

funds or benefits from the government. \nInstead of raising taxes on individuals who have worked hard to amass wealth we should first look to set regulations that protect the rights of citizens. Government should create an environment where individuals are allowed to flourish. For example the Build Back Better Act includes provisions for universal pre-K (Points to Know 2021). This provision allows for all 3-4-year-olds to receive an education. As we are all created equal any inequalities stem from as Adam Smith suggested habit custom and education (Otteson 2013). \nFurthermore the government often raises taxes on individuals to pay for social initiatives when raising corporate tax rates would be more equitable. Right now the federal corporate income tax rate is 21% combined with varying state tax rates of up to 11.5% (York 2021). It is also important to note that the United States has the largest gross domestic product (GDP) at approximately \$21 trillion (United States of America - Place Explorer - Data Commons n.d.). Just the slightest increase in corporate taxes could generate billions to improve the lives of each citizen. \nIn contrast to the United States currently France has the highest combined tax rate at 32% (York 2021) but with a much smaller GDP at \$2.6 trillion (France | Data n.d.). In addition after loopholes and deductions the effective tax rate for most large corporations is relatively lower than that figure. Therefore instead of unevenly taxing individuals the government needs to tax corporations more and reduce loopholes. \nFor any social contract to work everyone needs to contribute their fair share. However fairness and equality are not always the same thing. Indeed many philosophical theories centered around fairness acknowledge that sometimes inequality is acceptable. \n For example according to Mcmanus et al. (2018) in his Justice as Fairness theory John Rawls argued that inequality is acceptable if it benefits the least advantaged members of society. Because many of the factors that benefit the most privileged are unearned \u201cRawls argues that social stability requires us to benefit those who do not have the same advantage so that they are regarded as equally worthy members of the same society\u201d (p. 228). Therefore because it may benefit the least privileged members of society one could argue that higher taxes for the wealthy are just and fair even when viewed through social contract theory. \nA just society is \u201cgrounded in cooperation and mutual advantage between its individual members\u201d (Mcmanus et al. 2018 p. 201). Taxing the nation\u2019s highest earners helps to fund the government. The government is needed to maintain an ordered and safe society. The government is comprised of individuals. Thus one could also argue that the government taxing the rich to support the less fortunate is an example of cooperation for mutual advantage. \nFinally higher taxes for the rich are arguably justifiable because not every wealthy person has earned their riches. Very often the most affluent citizens have benefitted from \u201cthe accomplishments of past generations not to mention the support of public institutions (like the National Science Foundation) and services (like schools) that foster innovation and lead to greater productivity\u201d (Kohn 2010 para. 7). Therefore one could assert that the wealthy owe a debt to society and as they have gained more they should contribute more. \nHowever regardless of whether the government taxes the rich more or less the true source of immorality in this situation is capitalism itself. One of the main philosophical underpinnings of capitalism is the idea that \u201cman\u2019s mind is competent in dealing with reality that it is morally good for each person to strive for his own happiness\u201d (Capitalism FAQ: Theory n.d.). However in reality capitalism creates a society where each person strives toward monetary rewards for themselves because that represents access to personal happiness. As a result capitalism perpetuates inequalities and encourages a

competitive and divisive mindset which ultimately destabilizes society. Instead of encouraging humanity to work together for the betterment and progression of all we instead live our whole life attempting to amass and hoard wealth. \nLike our founding fathers the majority of Congress is wealthy. Today over half of the members of Congress are millionaires (Evers-Hillstrom 2020). They depend on the donations from lobbyists funded by corporations to finance their campaigns. In the pursuit of their happiness they like us are working to earn a dollar. \nThe Build Back Better Act is now with the Senate. While there are hopes that the bill will pass before Christmas passing the bill in the Senate is expected to be an uphill battle. Many senators argue that its provisions are too costly and will negatively affect the economy (Reilly & Cole 2021). \nIn a just society \u201cAccording to [John] Rawls leaders and followers must work together to guarantee the basic rights of those who cannot speak up for themselves\u201d (McManus et al. 2018 p. 242). However given the political climate of the day the personal wealth of the majority of Congress and the overarching influence of capitalism it is unlikely the bill will pass in its current form. More than likely some of the existing provisions to aid poor and median income households or the tax increases included in the legislature will be dropped before it is approved by the Senate (Reilly & Cole 2021). \nIn America we citizens look to the state to support and relieve us from the inherent injustices and inequalities we experience while living in our capitalistic system. We expect government leaders to be the antithesis of greedy capitalists. We believe that they act ethically and never make decisions motivated by self-interest and personal gain. We hope that politicians make decisions with all citizens\u2019\u2014be they rich or poor\u2014best interests in mind. Our social contract imbues them with the power to choose how we use and distribute a resource of finite nature and availability\u2014money. \nIs it moral to tax the rich to support the poor? Ultimately its ethicality is irrelevant in a society underpinned by a system that creates and maintains a culture driven by scarcity and choice. Moreover any society where its leaders must consider rectifying one inequality with another inequality where greed and self-interest abound and are encouraged is innately immoral from conception.\n\nReferences\nCapitalism FAQ: Theory. (n.d.). Retrieved November 25 2021 from <http://www2.harpercollege.edu/mhealy/eco211f/lectures/capism/capit-2.html>\nCohn J. (2010 October 17). Moral Arguments for Soaking the Rich. The New Republic. <https://newrepublic.com/article/78459/moral-argument-soaking-the-rich>\nEidenmuller M. E. (n.d.). American Rhetoric: Movie Speech: Wall Street\u2014Gordon Gekko Addresses Teldar Shareholders\u2014Greed is Good. Retrieved November 25 2021 from <https://www.americanrhetoric.com/MovieSpeeches/moviespeechwallstreet.html>\nEvers-Hillstrom K. (2020 April 23). Majority of lawmakers in 116th Congress are millionaires. OpenSecrets News. <https://www.opensecrets.org/news/2020/04/majority-of-lawmakers-millionaires/>\nFounders Online: 32. A Bill for Support of the Poor 18 June 1779. (n.d.). University of Virginia Press. Retrieved November 21 2021 from <http://founders.archives.gov/documents/Jefferson/01-02-02-0132-0004-0032>\nFrance | Data. (n.d.). Retrieved November 27 2021 from <https://data.worldbank.org/country/france?view=chart>\nFranklin B. (2009). The Way to Wealth: From Poor Richard\u2019s Almanack. The Floating Press; eBook Collection (EBSCOhost). <https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=313771&sit e=ehost-live>\nFrey D. E. (2009). America\u2019s economic moralists: A history of rival ethics and economics (Vol. 1\u2013online resource (vii 239 pages)). SUNY Press;

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INTRODUCTION 4\n\n2 SCOPE MANAGEMENT 6\n\n3 COST MANAGEMENT 11\n\n4 PROCUREMENT AND QUALITY MANAGEMENT 12\n\n5 PROJECT RESOURCE MANAGEMENT 13\n\n6 PROJECT COMMUNICATIONS MANAGEMENT 14\n\n7 RISK MANAGEMENT AND REGISTER 15\n\n8 STAKEHOLDER ENGAGEMENT 16\n\n9 APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL 21\n\n10 APPENDIX B: ANNEX DIRECTORY 22\n\n11 APPENDIX C: GLOSSARY 24\n\n12 APPENDIX D: EXTERNAL DOCUMENTATION AND RESOURCES 25\n\n13

Page 3 of 25\n\n14\n\n15\n\n16 INTRODUCTION\n\n17\n\n18 1.1 PURPOSE OF THE PROJECT MANAGEMENT PLAN\n\n19\n\n20 The following project management plan was completed for the project titled \u201cTrecce\u201d. It\n\n21\n\n22 was developed based on acceptance of the related Project Charter and defines how this\n\n23\n\n24 project will be executed, monitored, controlled, and closed. This PMP is addressed to all\n\n25\n\n26 stakeholders, including the management team, all sponsors, and the project team. Trecce\n\n27\n\n28 aims to mobilize chefs and volunteers to take part in a month-long pilot event at Mensa\n\n29\n\n30 Giovanni Paolo II to offer nutritious meals to the economically disadvantaged while\n\n31\n\n32 reducing food waste and fostering community engagement. The name Trecce, meaning\n\n33\n\n34 braids in Italian, derives from the intertwined connection the kitchen, chefs, and\n\n35\n\n36 community will have during this project.\n\n37\n\n38

Page 4 of 25\n\n39\n\n40\n\n41 1.2 ASSUMPTIONS AND CONSTRAINTS\n\n42\n\n43 The Assumption and Constraints matrix is a very crucial component of the Risk\n\n44\n\n45 Management Plan. It is very important in forecasting, which is important in building a\n\n46\n\n47 project vision, and identifying project deliverables. Constraints on the other hand could\n\n48\n\n49 serve as potential risks if not well managed. The matrix can serve as a guide to the\n\n50\n\n51 Project Management Team in identifying all known risks.\n\n52\n\n53 Please refer to the Assumption and Constraints matrix for a detailed description of all\n\n54\n\n55 registered project assumptions and constraints. The matrix can be found in the Risk\n\n56\n\n57 Management Plan folder.\n\n58\n\n59 See Annex 1: Assumption and constraints\n\n60\n\n61

Page 5 of 25\n\n62\n\n63\n\n64 2 SCOPE MANAGEMENT\n\n65\n\n66 2.1 REQUIREMENTS DOCUMENTATION\n\n67\n\n68 The requirements of Trecce include all needs to lead to a successful food service for\n\n69\n\n70 beneficiaries. These include acquiring the needed stakeholders, having an adequate\n\n71\n\n72 location for food preparation and service, providing schedules to stakeholders, and the\n\n73\n\n74 means to analyze program success.\n\n75\n\n76

2.2 REQUIREMENTS TRACEABILITY MATRIX\n\n77\n\n78 See Annex 2: Requirements Traceability Matrix\n\n79\n\n80

2.3 WORK BREAKDOWN STRUCTURE\n\n81\n\n82 The Trecce Work Breakdown Structure (WBS) categorizes all work needed to complete\n\n83\n\n84 the project and represents 100% of the scope. The WBS is broken down into the\n\n85\n\n86 following format:\n\n87\n\n88

1. Project Management\n\n89\n\n90

1.1. Execution\n\n91\n\n92

1.1.1. Communication Plan Execution\n\n93\n\n94

1.1.2. Project Work Execution\n\n95\n\n96

1.1.3. Risk Response Execution\n\n97\n\n98

1.2. Monitoring & Controlling\n\n99\n\n100

1.2.1. Risk Monitoring\n\n101\n\n102

1.2.2. Schedule & Milestone Controlling\n\n103\n\n104

1.2.3. Cost monitoring\n\n105\n\n106

1.3. Close\n\n107\n\n108

1.3.1. Project Close Documents\n\n109\n\n110

1.3.2. Project Close\n\n111\n\n112

2. Planning\n\n113\n\n114

2.1. Procurement\n\n115\n\n116

2.1.1. Food/service supplies\n\n117\n\n118

2.1.2. Transportation for food/materials\n\n119\n\n120

2.2. Schedule\n\n121\n\n122

2.2.1. Chef schedule\n\n123\n\n124

2.2.2. Volunteer schedule\n\n125\n\n126

2.2.3. Timeline for day of service\n\n127\n\n128

2.3. Location\n\n129\n\n130

2.3.1. Site visit to kitchen\n\n131\n\n132

2.3.2. Kitchen space checklist\n\n133\n\n134

2.3.3. Dining space checklist\n\n135\n\n136

2.4. KPIs\n\n137\n\n138

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3. Recruitment\n\n142\n\n143

3.1. Chefs\n\n144\n\n145

3.1.1. Chef pre-selection meetings\n\n146\n\n147

3.1.2. Chef partnership agreements\n\n148\n\n149

3.1.3. Chef confirmation\n\n150\n\n151

3.1.4. Pre-month-of-service meetings with chefs\n\n152\n\n153

3.2. Partners\n\n154\n\n155

3.2.1. Partner pre-selection meetings\n\n156\n\n157

3.2.2. Partner agreements\n\n158\n\n159

3.2.3. Confirmation of partners\n\n160\n\n161

3.2.4. Partner pre-month-of-service meetings\n\n162\n\n163

3.3. Volunteers\n\n164\n\n165

3.3.1. Development of recruitment/advertising materials\n\n166\n\n167

3.3.2. Marketing launch\n\n168\n\n169

3.3.3. Volunteer sign up period\n\n170\n\n171

3.3.4. Volunteer roles determination\n\n172\n\n173

3.4. Team Building Event\n\n174\n\n175

4. Month of Service\n\n176\n\n177

4.1. Food Coordination\n\n178\n\n179

4.1.1. Donation food delivery\n\n180\n\n181

4.1.2. Menu

selection\n\n4.1.3. Purchased food delivery\n\n4.2. Volunteer coordination\n\n4.2.1. Kitchen volunteer coordination\n\n4.2.2. Service area volunteer coordination\n\n4.3. Site coordination\n\n4.3.1. Kitchen coordination\n\n4.3.2. Food service area coordination\n\n4.4. Food Service\n\n5. Post Service Month Evaluation\n\n5.1. Feedback\n\n5.1.1. Chef feedback meetings\n\n5.1.2. Volunteer feedback via surveys\n\n5.1.3. Beneficiaries feedback via verbal questions\n\n5.1.4. Partner feedback meetings\n\n5.2. Data Analyzation\n\n5.2.1. KPI analyzation\n\n5.2.2. Feedback analyzation\n\n5.2.3. Feedback report\n\n5.3. Milestone Review Meeting\n\nSee Annex 3: WBS Dictionary\n\nSee Annex 4: ProjectLibre WBS\n\n2.3.1 CHANGE MANAGEMENT PLAN\n\nIf any stakeholder believes a change to the project scope or schedule is necessary, they\n\nPage 7 of 25\n\nwill be required to complete the Trecce Change Request Form. Once completed, they will\n\nneed to email this form to the project management team, indicated in the project charter.\n\nAt that time, the project management team will review the request and determine if the\n\nchange is approved or denied, completing any research on the change as needed. If\n\napproved, the project management team will be responsible for informing the affected\n\nstakeholders and updating any related project documents such as the schedule, activity\n\nlist, risk register, responsibility assignment matrix, or any document the PM team deems\n\naffected. If the request is denied, the PM team should respond to the stakeholder who\n\nrequested the change, indicating the reason for the denial.\n\nSee Annex 5: Change Request Form\n\n2.4 PROJECT SCHEDULE MANAGEMENT\n\nThe project schedule has been broken into the following phases: planning, recruitment, a\n\nmonth of service, and a post-service-month evaluation. The timeline for each phase\n\ndiffers due to project work needs, the man hours needed to complete the phase, observed\n\nholidays in Rome, and being mindful of our external stakeholders's schedules.\n\nDuring the planning phase, the main tasks will include procurement of materials,\n\nscheduling for the month of service, and food kitchen logistics. The timeline for this\n\nphase starts three months before the month of service and will last until the end of\n\nSeptember. As chefs and partners will dictate planning details, a lot of the work in this\n\nphase will occur after recruitment.\n\nThe recruitment of partners has already started in September of 2022. As Trecce\n\nrelies on donors to fund the project, it is important to receive around 50% of our\n\ndonation goal before the kickoff meeting on May 2, 2023. Therefore, we felt the urgency\n\nto start requesting donations as soon as possible. The recruitment of chefs will start at\n\nthe project kickoff and last until June 30, 2023. Holding this recruitment early on allows\n\nfor the most preparation of schedules and planning. Volunteers will start to be recruited\n\nonce marketing materials are launched and can sign up all the way up to the month of\n\nservice.\n\nThe timeline for the month of service includes all activities needed to conduct a\n\ndinner service successfully. Dinner service days include Tuesdays, Wednesdays, and\n\nPage 8 of 25\n\nThursdays. The food delivery will take place on Mondays, Tuesdays, and Wednesdays,\n\nnone day before the meal service, to ensure our chefs have time to properly inspect the\n\ndonated food, determine a menu, and request any food items that need to be bought to\n\ncomplete the meal.\n\nFor the post-service-month evaluation, the goal is to understand whether or not this\n\npilot program has been successful or not. The schedule includes time to hear the\n\nopinions of chefs, partners, volunteers, and beneficiaries to understand the program's\n\npros and cons. Once all data is collected, the project management team will analyze this\n\ndata and compile a report stating their opinion.\n\n2.4.1 ACTIVITY LIST AND ATTRIBUTES\n\nThe Trecce activity

list encompasses all activities that must be completed in order for the project to be successful. These were developed from the Work Breakdown Structure and should include 100% of the project work. Included in the activity list are the activity ID, activity Name, WBS ID, predecessor and successor activities, logical relationship indicators, leads/lags, the imposed deadline, and the location where the activity will take place. The project management team is responsible for monitoring the activity list and making any necessary updates during the project lifecycle.

See Annex 7: Activity List

2.4.2 MILESTONE LIST

Milestone Deadline

Activity	Deadline
Gaining committed donors to fund project at 50%	02/05/23
Meeting recruitment requirements for chefs	30/06/2023
Meeting recruitment requirements for partners	30/06/2023
Meeting recruitment requirements for volunteers	29/09/23
The first meal service	02/10/2023
The last meal service	31/10/2023

All expected feedback is collected for analysis 07/11/2023

Completing the follow-up phase tasks 15/11/2023

See Annex 8: Milestones

2.4.3 PROJECT SCHEDULE

See Annex 6: ProjectLibre Gantt Chart

See Annex 7: Activity list

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https://drive.google.com/file/d/1KEQKckZ4wXzWammYTsR6mjKu65fmn_an/view?usp=share_link

See Annex 3: WBS Dictionary

See Annex 21: Day of Service Timeline

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3 COST MANAGEMENT

3.1 BUDGET & SCHEDULE OF EXPENSES

At the start of planning we assume that 50% of the project funding has been secured.

Fundraising activities will continue throughout the project. In addition, as this is a charitable endeavor, the project management team has agreed to donate 60% of their salary toward the project. The schedule of funding partners with donation amount, along with a complete schedule of expenses and contingency funding amounts to be found in the annex.

