary productivity dip).
 - IV. **Tolerable:** Moderate impact (e.g., one-day delay in non-critical tasks).
 - V. **Undesirable:** Significant impact (e.g., delays in critical tasks like T131).
 - VI. **Intolerable/Extreme:** Project failure (e.g., overdue past 12/24/2024, budget overrun requiring cuts).

6. Risk Documentation

Risks are documented and tracked using Smartsheet to ensure transparency and accountability:

- I. **Risk Register:** Maintained in Smartsheet, mirroring the attached spreadsheet: Columns: Ref/ID, Activity, Risk, Pre-Mitigation (Severity, Likelihood, Level), Mitigations/Warnings/Remedies, Post-Mitigation (Severity, Likelihood, Level), Acceptable to Proceed. Updated weekly with risk status (e.g., “Mitigated,” “Escalated”).
- II. **Risk Log:** Tracks risk occurrences (e.g., “Material delay reported 11/22/2024 for Floor 1 desks”). Includes mitigation actions (e.g., “Expedited delivery using \$2,000 from contingency”).
- III. **Weekly Reports:** Shared with stakeholders every Monday (11/25–12/23/2024) via Smartsheet dashboards. Highlights risk levels, mitigation progress, and any escalations (e.g., cost overruns exceeding \$153,350).
- IV. **Escalation Process:** Risks remaining High/Extreme post-mitigation (e.g., cost overruns) are escalated to stakeholders within 24 hours. Example: If a \$10,000 overrun occurs, the project manager notifies the professor, proposing scope adjustments or additional funding.
- V. **Lessons Learned:** Post-project review (12/26/2024) documents risk outcomes in Smartsheet, informing future projects (e.g., “Concurrent tasks require dedicated crew coordinator”).

Risk Register

		PRE-MITIGATION				POST-MITIGATION			
ACTIVITY	RISK	RISK SEVERITY	RISK LIKELIHOOD	RISK LEVEL	MITIGATIONS / WARNINGS / REMEDIES	RISK SEVERITY	RISK LIKELIHOOD	RISK LEVEL	ACCEPTABLE TO PROCEED?
MOVING DEPARTMENTS	EMPLOYEE DISRUPTION	ACCEPTABLE	PROBABLE	LOW	CORDINATE WITH EACH DEPARTMENT, FORWARD SCHEDULES, LISTEN TO CONCERNS	ACCEPTABLE	PROBABLE	LOW	YES
MOVING DEPARTMENTS	CREW COORDINATION DELAYS	TOLERABLE	POSSIBLE	MEDIUM	COMMUNICATE BETWEEN FLOORS AND DEPARTMENTS. ENSURE EVERYONE HAS THE SAME SCHEDULE. MEET FREQUENTLY WITH TEAM MEMBERS TO CORDINATE MOVE.	ACCEPTABLE	PROBABLE	LOW	YES
ALLOCATING RESOURCES	DEPENDENCY BOTTLENECKS	UNDESIRABLE	POSSIBLE	MEDIUM	COMMUNICATE RESOURCE NEEDS, CROSSREFERENCE WITH SCHEDULE.	UNDESIRABLE	POSSIBLE	MEDIUM	YES
IT INSTALLATION	IT INTEGRATION ISSUES	TOLERABLE	POSSIBLE	MEDIUM	WORK WITH IT TEAM TO ENSURE TIMELY INSTALLATION. PROVIDE ASSISTANCE WHERE NEEDED.	ACCEPTABLE	POSSIBLE	MEDIUM	YES
PROJECT COMPLETION	STAKEHOLDER MISALIGNMENT	UNDESIRABLE	POSSIBLE	MEDIUM	COMMUNICATE FREQUENTLY WITH ALL STAKEHOLDERS PROGRESS, PLANS, AND SCHEDULING.	UNDESIRABLE	POSSIBLE	MEDIUM	YES
INSTALLATION/MOVING	MATERIAL DELAYS	UNDESIRABLE	POSSIBLE	MEDIUM	CORDINATE WITH SUPPLIERS. HAVE CONTINGENCIES IN PLACE TO MOVE SCHEDULE AROUND IF MATERIALS ARE LACKING.	UNDESIRABLE	POSSIBLE	MEDIUM	YES
BRINING IN FURNITURE AND IT SETUP	CONTRACTOR SHORTAGES	UNDESIRABLE	PROBABLE	HIGH	HAVE CONTINGENCY PLANS IN PLACE OR TEMPORARY WORKERS ON STANDBY TO ASSIST WITH CONTRACTORS. COMMUNICATE SCHEDULING IN ADVANCE.	TOLERABLE	POSSIBLE	MEDIUM	YES
PROJECT	COST OVERRUNS	INTOLERABLE	PROBABLE	EXTREME	REVIEW REGULARLY THE COSTS AND PROGRESS OF PROJECT COMPLETION. SHARE ANY CONCERNS WITH STAKEHOLDERS.	UNDESIRABLE	PROBABLE	HIGH	NO