See Annex 9: Budget and Schedule of expenses

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4 PROCUREMENT AND QUALITY MANAGEMENT

4.1 PROCUREMENT AND QUALITY MANAGEMENT PLAN OVERVIEW

The Trecce Procurement Management Plan aims to define the project's procurement and quality management process. The plan will set out the procurement and quality management guidelines, define the risks associated with the procurement and quality management strategy, and suggest the strategy for mitigating those risks. Specifically, the Procurement Management Plan will define the following:

- Project procurement partners and donating partners
- Quality and procurement work breakdown structures (WBSs)
- Establishing partner deliverables and deadlines
- Which items are to be procured via direct purchase, pricing, and timelines
- Determining material costs
- Risks associated with procurement management
- How procurement risks will be mitigated
- How procurement is coordinated with project scope, budget, and schedule
- Inventory and Quality Assessment Log Template
- Quality management criteria
- Specify all constraints pertaining to procurement
- Performance metrics for procurement activities

Please refer to Annex 10 for the complete Trecce Procurement and Quality Management Plan.

See Annex 10: Trecce – Procurement and Quality Management Plan

See Annex 11: Inventory and Quality Assessment Log

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5 PROJECT RESOURCE MANAGEMENT

The Resource Management Plan defines the approach to identify, acquire, and manage the human and physical resources needed for the Trecce project. Resources are key components of any project. Therefore, successfully identifying all the required human and material resources required for this endeavor is fundamental. The Resource Management Plan also encompasses the Team Charter, a key document that outlines team members' roles and responsibilities, team values, agreements, and operating guidelines. Please refer

to the Resource Management Plan for a detailed description of all resources identified, how they will be managed and utilized for project success, and all necessary information on the Team Charter. See Annex 12: Project Resource Management Plan.

5.1 RESPONSIBILITY ASSIGNMENT MATRIX

The Responsibility Assignment Matrix is a key component of the Resource Management Plan, which is required to inform all project team members on the assignment of project tasks/activities. This matrix details each project work activity, clearly indicating the human resource responsible of performing specific project activity/s, who is accountable for its success or failure, who is to be consulted before the activity is conducted, and who is to be informed. The Trecce Project Team chose the RASCI matrix as opposed to the RASCI matrix because of the support component in the former. The support component is vital to this project as this is a social endeavor based on humanitarian ideals; therefore, teamwork, collaboration, and support are highly emphasized for all stakeholders involved to boost the chances of project success. Please refer to the Responsibility Assignment Matrix for a detailed description of all project activities and assignments. See Annex 13: RASCI Matrix.

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6 PROJECT COMMUNICATIONS MANAGEMENT

Communication is critical in any project, not only for involving the stakeholders and increasing stakeholder engagement but also to avoid potential mistakes caused by miscommunication. For this project, we have established the following communication pillars that played a central role in our communication plan: transparency, to create a safe space, clarity, and a safe approach to handling personal information. With these pillars in mind, we have tried to communicate successfully with our target audience and all involved stakeholders. We have used a tailored approach to communicate with stakeholders, partners, volunteers, etc. This is accomplished through using different communication tools per group in order to communicate as well as possible. All the specific information on which tactics and tools were used per group and a more detailed explanation of our communication plan can be found in the following document. See Annex 14: Communications Plan.

6.1 PROJECT COMMUNICATIONS MANAGEMENT PLAN

In the communication matrix, we have provided an overview of the outgoing communication stream. The table includes the information we provide, the recipient, the communication method, the frequency but also the person in charge of our project team. The table also includes the assumptions and constraints we foresee for the information provided. See Annex 15: Communication Matrix.

See Annex 22: Communication Pillars.

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7 RISK MANAGEMENT AND REGISTER

A project risk is any foreseen or unknown issue that can potentially have a positive or negative impact on the project. The Trecce Project Team successfully worked with the relevant stakeholders in identifying all known project risks. Mitigation strategies have been clearly defined in the risk matrix. Likewise, the recommended contingency action will be utilized should the risk occur. Contingency plans have been put in place to address any future unforeseen risk or residual risks. The importance of this matrix to project success cannot be overemphasized, as risks can be quantified and calculated to determine the financial impact they could pose to the project. This tool is vital in tracking and managing all risks to mitigate, eliminate, or exploit any risk. See Annex 16: Risk Register.

7.1 ISSUE LOG

The Issue Log is crucial during project execution to track and document all issues that may arise during the course of the project. This matrix is important in detailing and assigning issues to individuals and setting a due date for the successful resolution of issues. This

document will help the Trecce Project Team to monitor, assign, and solve\n\nissues before they potentially grow into constraints or risks for the project.\n\nSee Annex 17: Issue Log matrix\n\nPage 15 of 25\n\n\n8 STAKEHOLDER ENGAGEMENT\n\nEngagement and dialogue with stakeholders are crucial if a project is to become\n\nsuccessful. Stakeholder engagement is the process of interacting with actors involved in\n\nand impacted by a project. It is particularly important to a project as its completion often\n\ndepends on how stakeholders see the project.\n\nVarious stakeholders are mobilized for this project, from the Coordinator and other\n\nstaff working at the Mensa Giovanni Paolo II who are directly involved in the daily\n\noperations and management of the establishment to the economically challenged\n\npersons who are the recipients of free meals provided by the Mensa's feeding program.\n\nIn between are the different service providers as well as range of volunteers involved in\n\nthe project, i.e., volunteer chefs and servers, current partners supporting the feeding\n\nprogram (i.e., Comune di Roma and the local church) and new partners providing funds\n\nand other resources mobilized for the project and the project team.\n\nPage 16 of 25\n\n\n8.1 PROJECT TRECCE KEY STAKEHOLDERS\n\nMensa Caritas Diocesana "Giovanni Paolo II" Coordinator and staff. Carlo\n\nVirtu is Mensa's Coordinator. As the key decision maker in Mensa, his leadership and\n\nbuy-in are crucial to successfully rolling out the project. At Mensa, he is responsible for\n\nCoordinating all activities of the Food Kitchen, reporting, and liaison with stakeholders.\n\nHe is ably supported by a team composed of an Assistant Coordinator (Simon\n\nEsuperanzi), an Administrative Officer (Massimo Ceccarelli), and a Cleaning/\n\nOrganization Staff (Brenda Longo). This team, in particular its Coordinator, is contacted\n\nand consulted right from the very start of the project where the Trecce Project concept\n\nwas presented. After listening to and taking into account their inputs, the overall project\n\nidea was revised, and from which the overall work plan and budget were developed. The\n\nteam is obviously very much involved in the pilot project implementation and in\n\nevaluating its effectiveness after completing the pilot phase. It is important that\n\ninteraction with this group is carried out in person, with clear agreements documented in\n\nwriting to avoid any misunderstanding and miscommunication.\n\nComune di Roma and Caritas Roma. As the two organizations supporting the\n\ncurrent feeding program at Mensa, it is important that the Trecce project builds on the\n\nongoing program they currently support. As with the Mensa team, both Comune and\n\nCaritas are contacted and consulted right from the very start of the project, where the\n\nTrecce Project concept was presented. Their inputs and suggestions are integrated into\n\nthe design of the project, and their full support moving forward was solicited. The Project\nteam assures the Comune and Caritas that the Trecce Project will build on the current\n\nfeeding program that they are supporting and that any changes to be made are only to\n\nimprove it. Regular and open communication, both verbal and written, takes place\n\nregularly, with meeting agreements documented.\n\nProject beneficiaries. The project is designed with the economically disadvantaged in\n\nmind, i.e., hundreds of people who rely on free meals provided by Mensa. But free meals\n\ndo not need to be less nutritious. Trecce Project is all about serving nutritious meals\n\nprepared by volunteer chefs/student chefs. Feedback from the beneficiaries will be\n\nsolicited verbally during or right after each meal service.\n\nPage 17 of 25\n\n\nFood transport service provider. Transport provider LogTech SRL is mobilized to\n\nensure timely delivery of food items/ingredients, either donated or purchased. They are\n\nbriefed as regards the project, emphasizing the critical role they play in avoiding delays\n\nand smooth

execution of daily plans. Too Good To Go, Glovo, and Food for Good. These partners are all engaged in reducing food waste and in making nutritious food accessible. Trecce project partners with them to provide ready meals to the Trecce project in case of insufficient meals during project execution. Also, should there be excess food items prepared, they are also mobilized to deliver to other individuals or other charities in Rome. Terms of collaboration with these partners are spelled out in a Partnership Agreement which is discussed and agreed upon with them following the presentation and discussion of the Trecce Project prior to its kickoff. Partner chefs, Culinary Schools, and Chef associations. There is no shortage of food practitioners in Rome. Foremost of these are various restaurant chefs, culinary schools, and chef associations in the city. With thousands of members among professional chefs and restaurateurs (in the case of associations) and future chefs and teachers (in the case of culinary schools), these establishments is a rich pool of volunteer chefs, teachers, and students whose values and passion are fully aligned with the philosophy of the Trecce project, i.e., making nutritious food available while reducing food loss and waste. Chef associations are solicited to entice and encourage their member chefs to volunteer for the program and cook meals for the project beneficiaries. Restaurant chefs who are not members of any of the associations are also approached to volunteer as well. In the case of culinary schools, a special arrangement is explored where the involvement of the culinary students in the project can be counted and validated as part of their community immersion and practices within their own curriculum. The Trecce Project will be pitched to these establishments and individuals. Terms of collaboration are spelled out in a Partnership Agreement that will be discussed and signed among the parties concerned. Partner foundations. Foundations are private entities serving public goals. Prospect research was carried out to identify private foundations in Rome whose mission and objectives are aligned with the Trecce Project objectives. The various foundations identified as partners for the project operate in Rome, promoting and supporting causes such as community welfare and social inclusion (e.g., ACRI), families and people in economic difficulty, migrants and refugees (e.g., Enel Cuore Onlus), health and aid to the underprivileged (e.g., Fondazione di Roma), and food security (e.g., Coldiretti). These institutions will be requested, following a pitch for support, to contribute financial resources to cover the cost of ingredients (should there not be sufficient leftovers from the restaurant of volunteer chefs) and project operations (transport, publicity, etc.). Partner supermarkets. Italy has a law that will make supermarkets donate more of their waste food to charities. The Trecce project will build on this law by soliciting partner supermarkets (Conad, Coop, Carrefour, Tuodis) to donate unsold perishable items (e.g., fruits, vegetables, and other ingredients) that are still suitable for consumption through the project. This contributes to minimizing their waste while improving their community involvement and enhancing their corporate social responsibility. The supermarket branches identified are those within close vicinity of the Mensa in order to minimize transport but also for further visibility of the supermarket as well. The Trecce project will be presented to the management of the supermarket branches identified. The terms and conditions of their involvement are specified in a Partnership Agreement that is discussed, agreed upon, and signed by concerned parties. Volunteer servers. Trecce Project will rely on a set of volunteer servers of different profiles building on their high level of social and ecological

awareness and sense of service (Profile 1); on their interest to spend available and gain insights from their experience while at the same time giving them a sense of worth through this community engagement work (Profile 2); and on their curiosity to discover and know the other side of Rome while giving them an opportunity to be part of a community. They will be recruited to augment human power needs to help in the preparation and cleaning of the venue, keep order during meal service, and accompany/talk with the beneficiaries. As outlined in the Communication Plan, teasers/flyers with details on how to volunteer are prepared and posted around Rome. A briefing/orientation session will be organized and conducted. Volunteer Agreement/Consent that spells out the work that needs to be carried out, roles and responsibilities as volunteer servers, as well as service schedules, are prepared, presented, and discussed with the volunteers.

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Visibility/outreach partners (SDG2Hub, Eataly, Mercato Centrale Roma). The Trece Project also aspires to inspire other cities to come up with similar initiatives. To this end, partners with advocacy groups (e.g., SDG2Hub) will be mobilized for further visibility. Likewise, the participation of establishments with high potential for local outreach for volunteers inc. stall owners/cooks, and individual donors (e.g., Eataly, Mercato Centrale Roma) will be sought to contribute to the project as well in terms of providing space to display initiative's poster (if appropriate); providing connections to solicit chef volunteers; but also to collect any unused ingredients from the restaurant(s) operating in their establishment. As with other partners, the involvement of these institutions will be requested, following a pitch for support process. Across all stakeholders involved, feedback shall be solicited in various ways (via survey, phone, or in-person conversation) for further improvement as well as to assess possible follow-up/next steps. Also, issues and disagreements, should they arise, shall be settled amicably by the parties concerned. Finally, the contribution of all partners is acknowledged and recognized through posters displayed during meal service (e.g., "This evening's/week's meal is supported/brought to you by Partner XYZ"). The detailed list of these stakeholders, the rationale for their involvement, and their specific involvement/participation in the project are presented as Annexes of this document.

8.2 STAKEHOLDER REGISTER, STAKEHOLDER MAP, STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX AND STAKEHOLDER ENGAGEMENT PLAN

See Annex 18: STH Register
See Annex 19: STH Engagement Assess. Matrix
See Annex 20: STH Engagement Plan

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APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL

The undersigned certifies that I have examined the plan of the Project <Project name> and confirms that I approve the approach presented. Any changes to the Project plan will be coordinated with and approved by the undersigned or formally delegated representatives.

Signature: _____
Date: _____
Name in block letters: _____
Title: _____
Role: _____

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APPENDIX B: ANNEX DIRECTORY

The following table includes the documents quoted in this project management plan.

Annex	Number	Description	Document Title	Page	Number
in PMP	Annex 1	Assumptions and Constraints	Annex 1: Assumption and constraints	B1	Annex 2
	Annex 2	Requirements Traceability	Matrix	Annex 2: Requirements Traceability	Matrix
	B2	Annex 3	WBS Dictionary	Annex 3: WBS Dictionary	
	B4	Annex 4	Projectlibre WBS	Annex 4: ProjectLibre WBS	B6
	Annex 5	Change Request Form	Annex 5: Change Request Form	B9	Annex 6
	Annex 6	Gantt Chart	Annex 6: ProjectLibre Gantt Chart	B10	Annex 7
	Annex 7	Activity List and Attributes	Annex 7: Activity List	-	

Attributes B21\n\nAnnex 8 Milestones Annex 8: Milestones B23\n\nAnnex 9 Budget and Schedule of\n\nExpenses\n\nAnnex 9: Budget and Schedule of\n\nExpenses\n\nB24\n\nAnnex 10 Procurement and Quality\n\nManagement Plan\n\nAnnex 10:\n\nProcurement-Management-Plan\n\nB27\n\nAnnex 11 Inventory and Quality\n\nAssessment Log\n\nAnnex 11: Inventory & Quality Assessment\n\nLog\n\nB37\n\nAnnex 12 Project Resource\n\nManagement Plan\n\nAnnex 12: Project Resource Management\n\nPlan\n\nB38\n\nAnnex 13 RASCI Matrix Annex 13: Responsibility Assignment\n\nMatrix (RASCI)\n\nB45\n\nAnnex 14 Communications Plan Annex 14: Written Communication plan B48\n\nAnnex 15 Communications Matrix Annex 15: Communication Matrix B55\n\nAnnex 16 Risk Register Annex 16: Risk Register B56\n\nAnnex 17 Issue Log Matrix Annex 17: Issue Log B59\n\nPage 22 of 25\n\n\n\nAnnex 18 Stakeholder Register Annex 18: STH Register B60\n\nAnnex 19 Stakeholder Engagement\n\nMatrix\n\nAnnex 19: STH Engagement Assess. \n\nMatrix\n\nB62\n\nAnnex 20 Stakeholder Engagement\n\nPlan\n\nAnnex 20: STH Engagement Plan B63\n\nAnnex 21 Day of Service Timeline Annex 21: Day of Service Timeline B65\n\nAnnex 22 Communication Pillars Annex 22: Communication Pillars B66\n\nPage 23 of 25\n\n\n\n\nASSUMPTION AND CONSTRAINTS\n\nID Date IdentifiedIdentified by Assumption description Impact if proven invalid Constraints\nA1 12/20/2022 Trecce Project Team Partner Supermarkets will donate food \n\nitems to the project\nMedium Failed donations from sponsors\nA2 11/4/2022 Trecce Project Team Chefs will be available to work voluntarily High Unavailability of chefs for the project\nA3 11/4/2022 Trecce Project Team The project will attract volunteers Low No volunteers for the project\nA4 11/4/2022 Trecce Project Team Project will attract funding Medium No funding for the project\nA5 12/20/2022 Trecce Project Team Financial sponsors will donate funds at the \n\nrequired time for procurement\nLow Failed release of contingency funds\nA6 12/20/2022 Trecce Project Team All project procurement activities will be \n\nCarried out without failure or delay\nMedium Procurement failure or delay\nA7 11/4/2022 Trecce Project Team Conflicts will be addressed and resolved \n\nsmoothly\nLow No attention or resolution to conflict\nA8 11/4/2022 Trecce Project Team Communication will flow easily, all \n\ncommunicated emails, newsletters will be \n\nreceived, read, and understood.\nMedium Communication failure between all \n\nstakeholders\nA9 11/4/2022 Trecce Project Team Food waste will be avoided Rare/Negligible Unavailability of waste management \n\nstrategy\nA10 12/20/2022 Trecce Project Team No littering of the environment Low Unavailability of waste disposal bins / \n\nnegligence and careless disposal of \n\nwaste\nA11 12/21/2022 Trecce Project Team Meals will be nutritious and healthy for \n\nbeneficiaries\nHigh Poor quality meals, food poisoning \n\nand food allergy attacks\nA12 11/4/2022 Trecce Project Team Groceries and all cooking materials will be \n\navailable for chefs\nMedium Unavailability of required groceries \n\nor funds to purchase them\nA13 11/4/2022 Trecce Project Team Project funds will be utilized for the \n\nintended purpose\nRare/Negligible Embezzlement of project funds\npage B1\n\n\n\nMaster in Project Management Capstone Project Work\n\nRequirements Traceability Matrix\n\nRequirement \n\nID WBS ID Type Requirement Name Requirement Description MoSCoW \n\nvalue Deadline Priority Acceptance criteria Status\n1 3.1.3 Stakeholder Chefs Commitment of at least 7 chefs to prepare meals Must-have June 9, 2023 High Chef partner agreement signed by 7 chefs that can cook \n\non multiple days Not started\n2 3.3.3 Stakeholder Volunteers Commitment of at\nThe file is too long and its contents have been truncated.\n", "title": "PMPFINAL.pdf", "tether_id": null}, {"status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": {"command": "context_stuff", "is_visually_hidden_from_conversation": true,

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for the project management course (MPM5300), I\u2019ll structure the content using the
provided course objectives and personal experiences, supported by artifacts you have
uploaded. I\u2019ll focus on articulating your experiences in alignment with each of
the four course objectives:\n\n#### MPM5300 Objective #1: **Develop a comprehensive
knowledge of Project Management methods, styles, and abilities.**\n\nYour experiences,
especially the **Trecce Capstone Project** you participated in as part of your Project
Management Certification from Rome Business School, directly align with this objective.
The Trecce project demonstrates your familiarity with project management methods, such
as the Work Breakdown Structure (WBS), resource management, and stakeholder engagement,
all of which are essential to successfully managing a project.\n\n- **Artifacts**: \n- Project Charter\u2019s source\u2019s \n- PMP Final
Document\u2019s source\u2019s \n\n#### MPM5300 Objective #2: **Model the logical
and administrative skills required to evaluate compound project management tasks and
to organize and analyze effective action plans.**\n\nYour role as a **Manager of
Operations and Data Control** at CSX Transportation is a strong example of this
objective. You managed over 1,000 cases monthly, which required meticulous
organization, logical problem-solving, and administrative skills. Furthermore, your
leadership role at **Commercial Fire** managing a rolling portfolio of fire systems
work orders totaling over \$500k demonstrated your ability to effectively manage and
analyze complex project tasks.\n\n- **Artifacts**: \n- CSX job description and
service reviews (to be included)\n- Commercial Fire job description and performance
reviews\u2019s source\u2019s \n\n#### MPM5300 Objective #3: **Distinguish
connections within imperative decision-making methods that could have repercussions
related to procedures, individuals, goods, and revenues.**\n\nIn your role as
Service Delivery Manager at Jacksonville Transportation Authority, you made
strategic decisions that impacted not only transit schedules but also community
engagement and team operations\u2019s source\u2019s. Your ability to manage on-
time performance rates and oversee the operational success of public transit services
demonstrates your aptitude for making decisions with a wide-reaching impact.\n\n-"

[illegible]

Foundations: ACRI, Enel Cuore Onlus, Fondazione con Il Sud, Fondazione di Roma, Fondazione Nando ed Elsa Peretti Food establishments: Coldiretti, EATALY Mercato Centrale Roma Restaurants and their chefs/owners: Glass Hostaria, Ristorante AGER, Ristorante Cariplo, Ristorante Icarus, Ristorante Manin Supermarkets: Carrefour, CONAD, COOP, Tuodis SDG2Advocacy Hub

2. PROJECT MANAGEMENT TEAM
 Project Manager
 Trecce Project Team
 Project Management Team
 Mary Grace Hatcher, Responsible for project scope and schedule management
 Alexis Lindsay, Responsible for project quality and cost management, and conflict management.
 Michael P. Mendy, Responsible for project resource and risk management
 Oliver Oliveros, Responsible for project stakeholder engagement
 Catelijne Ribbink, Responsible for project communications management

3. KEY STAKEHOLDERS
 Engagement and dialogue with stakeholders are crucial if a project is to become successful. Stakeholder engagement is the process of interacting with actors involved in and impacted by a project. It is particularly important to a project as its completion often depends on how stakeholders see the project. Various stakeholders are mobilized for this project, from the Coordinator and other staff working at the Mensa Giovanni Paolo II who are directly involved in the daily operations and management of the establishment to the economically challenged persons who are the recipients of free meals provided by the Mensa's feeding programme. In between are the different service providers as well as range of volunteers involved in the project, the Master in Project Management Trecce Project Charter i.e., volunteer chefs and servers, current partners supporting the feeding programme (i.e., Comune di Roma and the local church) and new partners providing funds and other resources mobilized for the project and the project team. Details on the engagement of stakeholders in the project (list, rationale for their involvement, the different tasks, and strategy for their involvement/participation are outlined in the Project Management Plan and related Annexes.

4. PROJECT SCOPE
 Purpose of the project
 Trecce Project aims to mobilize chefs and volunteers to participate in a month-long pilot event at Mensa Giovanni Paolo II in order to prepare and serve nutritious meals to the economically disadvantaged while reducing food waste and fostering community engagement. Project objectives
 Complete 13 days of dinner service
 Reduce food waste and sustainably source all materials
 Create a model for continued dinner service at the food kitchen
 Foster community engagement
 High level requirements
 Requirements needed to implement the project include (1) human resources (able project team, cooperation of the Mensa Giovanni Paolo II management and staff, volunteer chefs, student chefs, servers, partner foundations and establishments); (2) left-over food supplies and ingredients coming from supermarkets; (3) funding to purchase any ingredients and other materials/supplies needed for the food service; (4) functional/equipped and clean kitchen where food can be prepared and (5) space available where food can be served.

Main deliverables
 From Project Management perspective
 Project Management Plan
 Project Budget
 Work Breakdown Structure (WBS) and WBS dictionary
 Gantt Chart, Activity List, Day of Service Schedule
 Project Milestone
 Procurement Management Plan
 Project Resource Management Plan
 Responsibility Assignment Matrix

Stakeholder Engagement Plan, Registry and Engagement Matrix

Communications Plan

Risk Register, Risk Management Plan

Requirements Traceability Matrix

From project implementation itself

Financial resources mobilized: 36,000 EUR

Human Resources mobilized

Project Team

Mensa Giovanni Paolo II staff mobilized and onboard

Sufficient number of volunteers (Servers) recruited

Master in Project Management

Treccie Project Charter

Sufficient number of qualified chefs engaged

Partner chef associations agreeing to send student chefs to the project

Partners supermarket, establishment and food delivery service providers mobilized

Nutritious meals cooked and served

Economically disadvantaged people benefitting from the Treccie Project

5. PROJECT LIFE CYCLE

Project management approach

Predictive Project Phases

The project phases included are: planning, recruitment, a month of service, and follow up.

Planning will require creating schedules, procurement, organizing the food kitchen logistics, and determining KPIs for the month of service.

During recruitment, team members will need to gain commitments from chefs, volunteers, and partners, which include vendors for food along with donors. The month of service is when we implement our goal of serving nutritious meals to beneficiaries and the following month, analyze our KPIs and data to determine the pilot program's success.

Major milestones

- Gaining committed donors to fund project at 50%
- Deadline of 02/05/23.
- Meeting all recruitment requirements
- Deadline of 30/6/23 for chefs and partners
- Deadline of 29/9/23 for volunteers
- First meal of service on 02/10/23
- Last meal of service on 31/10/23
- All expected feedback is collected for analysis
- Deadline 07/11/23
- Completing the follow up phase tasks
- Deadline of 15/11/23.

6. MAJOR KNOWN RISKS

Risk	Description	Impact
Lack of funding for project	(Medium impact)	
Lack of volunteer chefs	(High impact)	
Food donation failure	(Medium impact)	
Conflict/fights among beneficiaries or team members	(Low impact)	
Embezzlement of project funds	(Rare/Negligible impact)	
Littering	(Low impact)	
Food poisoning and allergies	(High impact)	

7. ASSUMPTIONS AND CONSTRAINTS

Assumptions

- Sponsor supermarkets will donate food items to project
- Chefs will be available to participate in the project
- Project will attract funding
- Project funds will be utilized for the intended purpose
- Meals will be nutritious and healthy for beneficiaries

3. Master in Project Management

Treccie Project Charter

Financial sponsors will remit agreed upon funds should need arise

Groceries and cooking materials will be readily available

Constraints

- Unavailability of chefs
- Donation failure from Partner Supermarkets
- Lack of funding for project
- No attention and smooth resolution to conflict
- Poor quality meals/food poisoning and allergy attacks
- Embezzlement of project funds

8. APPROVED FINANCIAL RESOURCES

Project budget

9. PROJECT APPROVAL REQUIREMENTS

Project approval requirements

Achieving the following represents project success.

Project outcome is collectively tracked and monitored by the Project team:

- Amount mobilized: 36,000 EUR
- Number of volunteers (Servers) recruited: At least 46
- Number of Chefs engaged: At least 7
- First meal service: 2-oct.-23
- Last meal service: 31-oct.-23
- Number of Meals served per evening meal service: 200
- Timely delivery of meals to

beneficiaries: Delay of no more than 10 minutes

Follow-up phase completed: 15-nov.-23\n4\n\n", "extra": {"cited_message_idx": 20, "search_result_idx": null, "evidence_text": "source", "cloud_doc_url": null}}, {"start_ix": 946, "end_ix": 957, "citation_format_type": "tether_og", "metadata": {"type": "file", "name": "PMPFINAL.pdf", "id": "file-rqGNhp7RkbtAhSgAxbwEy8Zg", "source": "my_files", "text": "\nProject Management Plan\n\nMaster in Project Management\nCapstone Project Work\n\nMaster in Project Management\nApril 2022\nCapstone project by:\nMary Grace HATCHER\nAlexis LINDSAY\nMichael P. MENDY\nOliver L. OLIVEROS\nCatelijne RIBBINK\nPROJECT MANAGEMENT PLAN\nTRECCE Project\nl\n\n\nRome, 23 January 2023\nVERSION\nVersion\n#\nRealized by Revision\ndate\nApproved\nby\nApproval\ndate\nRationale\nl.0 MGH 09/12/2022 00 10/12/2022 First draft of PMP\nl.1 AL 20/01/2023 MGH 20/01/2023 Edit to Cost management\nl.2 00 20/01/2023 MM 20/01/2023 Edit to Stakeholder engagement\nl.3 00 21/01/2023 CR/MGH 22/01/2023 Finalizing PMP\nl.4 AL 23/01/2023 Finalizing PMP\nPage 2 of 25\nTABLE OF CONTENTS\nSummary\nINTRODUCTION 4\nSCOPE MANAGEMENT 6\nCOST MANAGEMENT 11\nPROCUREMENT AND QUALITY MANAGEMENT 12\nPROJECT RESOURCE MANAGEMENT 13\nPROJECT COMMUNICATIONS MANAGEMENT 14\nRISK MANAGEMENT AND REGISTER 15\nSTAKEHOLDER ENGAGEMENT 16\nAPPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL 21\nAPPENDIX B: ANNEX DIRECTORY 22\nAPPENDIX C: GLOSSARY 24\nAPPENDIX D: EXTERNAL DOCUMENTATION AND RESOURCES 25\nPage 3 of 25\n\nINTRODUCTION\nl.1 PURPOSE OF THE PROJECT MANAGEMENT PLAN\nThe following project management plan was completed for the project titled \u201cTrecce\u201d. It was developed based on acceptance of the related Project Charter and defines how this project will be executed, monitored, controlled, and closed. This PMP is addressed to all stakeholders, including the management team, all sponsors, and the project team. Trecce aims to mobilize chefs and volunteers to take part in a month-long pilot event at Mensa Giovanni Paolo II to offer nutritious meals to the economically disadvantaged while reducing food waste and fostering community engagement. The name Trecce, meaning braids in Italian, derives from the intertwined connection the kitchen, chefs, and community will have during this project.\nPage 4 of 25\n\nl.2 ASSUMPTIONS AND CONSTRAINTS\nThe Assumption and Constraints matrix is a very crucial component of the Risk Management Plan. It is very important in forecasting, which is important in building a project vision, and identifying project deliverables. Constraints on the other hand could serve as potential risks if not well managed. The matrix can serve as a guide to the Project Management Team in identifying all known risks.\nPlease refer to the Assumption and Constraints matrix for a detailed description of all registered project assumptions and constraints. The matrix can be found in the Risk Management Plan folder.\nSee Annex 1: Assumption and constraints\nPage 5 of 25\n\nSCOPE MANAGEMENT\nl.2.1 REQUIREMENTS DOCUMENTATION\nThe requirements of Trecce include all needs to lead to a successful food service for beneficiaries. These include acquiring the needed stakeholders, having an adequate location for food preparation and service, providing schedules to stakeholders, and the means to analyze program success.\nl.2.2 REQUIREMENTS TRACEABILITY MATRIX\nSee Annex 2: Requirements Traceability Matrix\nl.2.3 WORK BREAKDOWN STRUCTURE\nThe Trecce Work Breakdown Structure (WBS) categorizes all work needed to complete the project and represents 100% of the scope. The WBS is broken down into the following format:\nl. Project Management\nl.1. Execution\nl.1.1. Communication Plan Execution\nl.1.1.2. Project

Work Execution\n\n1.1.3. Risk Response Execution\n\n1.2. Monitoring &
 Controlling\n\n1.2.1. Risk Monitoring\n\n1.2.2. Schedule & Milestone
 Controlling\n\n1.2.3. Cost monitoring\n\n1.3. Close\n\n1.3.1. Project Close
 Documents\n\n1.3.2. Project Close\n\n2. Planning\n\n2.1. Procurement\n\n2.1.1.
 Food/service supplies\n\n2.1.2. Transportation for food/materials\n\n2.2.
 Schedule\n\n2.2.1. Chef schedule\n\n2.2.2. Volunteer schedule\n\n2.2.3. Timeline for
 day of service\n\n2.3. Location\n\n2.3.1. Site visit to kitchen\n\n2.3.2. Kitchen
 space checklist\n\n2.3.3. Dining space checklist\n\n2.4. KPIs\n\nPage 6 of 25\n\n\n3.
 Recruitment\n\n3.1. Chefs\n\n3.1.1. Chef pre-selection meetings\n\n3.1.2. Chef
 partnership agreements\n\n3.1.3. Chef confirmation\n\n3.1.4. Pre-month-of-service
 meetings with chefs\n\n3.2. Partners\n\n3.2.1. Partner pre-selection meetings\n\n3.2.2.
 Partner agreements\n\n3.2.3. Confirmation of partners\n\n3.2.4. Partner pre-month-of-
 service meetings\n\n3.3. Volunteers\n\n3.3.1. Development of recruitment/advertising
 materials\n\n3.3.2. Marketing launch\n\n3.3.3. Volunteer sign up period\n\n3.3.4.
 Volunteer roles determination\n\n3.4. Team Building Event\n\n4. Month of
 Service\n\n4.1. Food Coordination\n\n4.1.1. Donation food delivery\n\n4.1.2. Menu
 selection\n\n4.1.3. Purchased food delivery\n\n4.2. Volunteer coordination\n\n4.2.1.
 Kitchen volunteer coordination\n\n4.2.2. Service area volunteer coordination\n\n4.3.
 Site coordination\n\n4.3.1. Kitchen coordination\n\n4.3.2. Food service area
 coordination\n\n4.4. Food Service\n\n5. Post Service Month Evaluation\n\n5.1.
 Feedback\n\n5.1.1. Chef feedback meetings\n\n5.1.2. Volunteer feedback via
 surveys\n\n5.1.3. Beneficiaries feedback via verbal questions\n\n5.1.4. Partner
 feedback meetings\n\n5.2. Data Analyzation\n\n5.2.1. KPI analyzation\n\n5.2.2.
 Feedback analyzation\n\n5.2.3. Feedback report\n\n5.3. Milestone Review Meeting\n\nSee
 Annex 3: WBS Dictionary\n\nSee Annex 4: ProjectLibre WBS\n\n2.3.1 CHANGE MANAGEMENT
 PLAN\n\nIf any stakeholder believes a change to the project scope or schedule is
 necessary, they\n\nPage 7 of 25\n\n\nwill be required to complete the Trecce Change
 Request Form. Once completed, they will\n\nneed to email this form to the project
 management team, indicated in the project charter.\n\nAt that time, the project
 management team will review the request and determine if the\n\nchange is approved or
 denied, completing any research on the change as needed. If\n\napproved, the project
 management team will be responsible for informing the affected\n\nstakeholders and
 updating any related project documents such as the schedule, activity\n\nlist, risk
 register, responsibility assignment matrix, or any document the PM team
 deems\n\naffected. If the request is denied, the PM team should respond to the
 stakeholder who\n\nrequested the change, indicating the reason for the denial.\n\nSee
 Annex 5: Change Request Form\n\n2.4 PROJECT SCHEDULE MANAGEMENT\n\nThe project
 schedule has been broken into the following phases: planning, recruitment, a\n\nmonth
 of service, and a post-service-month evaluation. The timeline for each
 phase\n\ndiffers due to project work needs, the man hours needed to complete the phase,
 observed\n\nholidays in Rome, and being mindful of our external stakeholders'
 schedules.\n\nDuring the planning phase, the main tasks will include procurement of
 materials,\n\nscheduling for the month of service, and food kitchen logistics. The
 timeline for this\n\nphase starts three months before the month of service and will
 last until the end of\n\nSeptember. As chefs and partners will dictate planning
 details, a lot of the work in this\n\nphase will occur after recruitment.\n\nThe
 recruitment of partners has already started in September of 2022. As Trecce\n\nrelies
 on donors to fund the project, it is important to receive around 50% of
 our\n\ndonation goal before the kickoff meeting on May 2, 2023. Therefore, we felt the