Communication Plan

Stakeholder Communications Requirements:

Stakeholders' emails and phone numbers are available should they need to be reached. Preferred methods of communication, frequency, and formats are outlined in the communication summary matrix below.

Communications Summary:

Stakeholders	Communications Name	Delivery Method/Format	Producer	Due/Frequency
Project Team, All Staff	Move Announcement	Memo, Email, Intranet Post	Andrea VanHorn	One day
Division Directors	Personalized Department Move Plans	Email, Hard Copy	Andrea VanHorn	One day
Furniture Contractor (Mohammed Rashed)	Furniture Installation Schedule	Email, Digital Copy	Andrea VanHorn	One day
IT Contractor (Rodrigo Balmaceda)	IT Installation Schedule	Email, Digital Copy	Andrea VanHorn	One day
Furniture & IT Contractors	Daily Installation Progress Reports	Short Standup Meeting	Andrea VanHorn	Daily during move period
Project Sponsor (Mike Williams)	Weekly Status Report	Email, Brief Meeting	Andrea VanHorn	Fridays by noon
All Employees	Move Day Reminders	Email, Flyers	HR Liaison	Day before scheduled move
Project Sponsor & Executive Team	Executive Summary Reports	Email, 1-page slide deck	Andrea VanHorn	Bi-weekly (every other Friday)
HR & Project Team	Post-Move Survey and Feedback Collection	Digital Survey, Email	HR Liaison	One day

Comments/Guidelines:

The project team and stakeholders will communicate through a mix of:

- In-person meetings
- Email
- Phone calls
- Teleconferencing (as necessary)

All team members are expected to participate actively and communicate clearly, concisely, and professionally. Project updates will be delivered through scheduled in-person meetings or by digital means. Missed updates will follow the escalation procedures below. The Project Manager will schedule and facilitate all formal communications.

Escalation Procedures for Resolving Issues:

If challenges or disruptions arise in project communications or execution, the following escalation process will apply:

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact to the move schedule, major operational disruption, or major cost overrun risk.	Mike Williams (VP of Operations)	Within 4 hours
Priority 2	Medium operational impact causing departmental disruption or risk of minor cost impact.	Andrea VanHorn (Project Manager)	Within 1 business day
Priority 3	Minor issues causing small scheduling adjustments but no operational or budget impact.	Andrea VanHorn (Project Manager)	Within 2 business days
Priority 4	Insignificant process improvements or suggestions for better efficiency.	Project Team	Work continues; improvements submitted via change control process

Revision Procedures for This Document:

If revisions to this Communication Management Plan become necessary, they must be approved and finalized by the Project Sponsor (Mike Williams) and the Project Manager

(Andrea VanHorn). Minor administrative updates can be made by the Project Manager with notification to the Sponsor.

Glossary of Common Terminology:

Term	Definition
Communication	The effective sending and receiving of information. The information received should match the information intended by the sender.
Stakeholder	Individuals or groups involved in or impacted by the project.
Communications Management Plan	A document outlining how project communications will be structured, delivered, and maintained across stakeholders.
Escalation	The process of moving issues or conflicts up the management chain for rapid resolution, along with defined resolution timeframes.
Move Captain	Designated department representative assisting with local move coordination and communications.