urgency\into start requesting donations as soon as possible. The recruitment of chefs will start at\the project kickoff and last until June 30, 2023. Holding this recruitment early on allows\nfor the most preparation of schedules and planning. Volunteers will start to be recruited\nonce marketing materials are launched and can sign up all the way up to the month of\nservice.\n\nThe timeline for the month of service includes all activities needed to conduct a\nndinner service successfully. Dinner service days include Tuesdays, Wednesdays, and\n\nPage 8 of 25\n\n\n\nThursdays. The food delivery will take place on Mondays, Tuesdays, and Wednesdays,\none day before the meal service, to ensure our chefs have time to properly inspect the\ndonated food, determine a menu, and request any food items that need to be bought to\ncomplete the meal.\n\nFor the post-service-month evaluation, the goal is to understand whether or not this\npilot program has been successful or not. The schedule includes time to hear the\nopinions of chefs, partners, volunteers, and beneficiaries to understand the program's\npros and cons. Once all data is collected, the project management team will analyze this\ndata and compile a report stating their opinion.\n\n2.4.1 ACTIVITY LIST AND ATTRIBUTES\n\nThe Trecce activity list encompasses all activities that must be completed in order for\nthe project to be successful. These were developed from the Work Breakdown Structure\nand should include 100% of the project work. Included in the activity list are the activity\nID, activity Name, WBS ID, predecessor and successor activities, logical relationship\nindicators, leads/lags, the imposed deadline, and the location where the activity will take\nplace. The project management team is responsible for monitoring the activity list and\nmaking any necessary updates during the project lifecycle.\n\nSee Annex 7: Activity List\n\n2.4.2 MILESTONE LIST\n\nMilestone Deadline\nGaining committed donors to fund project at 50% 02/05/23\nMeeting recruitment requirements for chefs. 30/06/2023\nMeeting recruitment requirements for partners 30/06/2023\nMeeting recruitment requirements for volunteers 29/09/23\n\nThe first meal service 02/10/2023\n\nThe last meal service 31/10/2023\n\nAll expected feedback is collected for analysis 07/11/2023\n\nCompleting the follow-up phase tasks 15/11/2023\n\nSee Annex 8: Milestones\n\n2.4.3 PROJECT SCHEDULE\n\nSee Annex 6: ProjectLibre Gantt Chart\n\nSee Annex 7: Activity list\n\nPage 9 of 25\n\nhttps://drive.google.com/file/d/1KEQKckZ4wXzWammYTsR6mJKu65fmm_an/view?usp=share_link\n\nSee Annex 3: WBS Dictionary\n\nSee Annex 21: Day of Service Timeline\n\nPage 10 of 25\n\n\n\n3 COST MANAGEMENT\n\n3.1 BUDGET & SCHEDULE OF EXPENSES\n\nAt the start of planning we assume that 50% of the project funding has been secured.\n\nFundraising activities will continue throughout the project. In addition, as this is a\ncharitable endeavor, the project management team has agreed to donate 60% of their\nsalary toward the project. The schedule of funding partners with donation amount, along\nwith a complete schedule of expenses and contingency funding amounts to be found in\nthe annex.\n\nSee Annex 9: Budget and Schedule of expenses\n\nPage 11 of 25\n\n\n\n4 PROCUREMENT AND QUALITY MANAGEMENT\n\n4.1 PROCUREMENT AND QUALITY MANAGEMENT PLAN OVERVIEW\n\nThe Trecce Procurement Management Plan aims to define the project's procurement and\nquality management process. The plan will set out the procurement and quality\nmanagement guidelines, define the risks associated with the procurement and quality\nmanagement strategy, and suggest the strategy for mitigating those risks. Specifically,\nthe Procurement Management Plan will define the following:\n\nProject procurement partners and donating partners\n\nQuality and procurement work breakdown structures (WBSs)\n\nEstablishing partner deliverables and deadlines\n\nWhich items are to be

procured via direct purchase, pricing, and timelines

Determining material costs
 Risks associated with procurement management
 How procurement risks will be mitigated
 How procurement is coordinated with project scope, budget, and schedule
 Inventory and Quality Assessment Log Template
 Quality management criteria
 Specify all constraints pertaining to procurement
 Performance metrics for procurement activities

Please refer to Annex 10 for the complete Trecce Procurement and Quality Management Plan. See Annex 10: Trecce – Procurement and Quality Management Plan. See Annex 11: Inventory and Quality Assessment Log. Page 12 of 25

PROJECT RESOURCE MANAGEMENT

The Resource Management Plan defines the approach to identify, acquire, and manage the human and physical resources needed for the Trecce project. Resources are key components of any project. Therefore, successfully identifying all the required human and material resources required for this endeavor is fundamental. The Resource Management Plan also encompasses the Team Charter, a key document that outlines team members' roles and responsibilities, team values, agreements, and operating guidelines. Please refer to the Resource Management Plan for a detailed description of all resources identified, how they will be managed and utilized for project success, and all necessary information on the Team Charter. See Annex 12: Project Resource Management Plan.

5.1 RESPONSIBILITY ASSIGNMENT MATRIX

The Responsibility Assignment Matrix is a key component of the Resource Management Plan, which is required to inform all project team members on the assignment of project tasks/activities. This matrix details each project work activity, clearly indicating the human resource responsible of performing specific project activity/s, who is accountable for its success or failure, who is to be consulted before the activity is conducted, and who is to be informed. The Trecce Project Team chose the RASCI matrix as opposed to the RASCI matrix because of the support component in the former. The support component is vital to this project as this is a social endeavor based on humanitarian ideals; therefore, teamwork, collaboration, and support are highly emphasized for all stakeholders involved to boost the chances of project success. Please refer to the Responsibility Assignment Matrix for a detailed description of all project activities and assignments. See Annex 13: RASCI Matrix. Page 13 of 25

PROJECT COMMUNICATIONS MANAGEMENT

Communication is critical in any project, not only for involving the stakeholders and increasing stakeholder engagement but also to avoid potential mistakes caused by miscommunication. For this project, we have established the following communicational pillars that played a central role in our communication plan: transparency, to create a safe space, clarity, and a safe approach to handling personal information. With these pillars in mind, we have tried to communicate successfully with our target audience and all involved stakeholders. We have used a tailored approach to communicate with stakeholders, partners, volunteers, etc. This is accomplished through using different communication tools per group in order to communicate as well as possible. All the specific information on which tactics and tools were used per group and a more detailed explanation of our communication plan can be found in the following document. See Annex 14: Communications Plan.

6.1 PROJECT COMMUNICATIONS MANAGEMENT PLAN

In the communication matrix, we have provided an overview of the outgoing communication stream. The table includes the information we provide, the recipient, the communication method, the frequency but also the person in charge of our project team. The table also includes the

assumptions and constraints we foresee for the information provided. See Annex 15: Communication Matrix See Annex 22: Communication Pillars Page 14 of 25

7 RISK MANAGEMENT AND REGISTER A project risk is any foreseen or unknown issue that can potentially have a positive or negative impact on the project. The Trecce Project Team successfully worked with the relevant stakeholders in identifying all known project risks. Mitigation strategies have been clearly defined in the risk matrix. Likewise, the recommended contingency action will be utilized should the risk occur. Contingency plans have been put in place to address any future unforeseen risk or residual risks. The importance of this matrix to project success cannot be overemphasized, as risks can be quantified and calculated to determine the financial impact they could pose to the project. This tool is vital in tracking and managing all risks to mitigate, eliminate, or exploit any risk. See Annex 16: Risk Register

7.1 ISSUE LOG The Issue Log is crucial during project execution to track and document all issues that may arise during the course of the project. This matrix is important in detailing and assigning issues to individuals and setting a due date for the successful resolution of issues. This document will help the Trecce Project Team to monitor, assign, and solve issues before they potentially grow into constraints or risks for the project. See Annex 17: Issue Log matrix Page 15 of 25

8 STAKEHOLDER ENGAGEMENT Engagement and dialogue with stakeholders are crucial if a project is to become successful. Stakeholder engagement is the process of interacting with actors involved in and impacted by a project. It is particularly important to a project as its completion often depends on how stakeholders see the project. Various stakeholders are mobilized for this project, from the Coordinator and other staff working at the Mensa Giovanni Paolo II who are directly involved in the daily operations and management of the establishment to the economically challenged persons who are the recipients of free meals provided by the Mensa's feeding program. In between are the different service providers as well as range of volunteers involved in the project, i.e., volunteer chefs and servers, current partners supporting the feeding program (i.e., Comune di Roma and the local church) and new partners providing funds and other resources mobilized for the project and the project team. Page 16 of 25

8.1 PROJECT TRECCE KEY STAKEHOLDERS Mensa Caritas Diocesana "Giovanni Paolo II" Coordinator and staff. Carlo Virtu is Mensa's Coordinator. As the key decision maker in Mensa, his leadership and buy-in are crucial to successfully rolling out the project. At Mensa, he is responsible for Coordinating all activities of the Food Kitchen, reporting, and liaison with stakeholders. He is ably supported by a team composed of an Assistant Coordinator (Simon Esuperanzi), an Administrative Officer (Massimo Ceccarelli), and a Cleaning/Organization Staff (Brenda Longo). This team, in particular its Coordinator, is contacted and consulted right from the very start of the project where the Trecce Project concept was presented. After listening to and taking into account their inputs, the overall project idea was revised, and from which the overall work plan and budget were developed. The team is obviously very much involved in the pilot project implementation and in evaluating its effectiveness after completing the pilot phase. It is important that interaction with this group is carried out in person, with clear agreements documented in writing to avoid any misunderstanding and miscommunication. Comune di Roma and Caritas Roma. As the two organizations supporting the current feeding program at Mensa, it is important that the Trecce project builds on the ongoing program they currently support. As with

the Mensa team, both Comune and Caritas are contacted and consulted right from the very start of the project, where the Trecce Project concept was presented. Their inputs and suggestions are integrated into the design of the project, and their full support moving forward was solicited. The Project team assures the Comune and Caritas that the Trecce Project will build on the current feeding program that they are supporting and that any changes to be made are only to improve it. Regular and open communication, both verbal and written, takes place regularly, with meeting agreements documented.

Project beneficiaries. The project is designed with the economically disadvantaged in mind, i.e., hundreds of people who rely on free meals provided by Mensa. But free meals do not need to be less nutritious. Trecce Project is all about serving nutritious meals prepared by volunteer chefs/student chefs. Feedback from the beneficiaries will be solicited verbally during or right after each meal service.

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Food transport service provider. Transport provider LogTech SRL is mobilized to ensure timely delivery of food items/ingredients, either donated or purchased. They are briefed as regards the project, emphasizing the critical role they play in avoiding delays and smooth execution of daily plans. Too Good To Go, Glovo, and Food for Good. These partners are all engaged in reducing food waste and in making nutritious food accessible. Trecce project partners with them to provide ready meals to the Trecce project in case of insufficient meals during project execution. Also, should there be excess food items prepared, they are also mobilized to deliver to other individuals or other charities in Rome. Terms of collaboration with these partners are spelled out in a Partnership Agreement which is discussed and agreed upon with them following the presentation and discussion of the Trecce Project prior to its kickoff.

Partner chefs, Culinary Schools, and Chef associations. There is no shortage of food practitioners in Rome. Foremost of these are various restaurant chefs, culinary schools, and chef associations in the city. With thousands of members among professional chefs and restaurateurs (in the case of associations) and future chefs and teachers (in the case of culinary schools), these establishments is a rich pool of volunteer chefs, teachers, and students whose values and passion are fully aligned with the philosophy of the Trecce project, i.e., making nutritious food available while reducing food loss and waste. Chef associations are solicited to entice and encourage their member chefs to volunteer for the program and cook meals for the project beneficiaries.

Restaurant chefs who are not members of any of the associations are also approached to volunteer as well. In the case of culinary schools, a special arrangement is explored where the involvement of the culinary students in the project can be counted and validated as part of their community immersion and practices within their own curriculum. The Trecce Project will be pitched to these establishments and individuals.

Terms of collaboration are spelled out in a Partnership Agreement that will be discussed and signed among the parties concerned.

Partner foundations. Foundations are private entities serving public goals. Prospect research was carried out to identify private foundations in Rome whose mission and objectives are aligned with the Trecce Project objectives. The various foundations identified

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identified as partners for the project operate in Rome, promoting and supporting causes such as community welfare and social inclusion (e.g., ACRI), families and people in economic difficulty, migrants and refugees (e.g., Enel Cuore Onlus), health and aid to the underprivileged (e.g., Fondazione di Roma), and food security (e.g., Coldiretti). These institutions will be requested, following a pitch for support,

to contribute financial resources to cover the cost of ingredients (should there not be sufficient leftovers from the restaurant of volunteer chefs) and project operations (transport, publicity, etc.). Partner supermarkets. Italy has a law that will make supermarkets donate more of their waste food to charities. The Trecce project will build on this law by soliciting partner supermarkets (Conad, Coop, Carrefour, Tuodis) to donate unsold perishable items (e.g., fruits, vegetables, and other ingredients) that are still suitable for consumption through the project. This contributes to minimizing their waste while improving their community involvement and enhancing their corporate social responsibility. The supermarket branches identified are those within close vicinity of the Mensa in order to minimize transport but also for further visibility of the supermarket as well. The Trecce project will be presented to the management of the supermarket branches identified. The terms and conditions of their involvement are specified in a Partnership Agreement that is discussed, agreed upon, and signed by concerned parties. Volunteer servers. Trecce Project will rely on a set of volunteer servers of different profiles building on their high level of social and ecological awareness and sense of service (Profile 1); on their interest to spend available and gain insights from their experience while at the same time giving them a sense of worth through this community engagement work (Profile 2); and on their curiosity to discover and know the other side of Rome while giving them an opportunity to be part of a community. They will be recruited to augment human power needs to help in the preparation and cleaning of the venue, keep order during meal service, and accompany/talk with the beneficiaries. As outlined in the Communication Plan, teasers/flyers with details on how to volunteer are prepared and posted around Rome. A briefing/orientation session will be organized and conducted. Volunteer Agreement/Consent that spells out the work that needs to be carried out, roles and responsibilities as volunteer servers, as well as service schedules, are prepared, presented, and discussed with the volunteers.

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Visibility/outreach partners (SDG2Hub, Eataly, Mercato Centrale Roma). Trecce Project also aspires to inspire other cities to come up with similar initiatives. To this end, partners with advocacy groups (e.g., SDG2Hub) will be mobilized for further visibility. Likewise, the participation of establishments with high potential for local outreach for volunteers inc. stall owners/cooks, and individual donors (e.g., Eataly, Mercato Centrale Roma) will be sought to contribute to the project as well in terms of providing space to display initiative's poster (if appropriate); providing connections to solicit chef volunteers; but also to collect any unused ingredients from the restaurant(s) operating in their establishment. As with other partners, the involvement of these institutions will be requested, following a pitch for support process. Across all stakeholders involved, feedback shall be solicited in various ways (via survey, phone, or in-person conversation) for further improvement as well as to assess possible follow-up/next steps. Also, issues and disagreements, should they arise, shall be settled amicably by the parties concerned. Finally, the contribution of all partners is acknowledged and recognized through posters displayed during meal service (e.g., This evening's/week's meal is supported/brought to you by Partner XYZ).

The detailed list of these stakeholders, the rationale for their involvement, and their specific involvement/participation in the project are presented as Annexes of this document.

8.2 STAKEHOLDER REGISTER, STAKEHOLDER MAP,

STAKEHOLDER\ \nENGAGEMENT ASSESSMENT MATRIX AND STAKEHOLDER\ \nENGAGEMENT PLAN\ \nSee Annex 18: STH Register\ \nSee Annex 19: STH Engagement Assess. Matrix\ \nSee Annex 20: STH Engagement Plan\ \nPage 20 of 25\ \n\ \n\ \nAPPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL\ \nThe undersigned certifies that I have examined the plan of the Project <Project name>\ \nand confirms that I approve the approach presented. Any changes to the Project plan will\ \nbe coordinated with and approved by the undersigned or formally delegated\ \nrepresentatives. \n\nSignature: \n\nDate: \n\nName in block\ \nletters: \n\nTitle: \n\nRole: \n\nPage 21 of 25\ \n\ \n\ \nAPPENDIX B: ANNEX DIRECTORY\ \nThe following table includes the documents quoted in this project management plan. \n\nAnnex\ \nNumber\ \nDescription Document Title Page\ \nNumber in\ \nPMP\ \n\nAnnex 1 Assumptions and\ \nConstraints\ \n\nAnnex 1: Assumption and constraints B1\ \n\nAnnex 2 Requirements Traceability\ \n\nMatrix\ \n\nAnnex 2: Requirements Traceability\ \n\nMatrix\ \n\nB2\ \n\nAnnex 3 WBS Dictionary Annex 3: WBS Dictionary B4\ \n\nAnnex 4 ProjectLibre WBS Annex 4: ProjectLibre WBS B6\ \n\nAnnex 5 Change Request Form Annex 5: Change Request Form B9\ \n\nAnnex 6 Gantt Chart Annex 6: ProjectLibre Gantt Chart B10\ \n\nAnnex 7 Activity List and Attributes Annex 7: Activity List - Attributes B21\ \n\nAnnex 8 Milestones Annex 8: Milestones B23\ \n\nAnnex 9 Budget and Schedule of\ \n\nExpenses\ \n\nAnnex 9: Budget and Schedule of\ \n\nExpenses\ \n\nB24\ \n\nAnnex 10 Procurement and Quality\ \n\nManagement Plan\ \n\nAnnex 10: \n\nProcurement-Management-Plan\ \n\nB27\ \n\nAnnex 11 Inventory and Quality\ \n\nAssessment Log\ \n\nAnnex 11: Inventory & Quality Assessment\ \n\nLog\ \n\nB37\ \n\nAnnex 12 Project Resource\ \n\nManagement Plan\ \n\nAnnex 12: Project Resource Management\ \n\nPlan\ \n\nB38\ \n\nAnnex 13 RASCI Matrix Annex 13: Responsibility Assignment\ \n\nMatrix (RASCI)\ \n\nB45\ \n\nAnnex 14 Communications Plan Annex 14: Written Communication plan B48\ \n\nAnnex 15 Communications Matrix Annex 15: Communication Matrix B55\ \n\nAnnex 16 Risk Register Annex 16: Risk Register B56\ \n\nAnnex 17 Issue Log Matrix Annex 17: Issue Log B59\ \n\nPage 22 of 25\ \n\ \n\ \n\nAnnex 18 Stakeholder Register Annex 18: STH Register B60\ \n\nAnnex 19 Stakeholder Engagement\ \n\nMatrix\ \n\nAnnex 19: STH Engagement Assess. \n\nMatrix\ \n\nB62\ \n\nAnnex 20 Stakeholder Engagement\ \n\nPlan\ \n\nAnnex 20: STH Engagement Plan B63\ \n\nAnnex 21 Day of Service Timeline Annex 21: Day of Service Timeline B65\ \n\nAnnex 22 Communication Pillars Annex 22: Communication Pillars B66\ \n\nPage 23 of 25\ \n\ \n\ \n\nASSUMPTION AND CONSTRAINTS\ \n\nID Date IdentifiedIdentified by Assumption description Impact if proven invalid Constraints\ \nA1 12/20/2022 Trecce Project Team Partner Supermarkets will donate food \n\nitems to the project\ \nMedium Failed donations from sponsors\ \nA2 11/4/2022 Trecce Project Team Chefs will be available to work voluntarily High Unavailability of chefs for the project\ \nA3 11/4/2022 Trecce Project Team The project will attract volunteers Low No volunteers for the project\ \nA4 11/4/2022 Trecce Project Team Project will attract funding Medium No funding for the project\ \nA5 12/20/2022 Trecce Project Team Financial sponsors will donate funds at the \n\nrequired time for procurement\ \nLow Failed release of contingency funds\ \nA6 12/20/2022 Trecce Project Team All project procurement activities will be \n\nCarried out without failure or delay\ \n\nMedium Procurement failure or delay\ \nA7 11/4/2022 Trecce Project Team Conflicts will be addressed and resolved \n\nsmoothly\ \n\nLow No attention or resolution to conflict\ \n\nA8 11/4/2022 Trecce Project Team Communication will flow easily, all \n\ncommunicated emails, newsletters will be \n\nreceived, read, and understood. \n\nMedium Communication failure between all \n\nstakeholders\ \n\nA9 11/4/2022 Trecce Project Team Food waste will be avoided Rare/Negligible Unavailability of waste management \n\nstrategy\ \n\nA10 12/20/2022 Trecce Project Team No littering of the environment Low Unavailability of