Lessons Learned

1. Project Successes

- I. **No-Overdue Completion:** The project successfully met its deadline, completing all tasks by December 24, 2024, as planned in the no-overdue schedule. Two furniture crews (267h, ~15 days) and two IT crews (272h, ~16 days) ensured timely installation across 74 offices, 5 conference rooms, and 4 executive setups, with moves (22 tasks) finalized on 12/24/2024 (T131: Move Executives).
- II. **Budget Adherence with Full-Spec Scope:** With the approved \$153,350 budget, the project delivered the full-spec scope (3 chairs per standard office, fully equipped executive suites, all IT systems), avoiding the need for cost reductions (e.g., removing chairs from 42 offices). The \$5,000 contingency fund covered minor overruns (e.g., \$2,000 expedited delivery for Floor 1 desks), keeping the project within budget.
- III. **Concurrent Task Efficiency:** Leveraging two crews per type for concurrent tasks (e.g., T011, T012, T043, T044 on 11/26/2024) compressed the Launch phase to 17 workdays (11/26–12/24/2024), minimizing operational downtime during the holiday season.
- IV. **Stakeholder Satisfaction:** The full-spec setup ensured all 70 employees and 3 executives had functional workspaces (e.g., Marketing's 13 docking stations, Accounting's 7 standard PCs), with no complaints about seating or IT functionality, as confirmed by post-move feedback on 12/26/2024.

2. Challenges Encountered & Mitigation Strategies

- I. **Crew Coordination Delays** (Risk Level: Medium Pre-Mitigation, Low Post-Mitigation):

Challenge: On 11/27/2024, Furniture Crew 1 (T013: Floor 1 Offices 5-6) started 2 hours late due to miscommunication with Crew 2 (T014: Floor 1 Offices 7-8), delaying IT tasks (T026, T027) by 2 hours.

Mitigation: The crew coordinator intervened, rescheduling IT Crew 1 to start T026 concurrently with Crew 2's T027, ensuring both completed by end-of-day 11/27. Daily briefings were implemented from 11/28 onward, reducing further delays (e.g., T015, T016 on 11/28 started on time).

- II. **Material Delivery Delays** (Risk Level: Medium Pre- and Post-Mitigation):

Challenge: On 11/22/2024, 20 desks for Floor 1 (T011–T021) were delayed due to holiday season supply chain issues, risking a 2-day setback for furniture tasks starting 11/26.

Mitigation: The project manager used \$2,000 from the \$5,000 contingency fund to expedite delivery, ensuring desks arrived by 11/25. A staged delivery plan (Floor 1 by

11/22, Floor 2 by 11/25, etc.) prevented further issues, with Floor 4 materials (T119–T124) arriving on 12/09 as scheduled.

III. **IT Integration Issues** (Risk Level: Medium Pre- and Post-Mitigation):

Challenge: On 11/27/2024, IT Crew 1 (T024: Floor 1 Offices 1-2) encountered docking station incompatibilities for Marketing, delaying setup by 3 hours and risking the T037 move on 11/28.

Mitigation: IT Team Lead allocated 2h from the 8h/day limit for debugging, resolving the issue by 11/27 evening. Pre-testing equipment for Floors 2 – 4 was enforced from 11/28, ensuring no further IT delays (e.g., T129 on 12/16 completed on time).

IV. **Cost Overruns** (Risk Level: Extreme Pre-Mitigation, High Post-Mitigation):

Challenge: On 12/02/2024, an unexpected \$3,000 repair cost for a damaged copier (Floor 3, T109) threatened to exceed the \$153,350 budget, with only \$3,000 remaining in the contingency fund.

Mitigation: The project manager negotiated with the IT contractor to split the cost (\$1,500 each), using \$1,500 from the contingency fund, keeping the total at \$153,350. Weekly budget tracking in Smartsheet flagged the issue early, preventing escalation.