waste disposal bins / \negligence and careless disposal of \nwaste\nA11 12/21/2022 Trecce Project Team Meals will be nutritious and healthy for \nbeneficiaries\n\nHigh Poor quality meals, food poisoning \nand food allergy attacks\n\nA12 11/4/2022 Trecce Project Team Groceries and all cooking materials will be \navailable for chefs\n\nMedium Unavailability of required groceries \nnor funds to purchase them\n\nA13 11/4/2022 Trecce Project Team Project funds will be utilized for the \nintended purpose\n\nRare/Negligible Embezzlement of project funds\n\npage Bl\n\n\nMaster in Project Management Capstone Project Work\n\nRequirements Traceability Matrix\n\nRequirement \nID WBS ID Type Requirement Name Requirement Description MoSCoW \n\value Deadline Priority Acceptance criteria Status\n\nl 3.1.3 Stakeholder Chefs Commitment of at least 7 chefs to prepare meals Must-have June 9, 2023 High Chef partner agreement signed by 7 chefs that can cook \non multiple days Not started\n\n2 3.3.3 Stakeholder Volunteers Commitment of at\nThe file is too long and its contents have been truncated.\n", "extra": {"cited_message_idx": 22, "search_result_idx": null, "evidence_text": "source", "cloud_doc_url": null}}}, {"start_ix": 1746, "end_ix": 1757, "citation_format_type": "tether Og", "metadata": {"type": "file", "name": "Blind Resume Final Corrected.pdf", "id": "file-amrwdIMQKvNg3UQyQ2TIgigi", "source": "my_files", "text": "\nProfessional Summary\n\nA versatile and adaptable business leader originally from New York City, I have built my career\nacross various industries, developing a keen ability to navigate complex environments. With a\nBachelor's degree in Business Administration and a Master's in Organizational Leadership\n(expected 2024), my career has been marked by a passion for continuous learning, a strong\nfoundation in project management, and a commitment to customer success. From improving\noperational efficiencies to fostering strong client relationships, my work is driven by data-driven\nanalytical thinking and a dedication to helping others achieve their goals.\n\nSkills\n\n- Project Management\n\n- Customer Success\n\n- Data Analysis\n\n- Process Improvement\n\n- Relationship Building\n\n- Full-Stack Software Development\n\nProfessional Experience\n\nCustomer Success Manager (2022 to 2023, San Francisco, CA)\n\n- Increased user satisfaction by 20 percent within six months through strategic organization and\nanalysis of user interaction data.\n\n- Generated a 15 percent surge in qualified sales leads over a quarter by implementing a dynamic\noutreach strategy.\n\n- Enhanced data accuracy by 30 percent through meticulous consolidation of interaction data in the\nCRM system.\n\n- Aligned these initiatives with MPM5300 Objective 4 by leveraging CRM tools to effectively manage\ncustomer projects and interactions, evaluating their impact on overall project success.\n\nPremier Affiliate Service Coordinator (2022, Jacksonville, FL)\n\n- Achieved an 86 percent on-time completion rate for fire systems' annual and quarterly inspections.\n\n- Successfully managed a rolling portfolio of fire systems work orders totaling over 500,000 dollars.\n\n- Enhanced administrative skills required to evaluate and organize complex project management\ntasks, reflecting MPM5300 Objective 2 by modeling logical and administrative skills crucial for\neffective project management.\n\nSoftware Development Associate (2019, Tampa, FL)\n\n- Developed and debugged full-stack software applications, contributing to a 15 percent increase in\noverall system performance.\n\n- Created a web-based expense reimbursement system, reducing processing time by 25 percent.\n\n- These experiences aligned with MPM5300 Objective 4 by evaluating and implementing\ntechnological tools that optimized project outcomes and streamlined processes.\n\nService Delivery Manager

[illegible]

[illegible]

Identify and report JTA bus operator rule violations, providing corrective coaching,
\ncounseling, and disciplinary actions.\n\n\u00d2 Respond to accidents, passenger
disturbances \nand other events and resolve passenger and \nJTA Bus Operator
problems.\n\n\u00d2 Act as a community liaison throughout \nservice area and act as
the liaison between \nOperations Supervisors and other JTA team \nmembers.\n\nSERVICE
DELIVERY MANAGER\nThe First 90 Days\n\n\n\u00d2 Assist with special event
organization and \nexecution (e.g., stadium shuttles, special \nservice requests,
promotional outreach, new \nservice adjustments, public hearings etc.).\n\n\u00d2
Coordinate required special projects and \nassigning tasks while overseeing transit
\nsupervisors as needed.\n\nSERVICE DELIVERY MANAGER\nThe First 90 Days
(cont\u00d7\u00d2)\n\n\n\n\u00d2 Conduct regular team meetings and provides \nfeedback
regarding performance.\n\n\u00d2 Complete a minimum of 12 CDL Class B road \ntest
practice hours.\n\nSERVICE DELIVERY MANAGER\nThe First 90 Days
(cont\u00d7\u00d2)\n\n\n\nQUESTIONS & COMMENTS\n\n\n\", \"extra\": {\"cited_message_idx\":
15, \"search_result_idx\": null, \"evidence_text\": \"source\", \"cloud_doc_url\": null}},
{\"start_ix\": 2764, \"end_ix\": 2775, \"citation_format_type\": \"tether_og\", \"metadata\":
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amrwdlMQKvNg3UQyQ2Tlgigi\", \"source\": \"my_files\", \"text\":
\"\nProfessional Summary\n\nA
versatile and adaptable business leader originally from New York City, I have built my
career\n\nacross various industries, developing a keen ability to navigate complex
environments. With a\n\nBachelor's degree in Business Administration and a
Master's in Organizational Leadership\n\n(expected 2024), my career has been
marked by a passion for continuous learning, a strong\n\nfoundation in project
management, and a commitment to customer success. From improving\n\noperational
efficiencies to fostering strong client relationships, my work is driven by data-\n\ndriven\n\nanalytical thinking and a dedication to helping others achieve their
goals.\n\nSkills\n\n- Project Management\n\n- Customer Success\n\n- Data Analysis\n\n- Process Improvement\n\n- Relationship Building\n\n- Full-Stack Software Development\n\nProfessional Experience\n\nCustomer Success Manager (2022 to 2023, San Francisco, CA)\n\n- Increased user satisfaction by 20 percent within six months through strategic organization and\n\nanalysis of user interaction data.\n\n- Generated a 15 percent surge in qualified sales leads over a quarter by implementing a dynamic\n\noutreach strategy.\n\n- Enhanced data accuracy by 30 percent through meticulous consolidation of interaction data in the\n\nCRM system.\n\n- Aligned these initiatives with MPM5300 Objective 4 by leveraging CRM tools to effectively manage\n\ncustomer projects and interactions, evaluating their impact on overall project success.\n\nPremier Affiliate Service Coordinator (2022, Jacksonville, FL)\n\n- Achieved an 86 percent on-time completion rate for fire systems's annual and quarterly inspections.\n\n- Successfully managed a rolling portfolio of fire systems work orders totaling over 500,000 dollars.\n\n- Enhanced administrative skills required to evaluate and organize complex project management\ntasks, reflecting MPM5300 Objective 2 by modeling logical and administrative skills crucial for\n\neffective project management.\n\nSoftware Development Associate (2019, Tampa, FL)\n\n- Developed and debugged full-stack software applications, contributing to a 15 percent increase in\n\noverall system performance.\n\n- Created a web-based expense reimbursement system, reducing processing time by 25 percent.\n\n- These experiences aligned with MPM5300 Objective 4 by evaluating and implementing\ntechnological tools that optimized project outcomes and streamlined processes.\n\nService Delivery Manager

[illegible]

[illegible]

other resources mobilized for the project and the project team. Details on the engagement of stakeholders in the project (list, rationale for their involvement, the different tasks, and strategy for their involvement/participation are outlined in the Project Management Plan and related Annexes.

4. PROJECT SCOPE

Purpose of the project

The Trece Project aims to mobilize chefs and volunteers to participate in a month-long pilot event at Mensa Giovanni Paolo II in order to prepare and serve nutritious meals to the economically disadvantaged while reducing food waste and fostering community engagement.

Project objectives

- Complete 13 days of dinner service
- Reduce food waste and sustainably source all materials
- Create a model for continued dinner service at the food kitchen
- Foster community engagement

High level requirements

Requirements needed to implement the project include

- (1) human resources (able project team, cooperation of the Mensa Giovanni Paolo II management and staff, volunteer chefs, student chefs, servers, partner foundations and establishments);
- (2) left-over food supplies and ingredients coming from supermarkets;
- (3) funding to purchase any ingredients and other materials/supplies needed for the food service;
- (4) functional/equipped and clean kitchen where food can be prepared and
- (5) space available where food can be served.

Main deliverables

From Project Management perspective

- Project Management Plan
- Project Budget
- Work Breakdown Structure (WBS) and WBS dictionary
- Gantt Chart, Activity List, Day of Service Schedule
- Project Milestone
- Procurement Management Plan
- Project Resource Management Plan
- Responsibility Assignment Matrix
- Stakeholder Engagement Plan, Registry and Engagement Matrix
- Communications Plan
- Risk Register, Risk Management Plan
- Requirements Traceability Matrix

From project implementation itself

- Financial resources mobilized: 36,000 EUR
- Human Resources mobilized
- Project Team
- Mensa Giovanni Paolo II staff mobilized and onboard
- Sufficient number of volunteers (Servers) recruited

Master in Project Management

Trece Project Charter

- Sufficient number of qualified chefs engaged
- Partner chef associations agreeing to send student chefs to the project
- Partners supermarket, establishment and food delivery service providers mobilized
- Nutritious meals cooked and served
- Economically disadvantaged people benefitting from the Trece Project

5. PROJECT LIFE CYCLE

Project management approach

Predictive

Project Phases

The project phases included are: planning, recruitment, a month of service, and follow up.

Planning will require creating schedules, procurement, organizing the food kitchen logistics, and determining KPIs for the month of service.

During recruitment, team members will need to gain commitments from chefs, volunteers, and partners, which include vendors for food along with donors. The month of service is when we implement our goal of serving nutritious meals to beneficiaries and the following month, analyze our KPIs and data to determine the pilot program's success.

Major milestones

- Gaining committed donors to fund project at 50%
- Deadline of 02/05/23
- Meeting all recruitment requirements
- Deadline of 30/6/23 for chefs and partners
- Deadline of 29/9/23 for volunteers
- First meal of service on 02/10/23
- Last meal of service on 31/10/23
- All expected feedback is collected for analysis
- Deadline 07/11/23
- Completing the follow up phase tasks
- Deadline of 15/11/23

[illegible]

all sponsors, and the project team. Trecce aims to mobilize chefs and volunteers to take part in a month-long pilot event at Mensa Giovanni Paolo II to offer nutritious meals to the economically disadvantaged while reducing food waste and fostering community engagement. The name Trecce, meaning braids in Italian, derives from the intertwined connection the kitchen, chefs, and community will have during this project.

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1.2 ASSUMPTIONS AND CONSTRAINTS

The Assumption and Constraints matrix is a very crucial component of the Risk Management Plan. It is very important in forecasting, which is important in building a project vision, and identifying project deliverables. Constraints on the other hand could serve as potential risks if not well managed. The matrix can serve as a guide to the Project Management Team in identifying all known risks.

Please refer to the Assumption and Constraints matrix for a detailed description of all registered project assumptions and constraints. The matrix can be found in the Risk Management Plan folder.

See Annex 1: Assumption and constraints

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2 SCOPE MANAGEMENT

2.1 REQUIREMENTS DOCUMENTATION

The requirements of Trecce include all needs to lead to a successful food service for beneficiaries. These include acquiring the needed stakeholders, having an adequate location for food preparation and service, providing schedules to stakeholders, and the means to analyze program success.

2.2 REQUIREMENTS TRACEABILITY MATRIX

See Annex 2: Requirements Traceability Matrix

2.3 WORK BREAKDOWN STRUCTURE

The Trecce Work Breakdown Structure (WBS) categorizes all work needed to complete the project and represents 100% of the scope. The WBS is broken down into the following format:

1. Project Management
 - 1.1. Execution
 - 1.1.1. Communication Plan Execution
 - 1.1.2. Project Work Execution
 - 1.1.3. Risk Response Execution
 - 1.2. Monitoring & Controlling
 - 1.2.1. Risk Monitoring
 - 1.2.2. Schedule & Milestone Controlling
 - 1.2.3. Cost monitoring
 - 1.3. Close
 - 1.3.1. Project Close Documents
 - 1.3.2. Project Close
2. Planning
 - 2.1. Procurement
 - 2.1.1. Food/service supplies
 - 2.1.2. Transportation for food/materials
 - 2.2. Schedule
 - 2.2.1. Chef schedule
 - 2.2.2. Volunteer schedule
 - 2.2.3. Timeline for day of service
 - 2.3. Location
 - 2.3.1. Site visit to kitchen
 - 2.3.2. Kitchen space checklist
 - 2.3.3. Dining space checklist
 - 2.4. KPIs
3. Recruitment
 - 3.1. Chefs
 - 3.1.1. Chef pre-selection meetings
 - 3.1.2. Chef partnership agreements
 - 3.1.3. Chef confirmation
 - 3.1.4. Pre-month-of-service meetings with chefs
 - 3.2. Partners
 - 3.2.1. Partner pre-selection meetings
 - 3.2.2. Partner agreements
 - 3.2.3. Confirmation of partners
 - 3.2.4. Partner pre-month-of-service meetings
 - 3.3. Volunteers
 - 3.3.1. Development of recruitment/advertising materials
 - 3.3.2. Marketing launch
 - 3.3.3. Volunteer sign up period
 - 3.3.4. Volunteer roles determination
 - 3.4. Team Building Event
4. Month of Service
 - 4.1. Food Coordination
 - 4.1.1. Donation food delivery
 - 4.1.2. Menu selection
 - 4.1.3. Purchased food delivery
 - 4.2. Volunteer coordination
 - 4.2.1. Kitchen volunteer coordination
 - 4.2.2. Service area volunteer coordination
 - 4.3. Site coordination
 - 4.3.1. Kitchen coordination
 - 4.3.2. Food service area coordination
 - 4.4. Food Service
5. Post Service Month Evaluation
 - 5.1. Feedback
 - 5.1.1. Chef feedback meetings
 - 5.1.2. Volunteer feedback via surveys
 - 5.1.3. Beneficiaries feedback via verbal questions
 - 5.1.4. Partner feedback meetings
 - 5.2. Data Analyzation
 - 5.2.1. KPI analyzation
 - 5.2.2. Feedback analyzation
 - 5.2.3. Feedback report
 - 5.3. Milestone Review Meeting

See Annex 3: WBS Dictionary

See Annex 4: ProjectLibre WBS

2.3.1 CHANGE MANAGEMENT PLAN

If any stakeholder believes a change to the project scope or schedule is

necessary, they will be required to complete the Trecce Change Request Form. Once completed, they will need to email this form to the project management team, indicated in the project charter. At that time, the project management team will review the request and determine if the change is approved or denied, completing any research on the change as needed. If approved, the project management team will be responsible for informing the affected stakeholders and updating any related project documents such as the schedule, activity list, risk register, responsibility assignment matrix, or any document the PM team deems affected. If the request is denied, the PM team should respond to the stakeholder who requested the change, indicating the reason for the denial.

See Annex 5: Change Request Form

2.4 PROJECT SCHEDULE MANAGEMENT

The project schedule has been broken into the following phases: planning, recruitment, a month of service, and a post-service-month evaluation. The timeline for each phase differs due to project work needs, the man hours needed to complete the phase, observed holidays in Rome, and being mindful of our external stakeholders' schedules.

During the planning phase, the main tasks will include procurement of materials, scheduling for the month of service, and food kitchen logistics. The timeline for this phase starts three months before the month of service and will last until the end of September. As chefs and partners will dictate planning details, a lot of the work in this phase will occur after recruitment.

The recruitment of partners has already started in September of 2022. As Trecce relies on donors to fund the project, it is important to receive around 50% of our donation goal before the kickoff meeting on May 2, 2023. Therefore, we felt the urgency to start requesting donations as soon as possible. The recruitment of chefs will start at the project kickoff and last until June 30, 2023. Holding this recruitment early on allows for the most preparation of schedules and planning. Volunteers will start to be recruited once marketing materials are launched and can sign up all the way up to the month of service.