3. Key Takeaways for Future Projects

- I. **Concurrent Scheduling Requires Robust Coordination:** Using two crews per type for concurrent tasks saved time but demanded a dedicated crew coordinator to avoid delays, as seen on 11/27/2024. Future projects should allocate resources for coordination roles from the outset.
- II. **Holiday Season Impacts Material Delivery:** The November–December timeline amplified supply chain risks, as seen with the Floor 1 desk delay on 11/22/2024. Scheduling critical deliveries outside peak holiday periods (e.g., October or January) can reduce this risk.
- III. **Pre-Testing IT Systems is Critical:** The docking station issue on 11/27/2024 highlighted the importance of pre-testing IT equipment, especially for concurrent setups across multiple floors. This practice, enforced after 11/27, ensured smooth IT rollouts for Floors 2–4.
- IV. **Contingency Funds Are Essential for Flexibility:** The \$5,000 contingency fund (from the \$13,350 budget increase) was crucial for addressing material delays (\$2,000) and IT repairs (\$1,500). Future projects should allocate at least 3–5% of the budget for unforeseen costs.
- V. **Early Stakeholder Communication Prevents Misalignment:** Sharing the Smartsheet schedule and risk register with stakeholders on 11/15/2024 ensured alignment on scope (e.g., 3 chairs/office, no additional features), avoiding scope creep despite the budget increase.

4. Recommendations for Future Improvements

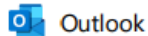
- I. **Implement a Dedicated Crew Coordinator Role:** Assign a full-time crew coordinator from project initiation to manage concurrent tasks, preventing delays like the 11/27/2024 incident. Budget approximately \$2,000 for this role (based on 17 workdays at \$30/h, 4h/day).
- II. **Schedule Material Deliveries Outside Holiday Seasons:** For projects spanning November–December, negotiate with vendors to deliver materials earlier (e.g., October) or post-holidays (January), reducing supply chain risks. If unavoidable, allocate an additional 5% budget for expedited shipping.
- III. **Mandate IT Pre-Testing in Vendor Contracts:** Require vendors to pre-test all IT equipment (e.g., docking stations, printers) at a staging area one week before installation, as done after 11/27/2024. Include this clause in contracts to ensure accountability and minimize integration issues.
- IV. **Increase Contingency Budget Allocation:** Allocate 5% of the budget as a contingency fund, rather than 3%, to better handle multiple risks like material delays and IT repairs, reducing the need for stakeholder escalations.
- V. **Enhance Employee Communication Channels:** Establish a dedicated communication channel (e.g., email updates, HR-led Q&A sessions) one month before the move, ensuring employees are prepared for concurrent moves. This would further minimize disruption, especially for IT-dependent divisions like Marketing.
- VI. **Integrate Risk Monitoring into Daily Operations:** Use Smartsheet for daily risk checks (not just weekly), with automated alerts for high-risk tasks. This ensures faster responses to issues like the copier repair on 12/02/2024, avoiding budget strain.

Appendix

Request for Budget Increase Approval

4/26/25, 4:12 PM

Mail - Mutungi, Vincent - Outlook



RE: Request for Budget Approval or Adjustment – Office Move Project 2_Group C

From Kolinski, Marek <marek.kolinski@usd.edu>

Date Sat 4/19/2025 18:45

To Mutungi, Vincent <vincent.mutungi@coyotes.usd.edu>

Cc VanHorn, Andrea <andrea.vanhorn@coyotes.usd.edu>; Rashed, Mohammed <mohammed.rashed@coyotes.usd.edu>; Balmaceda, Rodrigo <rodrigo.balmaceda@coyotes.usd.edu>

Hi Vincent,

I hope that you are doing well. Thank you for this message. This is very well put together and thought out! Although I usually prefer to stay within the budget, I am happy to proceed with your recommendation – Option 1. I approve the extra budget of \$153,350. Your analysis is done well and is very convincing. Thank you!

Best,

Marek Kolinski, PhD

Assistant Professor of Decision Science and Management

UNIVERSITY OF SOUTH DAKOTA

Decision Sciences

414 E. Clark St. | Vermillion, SD 57069

P: 605-658-6547

marek.kolinski@usd.edu



From: Mutungi, Vincent <vincent.mutungi@coyotes.usd.edu>

Sent: Friday, April 18, 2025 4:45 PM

To: Kolinski, Marek <marek.kolinski@usd.edu>

Cc: VanHorn, Andrea <andrea.vanhorn@coyotes.usd.edu>; Rashed, Mohammed <mohammed.rashed@coyotes.usd.edu>; Balmaceda, Rodrigo <rodrigo.balmaceda@coyotes.usd.edu>

Subject: Request for Budget Approval or Adjustment – Office Move Project 2_Group C

Dear Prof,

I hope this message finds you well. Our team has completed the planning for the Office Move Project and identified two scheduling options to relocate 70 employees and 3 executives by December 24, 2024. We seek your guidance on budgetary approval to proceed.