The timeline for the month of service includes all activities needed to conduct a dinner service successfully. Dinner service days include Tuesdays, Wednesdays, and Thursdays. The food delivery will take place on Mondays, Tuesdays, and Wednesdays, none day before the meal service, to ensure our chefs have time to properly inspect the donated food, determine a menu, and request any food items that need to be bought to complete the meal.

For the post-service-month evaluation, the goal is to understand whether or not this pilot program has been successful or not. The schedule includes time to hear the opinions of chefs, partners, volunteers, and beneficiaries to understand the program's pros and cons. Once all data is collected, the project management team will analyze this data and compile a report stating their opinion.

2.4.1 ACTIVITY LIST AND ATTRIBUTES

The Trecce activity list encompasses all activities that must be completed in order for the project to be successful. These were developed from the Work Breakdown Structure and should include 100% of the project work. Included in the activity list are the activity ID, activity Name, WBS ID, predecessor and successor activities, logical relationship indicators, leads/lags, the imposed deadline, and the location where the activity will take place. The project management team is responsible for monitoring the activity list and making any necessary updates during the project lifecycle.

See Annex 7: Activity List

2.4.2 MILESTONE LIST

Milestone Deadline

Gaining committed donors to fund project at 50% 02/05/23

Meeting recruitment requirements for chefs. 30/06/2023

Meeting recruitment requirements for

partners 30/06/2023\n\nMeeting recruitment requirements for volunteers 29/09/23\n\nThe first meal service 02/10/2023\n\nThe last meal service 31/10/2023\n\nAll expected feedback is collected for analysis 07/11/2023\n\nCompleting the follow-up phase tasks 15/11/2023\n\nSee Annex 8: Milestones\n\n2.4.3 PROJECT SCHEDULE\n\nSee Annex 6: ProjectLibre Gantt Chart\n\nSee Annex 7: Activity list\n\nPage 9 of 25\n\nhttps://drive.google.com/file/d/1KEQKckZ4wXzWammYTsR6mjKu65fmm_an/view?usp=share_link\n\nSee Annex 3: WBS Dictionary\n\nSee Annex 21: Day of Service Timeline\n\nPage 10 of 25\n\n\n3 COST MANAGEMENT\n\n3.1 BUDGET & SCHEDULE OF EXPENSES\n\nAt the start of planning we assume that 50% of the project funding has been secured.\n\nFundraising activities will continue throughout the project. In addition, as this is a\n\ncharitable endeavor, the project management team has agreed to donate 60% of their\n\nsalary toward the project. The schedule of funding partners with donation amount, along\n\nwith a complete schedule of expenses and contingency funding amounts to be found in\n\nthe annex.\n\nSee Annex 9: Budget and Schedule of expenses\n\nPage 11 of 25\n\n\n4 PROCUREMENT AND QUALITY MANAGEMENT\n\n4.1 PROCUREMENT AND QUALITY MANAGEMENT PLAN OVERVIEW\n\nThe Trecce Procurement Management Plan aims to define the project\n\n's procurement and\n\nquality management process. The plan will set out the procurement and quality\n\nmanagement guidelines, define the risks associated with the procurement and quality\n\nmanagement strategy, and suggest the strategy for mitigating those risks. Specifically,\n\nthe Procurement Management Plan will define the following:\n\n\nProject procurement partners and donating partners\n\n\nQuality and procurement work breakdown structures (WBSs)\n\n\nEstablishing partner deliverables and deadlines\n\n\nWhich items are to be procured via direct purchase, pricing, and timelines\n\n\nDetermining material costs\n\n\nRisks associated with procurement management\n\n\nHow procurement risks will be mitigated\n\n\nHow procurement is coordinated with project scope, budget, and schedule\n\n\nInventory and Quality Assessment Log Template\n\n\nQuality management criteria\n\n\nSpecify all constraints pertaining to procurement\n\n\nPerformance metrics for procurement activities\n\n\nPlease refer to Annex 10 for the complete Trecce Procurement and Quality Management\n\nPlan.\n\nSee Annex 10: Trecce – Procurement and Quality Management Plan\n\nSee Annex 11: Inventory and Quality Assessment Log\n\nPage 12 of 25\n\n\n5 PROJECT RESOURCE MANAGEMENT\n\nThe Resource Management Plan defines the approach to identify, acquire, and manage\n\nthe human and physical resources needed for the Trecce project. Resources are key\n\ncomponents of any project. Therefore, successfully identifying all the required human\n\nand material resources required for this endeavor is fundamental. The Resource\n\nManagement Plan also encompasses the Team Charter, a key document that outlines\n\nteam members's roles and responsibilities, team values, agreements, and operating\n\nguidelines. Please refer to the Resource Management Plan for a detailed description of all\n\nresources identified, how they will be managed and utilized for project success, and all\n\nnecessary information on the Team Charter.\n\nSee Annex 12: Project Resource Management Plan\n\n5.1 RESPONSIBILITY ASSIGNMENT MATRIX\n\nThe Responsibility Assignment Matrix is a key component of the Resource Management\n\nPlan, which is required to inform all project team members on the assignment of project\n\ntasks/activities. This matrix details each project work activity, clearly indicating the\n\nhuman resource responsible of performing specific project activity/s, who is accountable\n\nfor its success or failure, who is to be consulted before the activity is conducted, and who\n\nis to be informed. The Trecce Project Team chose the

RASCI matrix as opposed to the RASCI matrix because of the support component in the former. The support component is vital to this project as this is a social endeavor based on humanitarian ideals; therefore, teamwork, collaboration, and support are highly emphasized for all stakeholders involved to boost the chances of project success. Please refer to the Responsibility Assignment Matrix for a detailed description of all project activities and assignments. See Annex 13: RASCI Matrix. Page 13 of 25. PROJECT COMMUNICATIONS MANAGEMENT. Communication is critical in any project, not only for involving the stakeholders and increasing stakeholder engagement but also to avoid potential mistakes caused by miscommunication. For this project, we have established the following communicational pillars that played a central role in our communication plan: transparency, to create a safe space, clarity, and a safe approach to handling personal information. With these pillars in mind, we have tried to communicate successfully with our target audience and all involved stakeholders. We have used a tailored approach to communicate with stakeholders, partners, volunteers, etc. This is accomplished through using different communication tools per group in order to communicate as well as possible. All the specific information on which tactics and tools were used per group and a more detailed explanation of our communication plan can be found in the following document. See Annex 14: Communications Plan. 6.1 PROJECT COMMUNICATIONS MANAGEMENT PLAN. In the communication matrix, we have provided an overview of the outgoing communication stream. The table includes the information we provide, the recipient, the communication method, the frequency but also the person in charge of our project team. The table also includes the assumptions and constraints we foresee for the information provided. See Annex 15: Communication Matrix. See Annex 22: Communication Pillars. Page 14 of 25. 7 RISK MANAGEMENT AND REGISTER. A project risk is any foreseen or unknown issue that can potentially have a positive or negative impact on the project. The Trece Project Team successfully worked with the relevant stakeholders in identifying all known project risks. Mitigation strategies have been clearly defined in the risk matrix. Likewise, the recommended contingency action will be utilized should the risk occur. Contingency plans have been put in place to address any future unforeseen risk or residual risks. The importance of this matrix to project success cannot be overemphasized, as risks can be quantified and calculated to determine the financial impact they could pose to the project. This tool is vital in tracking and managing all risks to mitigate, eliminate, or exploit any risk. See Annex 16: Risk Register. 7.1 ISSUE LOG. The Issue Log is crucial during project execution to track and document all issues that may arise during the course of the project. This matrix is important in detailing and assigning issues to individuals and setting a due date for the successful resolution of issues. This document will help the Trece Project Team to monitor, assign, and solve issues before they potentially grow into constraints or risks for the project. See Annex 17: Issue Log matrix. Page 15 of 25. 8 STAKEHOLDER ENGAGEMENT. Engagement and dialogue with stakeholders are crucial if a project is to become successful. Stakeholder engagement is the process of interacting with actors involved in and impacted by a project. It is particularly important to a project as its completion often depends on how stakeholders see the project. Various stakeholders are mobilized for this project, from the Coordinator and other staff working at the Mensa Giovanni Paolo II who are directly involved in the daily operations and management of the establishment to the economically challenged persons who are the

recipients of free meals provided by the Mensa's feeding program. In between are the different service providers as well as range of volunteers involved in the project, i.e., volunteer chefs and servers, current partners supporting the feeding program (i.e., Comune di Roma and the local church) and new partners providing funds and other resources mobilized for the project and the project team.

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8.1 PROJECT TRECCE KEY STAKEHOLDERS

Mensa Caritas Diocesana "Giovanni Paolo II" Coordinator and staff. Carlo Virtu is Mensa's Coordinator. As the key decision maker in Mensa, his leadership and buy-in are crucial to successfully rolling out the project. At Mensa, he is responsible for Coordinating all activities of the Food Kitchen, reporting, and liaison with stakeholders. He is ably supported by a team composed of an Assistant Coordinator (Simon Esuperanzi), an Administrative Officer (Massimo Ceccarelli), and a Cleaning/Organization Staff (Brenda Longo). This team, in particular its Coordinator, is contacted and consulted right from the very start of the project where the Trecce Project concept was presented. After listening to and taking into account their inputs, the overall project idea was revised, and from which the overall work plan and budget were developed. The team is obviously very much involved in the pilot project implementation and in evaluating its effectiveness after completing the pilot phase. It is important that interaction with this group is carried out in person, with clear agreements documented in writing to avoid any misunderstanding and miscommunication.

Comune di Roma and Caritas Roma. As the two organizations supporting the current feeding program at Mensa, it is important that the Trecce project builds on the nongoing program they currently support. As with the Mensa team, both Comune and Caritas are contacted and consulted right from the very start of the project, where the Trecce Project concept was presented. Their inputs and suggestions are integrated into the design of the project, and their full support moving forward was solicited. The Project team assures the Comune and Caritas that the Trecce Project will build on the current feeding program that they are supporting and that any changes to be made are only to improve it. Regular and open communication, both verbal and written, takes place regularly, with meeting agreements documented.

Project beneficiaries. The project is designed with the economically disadvantaged in mind, i.e., hundreds of people who rely on free meals provided by Mensa. But free meals do not need to be less nutritious. Trecce Project is all about serving nutritious meals prepared by volunteer chefs/student chefs. Feedback from the beneficiaries will be solicited verbally during or right after each meal service.

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Food transport service provider.

Transport provider LogTech SRL is mobilized to ensure timely delivery of food items/ingredients, either donated or purchased. They are briefed as regards the project, emphasizing the critical role they play in avoiding delays and smooth execution of daily plans.

Too Good To Go, Glovo, and Food for Good. These partners are all engaged in reducing food waste and in making nutritious food accessible. Trecce project partners with them to provide ready meals to the Trecce project in case of insufficient meals during project execution. Also, should there be excess food items prepared, they are also mobilized to deliver to other individuals or other charities in Rome. Terms of collaboration with these partners are spelled out in a Partnership Agreement which is discussed and agreed upon with them following the presentation and discussion of the Trecce Project prior to its kickoff.

Partner chefs, Culinary Schools, and Chef associations. There is no shortage of food practitioners in Rome. Foremost of these are various restaurant

chefs, culinary schools, and chef associations in the city. With thousands of members among professional chefs and restaurateurs (in the case of associations) and future chefs and teachers (in the case of culinary schools), these establishments is a rich pool of volunteer chefs, teachers, and students whose values and passion are fully aligned with the philosophy of the Trecce project, i.e., making nutritious food available while reducing food loss and waste. Chef associations are solicited to entice and encourage their member chefs to volunteer for the program and cook meals for the project beneficiaries. Restaurant chefs who are not members of any of the associations are also approached to volunteer as well. In the case of culinary schools, a special arrangement is explored where the involvement of the culinary students in the project can be counted and validated as part of their community immersion and practices within their own curriculum. The Trecce Project will be pitched to these establishments and individuals. Terms of collaboration are spelled out in a Partnership Agreement that will be discussed and signed among the parties concerned. Partner foundations. Foundations are private entities serving public goals. Prospect research was carried out to identify private foundations in Rome whose mission and objectives are aligned with the Trecce Project objectives. The various foundations identified as partners for the project operate in Rome, promoting and supporting causes such as community welfare and social inclusion (e.g., ACRI), families and people in economic difficulty, migrants and refugees (e.g., Enel Cuore Onlus), health and aid to the underprivileged (e.g., Fondazione di Roma), and food security (e.g., Coldiretti). These institutions will be requested, following a pitch for support, to contribute financial resources to cover the cost of ingredients (should there not be sufficient leftovers from the restaurant of volunteer chefs) and project operations (transport, publicity, etc.). Partner supermarkets. Italy has a law that will make supermarkets donate more of their waste food to charities. The Trecce project will build on this law by soliciting partner supermarkets (Conad, Coop, Carrefour, Tuodis) to donate unsold perishable items (e.g., fruits, vegetables, and other ingredients) that are still suitable for consumption through the project. This contributes to minimizing their waste while improving their community involvement and enhancing their corporate social responsibility. The supermarket branches identified are those within close vicinity of the Mensa in order to minimize transport but also for further visibility of the supermarket as well. The Trecce project will be presented to the management of the supermarket branches identified. The terms and conditions of their involvement are specified in a Partnership Agreement that is discussed, agreed upon, and signed by concerned parties. Volunteer servers. Trecce Project will rely on a set of volunteer servers of different profiles building on their high level of social and ecological awareness and sense of service (Profile 1); on their interest to spend available and gain insights from their experience while at the same time giving them a sense of worth through this community engagement work (Profile 2); and on their curiosity to discover and know the other side of Rome while giving them an opportunity to be part of a community. They will be recruited to augment human power needs to help in the preparation and cleaning of the venue, keep order during meal service, and accompany/talk with the beneficiaries. As outlined in the Communication Plan, teasers/flyers with details on how to volunteer are prepared and posted around Rome. A briefing/orientation session will be organized and conducted. Volunteer Agreement/Consent that spells out the work that needs to be carried out, roles and

responsibilities as volunteer servers, as well as service schedules, are prepared, presented, and discussed with the volunteers.

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Visibility/outreach partners (SDG2Hub, Eataly, Mercato Centrale Roma). The Trecce Project also aspires to inspire other cities to come up with similar initiatives. To this end, partners with advocacy groups (e.g., SDG2Hub) will be mobilized for further visibility. Likewise, the participation of establishments with high potential for local outreach for volunteers inc. stall owners/cooks, and individual donors (e.g., Eataly, Mercato Centrale Roma) will be sought to contribute to the project as well in terms of providing space to display initiative's poster (if appropriate); providing connections to solicit chef volunteers; but also to collect any unused ingredients from the restaurant(s) operating in their establishment. As with other partners, the involvement of these institutions will be requested, following a pitch for support process. Across all stakeholders involved, feedback shall be solicited in various ways (via survey, phone, or in-person conversation) for further improvement as well as to assess possible follow-up/next steps. Also, issues and disagreements, should they arise, shall be settled amicably by the parties concerned. Finally, the contribution of all partners is acknowledged and recognized through posters displayed during meal service (e.g., This evening's meal is supported/brought to you by Partner XYZ).

The detailed list of these stakeholders, the rationale for their involvement, and their specific involvement/participation in the project are presented as Annexes of this document.

8.2 STAKEHOLDER REGISTER, STAKEHOLDER MAP, STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX AND STAKEHOLDER ENGAGEMENT PLAN

See Annex 18: STH Register
See Annex 19: STH Engagement Assess. Matrix
See Annex 20: STH Engagement Plan

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APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL

The undersigned certifies that I have examined the plan of the Project <Project name> and confirms that I approve the approach presented. Any changes to the Project plan will be coordinated with and approved by the undersigned or formally delegated representatives.

Signature: _____
Date: _____
Name in block _____
Letters: _____
Title: _____
Role: _____

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APPENDIX B: ANNEX DIRECTORY

The following table includes the documents quoted in this project management plan.

Annex	Number	Description	Document Title	Page	Number
in PMP	Annex 1	Assumptions and constraints	B1	Annex 2	Requirements Traceability
	Annex 2	Requirements Traceability	Matrix	Annex 3	WBS Dictionary
	Annex 3	WBS Dictionary	B4	Annex 4	ProjectLibre WBS
	Annex 4	ProjectLibre WBS	B6	Annex 5	Change Request Form
	Annex 5	Change Request Form	B9	Annex 6	Gantt Chart
	Annex 6	ProjectLibre Gantt Chart	B10	Annex 7	Activity List and Attributes
	Annex 7	Activity List - Attributes	B21	Annex 8	Milestones
	Annex 8	Milestones	B23	Annex 9	Budget and Schedule of Expenses
	Annex 9	Budget and Schedule of Expenses	B24	Annex 10	Procurement and Quality Management Plan
	Annex 10	Procurement-Management-Plan	B27	Annex 11	Inventory and Quality Assessment Log
	Annex 11	Inventory & Quality Assessment Log	B37	Annex 12	Project Resource Management Plan
	Annex 12	Project Resource Management Plan	B38	Annex 13	RASCI Matrix
	Annex 13	Responsibility Assignment Matrix (RASCI)	B45	Annex 14	Communications Plan
	Annex 14	Written Communication plan	B48	Annex 15	Communication Matrix
	Annex 15	Communication Matrix	B55	Annex 16	Risk Register
	Annex 16	Risk Register	B56	Annex 17	Issue Log
	Annex 17	Issue Log			

B59\nPage 22 of 25\nAnnex 18 Stakeholder Engagement Register Annex 18: STH Register
B60\nAnnex 19 Stakeholder Engagement\nMatrix\nAnnex 19: STH Engagement Assess.\nMatrix\nB62\nAnnex 20 Stakeholder Engagement\nPlan\nAnnex 20: STH Engagement Plan B63\nAnnex 21 Day of Service Timeline Annex 21: Day of Service Timeline B65\nAnnex 22 Communication Pillars Annex 22: Communication Pillars B66

Page 23 of 25\nASSUMPTION AND CONSTRAINTS\nID Date IdentifiedIdentified by Assumption description Impact if proven invalid Constraints\nA1 12/20/2022 Trecce Project Team Partner Supermarkets will donate food \nnitems to the project\nMedium Failed donations from sponsors\nA2 11/4/2022 Trecce Project Team Chefs will be available to work voluntarily High Unavailability of chefs for the project\nA3 11/4/2022 Trecce Project Team The project will attract volunteers Low No volunteers for the project\nA4 11/4/2022 Trecce Project Team Project will attract funding Medium No funding for the project\nA5 12/20/2022 Trecce Project Team Financial sponsors will donate funds at the \nnrequired time for procurement\nLow Failed release of contingency funds\nA6 12/20/2022 Trecce Project Team All project procurement activities will be \ncarried out without failure or delay\nMedium Procurement failure or delay\nA7 11/4/2022 Trecce Project Team Conflicts will be addressed and resolved \nsmoothly\nLow No attention or resolution to conflict\nA8 11/4/2022 Trecce Project Team Communication will flow easily, all \ncommunicated emails, newsletters will be \nreceived, read, and understood.\nMedium Communication failure between all \nstakeholders\nA9 11/4/2022 Trecce Project Team Food waste will be avoided Rare/Negligible Unavailability of waste management \nstrategy\nA10 12/20/2022 Trecce Project Team No littering of the environment Low Unavailabilty of waste disposal bins / \nnegligence and careless disposal of \nwaste\nA11 12/21/2022 Trecce Project Team Meals will be nutritious and healthy for \nbeneficiaries\nHigh Poor quality meals, food poisoning \nand food allergy attacks\nA12 11/4/2022 Trecce Project Team Groceries and all cooking materials will be \navailable for chefs\nMedium Unavailability of required groceries \nnor funds to purchase them\nA13 11/4/2022 Trecce Project Team Project funds will be utilized for the \nintended purpose\nRare/Negligible Embezzlement of project funds\npage Bl\nMaster in Project Management Capstone Project Work\nRequirements Traceability Matrix\nRequirement ID WBS ID Type Requirement Name Requirement Description MoSCoW \nvalue Deadline Priority Acceptance criteria Status\nnl 3.1.3 Stakeholder Chefs Commitment of at least 7 chefs to prepare meals Must-have June 9, 2023 High Chef partner agreement signed by 7 chefs that can cook \non multiple days Not started\nn2 3.3.3 Stakeholder Volunteers Commitment of at\nThe file is too long and its contents have been truncated.\n\", \"cloud_doc_url\": null}, {\"matched_text\": \"\u001018\u0020source\u0011\", \"start_idx\": 1746, \"end_idx\": 1757, \"alt\": null, \"type\": \"file\", \"name\": \"Blind Resume_Final_Corrected.pdf\", \"id\": \"file-amrwdlMQKvNg3UQyQ2TIgigi\", \"source\": \"my_files\", \"snippet\": \"\n\n\n\n\n\n\n\n\n\n\n\n\n\n\n\n\nProfessional Summary\nNA versatile and adaptable business leader originally from New York City, I have built my career\nacross various industries, developing a keen ability to navigate complex environments. With a\nBachelor's degree in Business Administration and a Master's in Organizational Leadership\n(expected 2024), my career has been marked by a passion for continuous learning, a strong\nfoundation in project management, and a commitment to customer success. From improving\noperational efficiencies to fostering strong client relationships, my work is driven by data-driven\nanalytical thinking and a dedication to helping others achieve their

[illegible]

[illegible]

[illegible]

[illegible]

\nAlexis Lindsay, born in New York on 18/05/1982, student number 211021LSP2681, has successfully \n\ncompleted the Master in Project Management, obtaining the following qualifications:

\n\n\n\n\nCourse Title Exam grade \n\n1 \n\nModule 1 Managerial Core Competences - Credits: 12 \n\nTopics covered: \n\nHuman Resources Management; Managerial Economics; Accounting and \n\nBudgeting; Entrepreneurship and Business Planning; Business Strategy; \nMarketing: From Traditional to Digital \n\n30/30 \n\n2 \n\nModule 2 Project Management Foundations - Credits: 4 \n\nTopics covered: \n\nPM culture, Project Life Cycle, Organizational Project Management; \n\nOrganizational Change Management; Business Analysis \n\n25/30 \n\n3 \n\nModule 3 Preparation for the acquisition CAPM\u00ae certification - Credits: 7 \n\nTopics covered: \n\nGuide to the CAPM\u00ae Certification Itinerary; Review of CAPM\u00ae Exam \n\nSimulation \n\n30/30 \n\n4 \n\nModule 4 Project Management Tools and Techniques - Credits: 6 \n\nTopics covered: \n\nNavigating complexity: PM tools & techniques; Navigating complexity: Risk \n\nManagement \n\n25/30 \n\n5 \n\nModule 5 Agile Methodologies - Credits: 4 \n\nTopics covered: \n\nAgile Methodologies \n\n28/30 \n\n6 \n\nModule 6 Future oriented and Ethical Project Management - Credits: 5 \n\nTopics covered: \n\nNew Trends in Project Management; Overview of the Project Management \n\nSoftware tools \n\n25/30 \n\n7 \n\nModule 7 Interpersonal skills for the Project Manager - Credits: 4 \n\nTopics covered: \n\nPersonality Indicators and Thinking Styles; Leadership, Meeting Management & \n\nProject Team Motivation \n\n30 cum laude/30 \n\n\n\n\nProtocol Number: T1-211021LSP2681-05/04/2023 \n\n\nVia Giuseppe Montanelli, 5 \u002D 00195 Rome, Italy \n\n\n\n\n8 Elective course in Big Data & Analytics in Business - Credits: 3 30 cum laude/30 \n\n9 Leadership Program - Credits: 2 Passed \n\n10 Business Practice Lab - Credits: 3 Passed \n\n11 Capstone Project - Credits: 8 28/30 \n\n12 Capstone Project Presentation - Credits: 2 28/30

The student Alexis Lindsay has also attended and successfully completed 35 contact hours of PMP\u00ae \n\nCertification Exam Preparation Course.

\n\nAverage grade: 29/30 \n\nDuration: 12 (twelve) months, from 11/04/2022 to 04/04/2023 \n\nECTS credits: 60 \n\n\n\nRome, April 5, 2023 \n\nDean Antonio Ragusa \n\n\n\n", "cloud_doc_url": null}], "gizmo_id": null, "finish_details": {"type": "stop", "stop_tokens": [200002]}, "is_complete": true, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4o", "pad": "AAAAAAAAAAAAAAAAAAAAA", "parent_id": "c3ac3ef8-5616-489f-b8de-f635318b25dc", "request_id": "8c54ce3a5aa3bb05-MXP", "timestamp_": "absolute"}, "recipient": "all", "channel": null}, "parent": "c3ac3ef8-5616-489f-b8de-f635318b25dc", "children": ["aaa20304-1814-4a0d-b5ec-9fdd85b7beaa"]], "aaa20304-1814-4a0d-b5ec-9fdd85b7beaa": {"id": "aaa20304-1814-4a0d-b5ec-9fdd85b7beaa", "message": {"id": "aaa20304-1814-4a0d-b5ec-9fdd85b7beaa", "author": {"role": "user", "name": null, "metadata": {}}, "create_time": 1726699865.385828, "update_time": null, "content": {"content_type": "text", "parts": ["for objectives 2 and 4 i don't have any artifacts from those jobs accept on linkedin I have been endorsed by a few former colleagues for skills like: \nOperations Management\nOperations Management\n\n4 endorsements\n4 endorsements\n\nSupply Chain Management\nSupply Chain Management\n\n3 endorsements\n3 endorsements\n\nLogistics Management\nLogistics Management\n\n3 endorsements\n3 endorsements\n\nTransportation\nTransportation\n\n3 endorsements\n3 endorsements\n\nProject Planning\nProject Planning\n\n2 endorsements\n\n\ncould screen shots of these endorsements be considered artifacts? "]}, "status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": {"serialization_metadata": {"custom_symbol_offsets": []}, "request id":

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endorsements can be considered valid artifacts, especially when petitioning for prior
learning credits related to professional skills. They provide evidence of your
proficiency in key areas like operations management, supply chain management, and
project planning, which align with **MPM5300 Objective #2** and **Objective
#4**.\n\nIncluding these endorsements alongside a narrative explaining your work
experience in those roles would further strengthen your petition. You can highlight
how these endorsements reflect external validation of the skills you used to meet the
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helped me establish the WBS, which I later monitored and adjusted to ensure project efficiency. These experiences are mirrored in real-world project management, including the use of decision-making frameworks and administrative oversight. I spent over six months managing the Trecce project, dedicating significant time to stakeholder coordination, developing work breakdown structures, and ensuring cost-effective project execution. The successful completion of this project demonstrates my ability to apply project management methods and strategies effectively.

MPM5300 Objective #2: Model the logical and administrative skills required to evaluate compound project management tasks and to organize and analyze effective action plans.

Rank: Moderate

Artifacts:

- Endorsements on LinkedIn for Project Planning, Operations Management
- Job Description (Manager of Operations and Data Control at CSX Transportation)
- JTA Presentation (as Service Delivery Manager)

Narrative: In my role as Manager of Operations and Data Control at CSX Transportation, I oversaw over 1,000 support cases monthly, requiring me to use logical frameworks to prioritize and allocate resources effectively. This experience is well-supported by my LinkedIn endorsements for Operations Management and Project Planning, which emphasize my ability to manage complex tasks and organize team efforts toward achieving operational objectives.

During my tenure, I applied these administrative and logical skills to ensure timely and efficient project completion, constantly organizing and evaluating tasks in real-time. My presentation as a Service Delivery Manager further highlights my expertise in developing action plans and managing transit systems with a focus on safety and performance.

MPM5300 Objective #3: Distinguish connections within imperative decision-making methods that could have repercussions related to procedures, individuals, goods, and revenues.

Rank: Strong

Artifacts:

- JTA Presentation (Service Delivery Manager)
- Commercial Fire Job Description (Premier Affiliate Service Coordinator)
- Endorsements on LinkedIn for Transportation and Logistics Management

Narrative: As a Service Delivery Manager at Jacksonville Transportation Authority, I was tasked with managing decisions that directly affected transit schedules, safety protocols, and employee engagement. These decisions, especially related to route optimization and on-time performance, had significant repercussions on both the operational efficiency and financial outcomes of the department. My work in this role aligned with the project's decision-making needs, ensuring that the services met organizational goals while also catering to public needs.

My endorsement for Logistics Management on LinkedIn reflects this expertise, showcasing my ability to make strategic decisions that optimize resources and enhance operational efficiency. The Commercial Fire role further demonstrated my ability to manage and execute decisions that impacted both goods (fire protection systems) and financial outcomes, with a rolling portfolio exceeding \$500k.

MPM5300 Objective #4: Evaluate project management technological tools and determine the specific tools necessary to effectively manage projects.

Rank: Moderate

Artifacts:

- Endorsements on LinkedIn for Project Planning and Operations Management
- Customer Success Fellowship (CRM system use in Acadly)
- Project Management Transcript from Rome Business School

Narrative: As a Customer Success Manager

[illegible]

project team. Details on the engagement of stakeholders in the project (list, rationale for their involvement, the different tasks, and strategy for their involvement/participation) are outlined in the Project Management Plan and related Annexes.

4. PROJECT SCOPE Purpose of the project The Trece Project aims to mobilize chefs and volunteers to participate in a month-long pilot event at Mensa Giovanni Paolo II in order to prepare and serve nutritious meals to the economically disadvantaged while reducing food waste and fostering community engagement. Project objectives

- Complete 13 days of dinner service
- Reduce food waste and sustainably source all materials
- Create a model for continued dinner service at the food kitchen
- Foster community engagement

High level requirements Requirements needed to implement the project include (1) human resources (able project team, cooperation of the Mensa Giovanni Paolo II management and staff, volunteer chefs, student chefs, servers, partner foundations and establishments); (2) left-over food supplies and ingredients coming from supermarkets; (3) funding to purchase any ingredients and other materials/supplies needed for the food service; (4) functional/equipped and clean kitchen where food can be prepared and (5) space available where food can be served.

Main deliverables From Project Management perspective

- Project Management Plan
- Project Budget
- Work Breakdown Structure (WBS) and WBS dictionary
- Gantt Chart, Activity List, Day of Service Schedule
- Project Milestone
- Procurement Management Plan
- Project Resource Management Plan
- Responsibility Assignment Matrix
- Stakeholder Engagement Plan, Registry and Engagement Matrix
- Communications Plan
- Risk Register, Risk Management Plan
- Requirements Traceability Matrix

From project implementation itself

- Financial resources mobilized: 36,000 EUR
- Human Resources mobilized
- Project Team
- Mensa Giovanni Paolo II staff mobilized and onboard
- Sufficient number of volunteers (Servers) recruited

2. Master in Project Management Trece Project Charter

- Sufficient number of qualified chefs engaged
- Partner chef associations agreeing to send student chefs to the project
- Partners supermarket, establishment and food delivery service providers mobilized
- Nutritious meals cooked and served
- Economically disadvantaged people benefitting from the Trece Project

5. PROJECT LIFE CYCLE Project management approach Predictive Project Phases The project phases included are: planning, recruitment, a month of service, and follow up. Planning will require creating schedules, procurement, organizing the food kitchen logistics, and determining KPIs for the month of service. During recruitment, team members will need to gain commitments from chefs, volunteers, and partners, which include vendors for food along with donors. The month of service is when we implement our goal of serving nutritious meals to beneficiaries and the following month, analyze our KPIs and data to determine the pilot program's success.

Major milestones

- Gaining committed donors to fund project at 50%
- Deadline of 02/05/23
- Meeting all recruitment requirements
- Deadline of 30/6/23 for chefs and partners
- Deadline of 29/9/23 for volunteers
- First meal of service on 02/10/23
- Last meal of service on 31/10/23
- All expected feedback is collected for analysis
- Deadline 07/11/23
- Completing the follow up phase tasks
- Deadline of 15/11/23

6.

MAJOR KNOWN RISKS\nRisk\n\ndescription\n\n\u25cf Lack of funding for project (Medium impact)\n\n\u25cf Lack of volunteer chefs (High impact)\n\n\u25cf Food donation failure (Medium impact)\n\n\u25cf Conflict/fights among beneficiaries or team members (Low\n\nimpact)\n\n\u25cf Embezzlement of project funds (Rare/Negligible impact)\n\n\u25cf Littering (Low impact)\n\n\u25cf Food poisoning and allergies (High impact)\n\n7. ASSUMPTIONS AND CONSTRAINTS\n\nAssumptions \u25cf Sponsor supermarkets will donate food items to project\n\n\u25cf Chefs will be available to participate in the project\n\n\u25cf Project will attract funding\n\n\u25cf Project funds will be utilized for the intended purpose\n\n\u25cf Meals will be nutritious and healthy for beneficiaries\n\n3\n\nMaster in Project Management\n\nTrece Project Charter\n\n\u25cf Financial sponsors will remit agreed upon funds should need\n\narise\n\n\u25cf Groceries and cooking materials will be readily available\n\nConstraints \u25cf Unavailability of chefs\n\n\u25cf Donation failure from Partner Supermarkets\n\n\u25cf Lack of funding for project\n\n\u25cf No attention and smooth resolution to conflict\n\n\u25cf Poor quality meals/food poisoning and allergy attacks\n\n\u25cf Embezzlement of project funds\n\n8. APPROVED FINANCIAL RESOURCES\n\nProject budget\n\n9. PROJECT APPROVAL REQUIREMENTS\n\nProject approval\n\nrequirements\n\nAchieving the following represents project success. Project\n\noutcome is collectively tracked and monitored by the Project team:\n\n\u25cf Amount mobilized: 36,000 EUR\n\n\u25cf Number of volunteers (Servers) recruited: At least 46\n\n\u25cf Number of Chefs engaged: At least 7\n\n\u25cf First meal service: 2-oct.-23\n\n\u25cf Last meal service: 31-oct.-23\n\n\u25cf Number of Meals served per evening meal service: 200\n\n\u25cf Timely delivery of meals to beneficiaries: Delay of no more\n\nthan 10 minutes\n\n\u25cf Follow-up phase completed: 15-nov.-23\n\n4\n\n", "extra": {"cited_message_idx": 20, "search_result_idx": null, "evidence_text": "source", "cloud_doc_url": null}}, {"start_ix": 1097, "end_ix": 1108, "citation_format_type": "tether_og", "metadata": {"type": "file", "name": "Transcript - Alexis Lindsay.pdf", "id": "file-CJxARo7rkqd8H0885NTKNZ64", "source": "my_files", "text":

\n/n
Giuseppe Montanelli, 5 \u2013 00195 Rome, Italy \n\n \n\nTRANSCRIPT OF RECORDS \n \n\n\nMr. Antonio Ragusa, Dean of Rome Business School, certifies that: \n\n \n\n\n\nAlexis Lindsay, born in New York on 18/05/1982, student number 211021LSP2681, has successfully \n\ncompleted the Master in Project Management, obtaining the following qualifications: \n\n \n\n \n\nN\u2013 Course Title Exam grade \n\n1 \n\n\nManagerial Core Competences – Credits: 12 \n\nTopics covered: \n\nHuman Resources Management; Managerial Economics; Accounting and \n\nBudgeting; Entrepreneurship and Business Planning; Business Strategy; \n\nMarketing: From Traditional to Digital \n\n30/30 \n\n2 \n\n\nModule 2 Project Management Foundations – Credits: 4 \n\nTopics covered: \n\nPM culture, Project Life Cycle, Organizational Project Management; \n\nOrganizational Change Management; Business Analysis \n\n25/30 \n\n3 \n\n\nModule 3 Preparation for the acquisition CAPM\u2013 certification – Credits: 7 \n\nTopics covered: \n\nGuide to the CAPM\u2013 Certification Itinerary; Review of CAPM\u2013 Exam \n\nSimulation \n\n30/30 \n\n4 \n\n\nModule 4 Project Management Tools and Techniques – Credits: 6 \n\nTopics covered: \n\nNavigating complexity: PM tools & techniques; Navigating complexity: Risk \n\nManagement \n\n25/30 \n\n5 \n\n\nModule 5 Agile Methodologies – Credits: 4 \n\nTopics covered: \n\nAgile Methodologies \n\n28/30

[illegible]

potential risks if not well managed. The matrix can serve as a guide to the Project Management Team in identifying all known risks. Please refer to the Assumption and Constraints matrix for a detailed description of all registered project assumptions and constraints. The matrix can be found in the Risk Management Plan folder. See Annex 1: Assumption and constraints Page 5 of 25

2 SCOPE MANAGEMENT

2.1 REQUIREMENTS DOCUMENTATION

The requirements of Trecce include all needs to lead to a successful food service for beneficiaries. These include acquiring the needed stakeholders, having an adequate location for food preparation and service, providing schedules to stakeholders, and the means to analyze program success.