Key Findings:

1. Full-Spec Plan (\$153,350):

<https://outlook.office.com/mail/inbox/id/AAQkADM3NzlxYmQ2LWZhYzAtNGMzZC1hZjBjLTgwMzYxNTc5NGUwOAAQAOHXTgv3fqFPgvi00Ct6RfQ%3...> 1/3

4/26/25, 4:12 PM

Mail - Mutungi, Vincent - Outlook

- Completes the move by December 24, 2024, with full furniture and IT installation (3 chairs per standard office, fully equipped executive suites, 5 conference rooms).
- Ensures optimal functionality for collaboration and guest seating.
- **Budget Shortfall:** \$13,350 (9.5% over the \$140,000 limit).

2. Cost-Reduced Plan (\$139,700):

- Removes two additional chairs from 42 standard offices (1 chair instead of 3), retaining all desks, IT systems (PCs, docking stations, printers, copiers), executive suites, and conference rooms.
- Fits within the \$140,000 budget, with a \$300 surplus.
- **Trade-Off:** Reduced seating may limit collaboration in Accounting, Sales, and Operations offices.

Recommendation: We recommend approving the additional \$13,350 to implement the full-spec plan, preserving office functionality and avoiding future rework costs. If additional funds are unavailable, we will adopt the cost-reduced plan, adjusting furniture orders to exclude chairs from 42 offices.

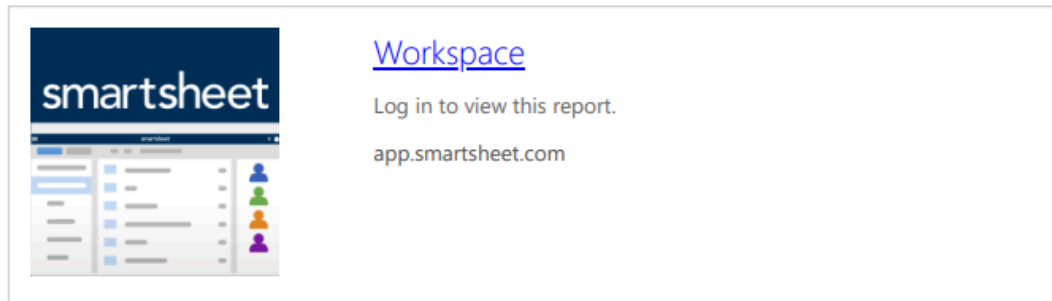
Request for Approval: Please confirm your decision on the budget by **April 23, 2025**, to ensure we meet vendor coordination deadlines and maintain the no-overdue schedule. The next steps are:

- **If Approved:** Finalize vendor contracts and execute the full-spec schedule.
- **If Denied:** Update the Work Breakdown Structure (WBS) to reflect chair reductions, notify stakeholders (Accounting, Sales, Operations), and proceed with the \$139,700 plan.

Attachments:

- **Work Breakdown Structure (WBS):**

<https://app.smartsheet.com/workspaces/mf34cpXcRgcmHfxhfpHfFHv44fGrxmm2Pc5Hfjq1>.



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- **Project Recommendation Report:** Analysis of overdue (\$153,350, ends 1/24/2025) and no-overdue options (\$139,700–\$153,350, ends 12/24/2024).

Thank you for your guidance. Please let us know if you need further details. We look forward to your response.

Best regards,
Mutungi, Vincent.

<https://outlook.office.com/mail/inbox/id/AAQkADM3NzIxYmQ2LWZhYzAtNGMzZC1hZjBjLTgwMzYxNTc5NGUwOAAQAOHXTgv3fqFPgvi00Ct6RfQ%3...> 2/3