2.2 REQUIREMENTS TRACEABILITY MATRIX

See Annex 2: Requirements Traceability Matrix

2.3 WORK BREAKDOWN STRUCTURE

The Trecce Work Breakdown Structure (WBS) categorizes all work needed to complete the project and represents 100% of the scope. The WBS is broken down into the following format:

1. Project Management

1.1. Execution

1.1.1. Communication Plan Execution

1.1.2. Project Work Execution

1.1.3. Risk Response Execution

1.2. Monitoring & Controlling

1.2.1. Risk Monitoring

1.2.2. Schedule & Milestone Controlling

1.2.3. Cost monitoring

1.3. Close

1.3.1. Project Close Documents

1.3.2. Project Close

2. Planning

2.1. Procurement

2.1.1. Food/service supplies

2.1.2. Transportation for food/materials

2.2. Schedule

2.2.1. Chef schedule

2.2.2. Volunteer schedule

2.2.3. Timeline for day of service

2.3. Location

2.3.1. Site visit to kitchen

2.3.2. Kitchen space checklist

2.3.3. Dining space checklist

2.4. KPIs

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3. Recruitment

3.1. Chefs

3.1.1. Chef pre-selection meetings

3.1.2. Chef partnership agreements

3.1.3. Chef confirmation

3.1.4. Pre-month-of-service meetings with chefs

3.2. Partners

3.2.1. Partner pre-selection meetings

3.2.2. Partner agreements

3.2.3. Confirmation of partners

3.2.4. Partner pre-month-of-service meetings

3.3. Volunteers

3.3.1. Development of recruitment/advertising materials

3.3.2. Marketing launch

3.3.3. Volunteer sign up period

3.3.4. Volunteer roles determination

3.4. Team Building Event

4. Month of Service

4.1. Food Coordination

4.1.1. Donation food delivery

4.1.2. Menu selection

4.1.3. Purchased food delivery

4.2. Volunteer coordination

4.2.1. Kitchen volunteer coordination

4.2.2. Service area volunteer coordination

4.3. Site coordination

4.3.1. Kitchen coordination

4.3.2. Food service area coordination

4.4. Food Service

5. Post Service Month Evaluation

5.1. Feedback

5.1.1. Chef feedback meetings

5.1.2. Volunteer feedback via surveys

5.1.3. Beneficiaries feedback via verbal questions

5.1.4. Partner feedback meetings

5.2. Data Analyzation

5.2.1. KPI analyzation

5.2.2. Feedback analyzation

5.2.3. Feedback report

5.3. Milestone Review Meeting

See Annex 3: WBS Dictionary

See Annex 4: ProjectLibre WBS

2.3.1 CHANGE MANAGEMENT PLAN

If any stakeholder believes a change to the project scope or schedule is necessary, they will be required to complete the Trecce Change Request Form. Once completed, they will need to email this form to the project management team, indicated in the project charter. At that time, the project management team will review the request and determine if the change is approved or denied, completing any research on the change as needed. If approved, the project management team will be responsible for informing the affected stakeholders and updating any related project documents such as the schedule, activity list, risk register, responsibility assignment matrix, or any document the PM team deems affected. If the request is denied, the PM team should respond to the

stakeholder who requested the change, indicating the reason for the denial.

See Annex 5: Change Request Form

2.4 PROJECT SCHEDULE MANAGEMENT

The project schedule has been broken into the following phases: planning, recruitment, a month of service, and a post-service-month evaluation. The timeline for each phase differs due to project work needs, the man hours needed to complete the phase, observed holidays in Rome, and being mindful of our external stakeholders' schedules.

During the planning phase, the main tasks will include procurement of materials, scheduling for the month of service, and food kitchen logistics. The timeline for this phase starts three months before the month of service and will last until the end of September. As chefs and partners will dictate planning details, a lot of the work in this phase will occur after recruitment.

The recruitment of partners has already started in September of 2022. As Trecce relies on donors to fund the project, it is important to receive around 50% of our donation goal before the kickoff meeting on May 2, 2023. Therefore, we felt the urgency to start requesting donations as soon as possible. The recruitment of chefs will start at the project kickoff and last until June 30, 2023. Holding this recruitment early on allows for the most preparation of schedules and planning. Volunteers will start to be recruited once marketing materials are launched and can sign up all the way up to the month of service.

The timeline for the month of service includes all activities needed to conduct a dinner service successfully. Dinner service days include Tuesdays, Wednesdays, and Page 8 of 25 Thursdays. The food delivery will take place on Mondays, Tuesdays, and Wednesdays, none day before the meal service, to ensure our chefs have time to properly inspect the donated food, determine a menu, and request any food items that need to be bought to complete the meal.

For the post-service-month evaluation, the goal is to understand whether or not this pilot program has been successful or not. The schedule includes time to hear the opinions of chefs, partners, volunteers, and beneficiaries to understand the program's pros and cons. Once all data is collected, the project management team will analyze this data and compile a report stating their opinion.

2.4.1 ACTIVITY LIST AND ATTRIBUTES

The Trecce activity list encompasses all activities that must be completed in order for the project to be successful. These were developed from the Work Breakdown Structure and should include 100% of the project work. Included in the activity list are the activity ID, activity Name, WBS ID, predecessor and successor activities, logical relationship indicators, leads/lags, the imposed deadline, and the location where the activity will take place. The project management team is responsible for monitoring the activity list and making any necessary updates during the project lifecycle.

See Annex 7: Activity List

2.4.2 MILESTONE LIST

Milestone Deadline

Milestone	Deadline
Gaining committed donors to fund project at 50%	02/05/23
Meeting recruitment requirements for chefs	30/06/2023
Meeting recruitment requirements for partners	30/06/2023
Meeting recruitment requirements for volunteers	29/09/23
The first meal service	02/10/2023
The last meal service	31/10/2023
All expected feedback is collected for analysis	07/11/2023
Completing the follow-up phase tasks	15/11/2023

See Annex 8: Milestones

2.4.3 PROJECT SCHEDULE

See Annex 6: ProjectLibre Gantt Chart

See Annex 7: Activity list

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https://drive.google.com/file/d/1KEQKckZ4wXzWammYTsR6mJKu65fmn_an/view?usp=share_link

See Annex 3: WBS Dictionary

See Annex 21: Day of Service Timeline

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3 COST MANAGEMENT

3.1 BUDGET & SCHEDULE OF EXPENSES

At the start of planning we assume that 50% of the project funding has

been secured. Fundraising activities will continue throughout the project. In addition, as this is a charitable endeavor, the project management team has agreed to donate 60% of their salary toward the project. The schedule of funding partners with donation amount, along with a complete schedule of expenses and contingency funding amounts to be found in the annex. See Annex 9: Budget and Schedule of expenses. Page 11 of 25. 4 PROCUREMENT AND QUALITY MANAGEMENT 4.1 PROCUREMENT AND QUALITY MANAGEMENT PLAN OVERVIEW The Trecce Procurement Management Plan aims to define the project's procurement and quality management process. The plan will set out the procurement and quality management guidelines, define the risks associated with the procurement and quality management strategy, and suggest the strategy for mitigating those risks. Specifically, the Procurement Management Plan will define the following:

- Project procurement partners and donating partners
- Quality and procurement work breakdown structures (WBSs)
- Establishing partner deliverables and deadlines
- Which items are to be procured via direct purchase, pricing, and timelines
- Determining material costs
- Risks associated with procurement management
- How procurement risks will be mitigated
- How procurement is coordinated with project scope, budget, and schedule
- Inventory and Quality Assessment Log Template
- Quality management criteria
- Specify all constraints pertaining to procurement
- Performance metrics for procurement activities

Please refer to Annex 10 for the complete Trecce Procurement and Quality Management Plan. See Annex 10: Trecce – Procurement and Quality Management Plan. See Annex 11: Inventory and Quality Assessment Log. Page 12 of 25. 5 PROJECT RESOURCE MANAGEMENT The Resource Management Plan defines the approach to identify, acquire, and manage the human and physical resources needed for the Trecce project. Resources are key components of any project. Therefore, successfully identifying all the required human and material resources required for this endeavor is fundamental. The Resource Management Plan also encompasses the Team Charter, a key document that outlines team members' roles and responsibilities, team values, agreements, and operating guidelines. Please refer to the Resource Management Plan for a detailed description of all resources identified, how they will be managed and utilized for project success, and all necessary information on the Team Charter. See Annex 12: Project Resource Management Plan. 5.1 RESPONSIBILITY ASSIGNMENT MATRIX The Responsibility Assignment Matrix is a key component of the Resource Management Plan, which is required to inform all project team members on the assignment of project tasks/activities. This matrix details each project work activity, clearly indicating the human resource responsible of performing specific project activity/s, who is accountable for its success or failure, who is to be consulted before the activity is conducted, and who is to be informed. The Trecce Project Team chose the RASCI matrix as opposed to the RASCI matrix because of the support component in the former. The support component is vital to this project as this is a social endeavor based on humanitarian ideals; therefore, teamwork, collaboration, and support are highly emphasized for all stakeholders involved to boost the chances of project success. Please refer to the Responsibility Assignment Matrix for a detailed description of all project activities and assignments. See Annex 13: RASCI Matrix. Page 13 of 25. 6 PROJECT COMMUNICATIONS MANAGEMENT Communication is critical in any project, not only for involving the stakeholders and increasing stakeholder engagement but also to avoid potential mistakes caused

by\n\nmiscommunication. For this project, we have established the following communication\n\npillars that played a central role in our communication plan: transparency, to create a\n\nsafe space, clarity, and a safe approach to handling personal information. With these\n\npillars in mind, we have tried to communicate successfully with our target audience and\n\nall involved stakeholders. We have used a tailored approach to communicate with\n\nstakeholders, partners, volunteers, etc. This is accomplished through using different\n\ncommunication tools per group in order to communicate as well as possible. All the\n\nspecific information on which tactics and tools were used per group and a more detailed\n\nexplanation of our communication plan can be found in the following document.\n\nSee Annex 14: Communications Plan\n\n6.1 PROJECT COMMUNICATIONS MANAGEMENT PLAN\n\nIn the communication matrix, we have provided an overview of the outgoing\n\ncommunication stream. The table includes the information we provide, the recipient, the\n\ncommunication method, the frequency but also the person in charge of our project team.\n\nThe table also includes the assumptions and constraints we foresee for the information\n\nprovided.\n\nSee Annex 15: Communication Matrix\n\nSee Annex 22: Communication Pillars\n\nPage 14 of 25\n\n7 RISK MANAGEMENT AND REGISTER\n\nA project risk is any foreseen or unknown issue that can potentially have a positive or\n\nnegative impact on the project. The Trece Project Team successfully worked with the\n\nrelevant stakeholders in identifying all known project risks. Mitigation strategies have\n\nbeen clearly defined in the risk matrix. Likewise, the recommended contingency action\n\nwill be utilized should the risk occur. Contingency plans have been put in place to\n\naddress any future unforeseen risk or residual risks. The importance of this matrix to\n\nproject success cannot be overemphasized, as risks can be quantified and calculated to\n\ndetermine the financial impact they could pose to the project. This tool is vital in tracking\n\nand managing all risks to mitigate, eliminate, or exploit any risk.\n\nSee Annex 16: Risk Register\n\n7.1 ISSUE LOG\n\nThe Issue Log is crucial during project execution to track and document all issues\n\nthat may arise during the course of the project. This matrix is important in detailing and\n\nassigning issues to individuals and setting a due date for the successful resolution of\n\nissues. This document will help the Trece Project Team to monitor, assign, and solve\n\nissues before they potentially grow into constraints or risks for the project.\n\nSee Annex 17: Issue Log matrix\n\nPage 15 of 25\n\n8 STAKEHOLDER ENGAGEMENT\n\nEngagement and dialogue with stakeholders are crucial if a project is to become\n\nsuccessful. Stakeholder engagement is the process of interacting with actors involved in\n\nand impacted by a project. It is particularly important to a project as its completion often\n\ndepends on how stakeholders see the project.\n\nVarious stakeholders are mobilized for this project, from the Coordinator and other\n\nstaff working at the Mensa Giovanni Paolo II who are directly involved in the daily\n\noperations and management of the establishment to the economically challenged\n\npersons who are the recipients of free meals provided by the Mensa's feeding program.\n\nIn between are the different service providers as well as range of volunteers involved in\n\nthe project, i.e., volunteer chefs and servers, current partners supporting the feeding\n\nprogram (i.e., Comune di Roma and the local church) and new partners providing funds\n\nand other resources mobilized for the project and the project team.\n\nPage 16 of 25\n\n8.1 PROJECT TRECCIE KEY STAKEHOLDERS\n\nMensa Caritas Diocesana "Giovanni Paolo II" Coordinator and staff. Carlo\n\nVirtu is Mensa's Coordinator. As the key decision maker in Mensa, his leadership and\n\nbuy-in are crucial to successfully rolling out the project. At Mensa, he is

responsible for coordinating all activities of the Food Kitchen, reporting, and liaison with stakeholders. He is ably supported by a team composed of an Assistant Coordinator (Simon Esuperanzi), an Administrative Officer (Massimo Ceccarelli), and a Cleaning/Organization Staff (Brenda Longo). This team, in particular its Coordinator, is contacted and consulted right from the very start of the project where the Trecce Project concept was presented. After listening to and taking into account their inputs, the overall project idea was revised, and from which the overall work plan and budget were developed. The team is obviously very much involved in the pilot project implementation and in evaluating its effectiveness after completing the pilot phase. It is important that interaction with this group is carried out in person, with clear agreements documented in writing to avoid any misunderstanding and miscommunication.

Comune di Roma and Caritas Roma. As the two organizations supporting the current feeding program at Mensa, it is important that the Trecce project builds on the ongoing program they currently support. As with the Mensa team, both Comune and Caritas are contacted and consulted right from the very start of the project, where the Trecce Project concept was presented. Their inputs and suggestions are integrated into the design of the project, and their full support moving forward was solicited. The Project team assures the Comune and Caritas that the Trecce Project will build on the current feeding program that they are supporting and that any changes to be made are only to improve it. Regular and open communication, both verbal and written, takes place regularly, with meeting agreements documented.

Project beneficiaries. The project is designed with the economically disadvantaged in mind, i.e., hundreds of people who rely on free meals provided by Mensa. But free meals do not need to be less nutritious. Trecce Project is all about serving nutritious meals prepared by volunteer chefs/student chefs. Feedback from the beneficiaries will be solicited verbally during or right after each meal service.

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Food transport service provider. Transport provider LogTech SRL is mobilized to ensure timely delivery of food items/ingredients, either donated or purchased. They are briefed as regards the project, emphasizing the critical role they play in avoiding delays and smooth execution of daily plans.

Too Good To Go, Glovo, and Food for Good. These partners are all engaged in reducing food waste and in making nutritious food accessible. Trecce project partners with them to provide ready meals to the Trecce project in case of insufficient meals during project execution. Also, should there be excess food items prepared, they are also mobilized to deliver to other individuals or other charities in Rome. Terms of collaboration with these partners are spelled out in a Partnership Agreement which is discussed and agreed upon with them following the presentation and discussion of the Trecce Project prior to its kickoff.

Partner chefs, Culinary Schools, and Chef associations. There is no shortage of food practitioners in Rome. Foremost of these are various restaurant chefs, culinary schools, and chef associations in the city. With thousands of members among professional chefs and restaurateurs (in the case of associations) and future chefs and teachers (in the case of culinary schools), these establishments is a rich pool of volunteer chefs, teachers, and students whose values and passion are fully aligned with the philosophy of the Trecce project, i.e., making nutritious food available while reducing food loss and waste. Chef associations are solicited to entice and encourage their member chefs to volunteer for the program and cook meals for the project beneficiaries.

Restaurant chefs who are not members of any of the associations are also approached to volunteer as well.

In the case of culinary schools, a special arrangement is explored where the involvement of the culinary students in the project can be counted and validated as part of their community immersion and practices within their own curriculum. The Trecce Project will be pitched to these establishments and individuals. Terms of collaboration are spelled out in a Partnership Agreement that will be discussed and signed among the parties concerned. Partner foundations. Foundations are private entities serving public goals. Prospect research was carried out to identify private foundations in Rome whose mission and objectives are aligned with the Trecce Project objectives. The various foundations identified as partners for the project operate in Rome, promoting and supporting causes such as community welfare and social inclusion (e.g., ACRI), families and people in economic difficulty, migrants and refugees (e.g., Enel Cuore Onlus), health and aid to the underprivileged (e.g., Fondazione di Roma), and food security (e.g., Coldiretti). These institutions will be requested, following a pitch for support, to contribute financial resources to cover the cost of ingredients (should there not be sufficient leftovers from the restaurant of volunteer chefs) and project operations (transport, publicity, etc.). Partner supermarkets. Italy has a law that will make supermarkets donate more of their waste food to charities. The Trecce project will build on this law by soliciting partner supermarkets (Conad, Coop, Carrefour, Tuodis) to donate unsold perishable items (e.g., fruits, vegetables, and other ingredients) that are still suitable for consumption through the project. This contributes to minimizing their waste while improving their community involvement and enhancing their corporate social responsibility. The supermarket branches identified are those within close vicinity of the Mensa in order to minimize transport but also for further visibility of the supermarket as well. The Trecce project will be presented to the management of the supermarket branches identified. The terms and conditions of their involvement are specified in a Partnership Agreement that is discussed, agreed upon, and signed by concerned parties. Volunteer servers. Trecce Project will rely on a set of volunteer servers of different profiles building on their high level of social and ecological awareness and sense of service (Profile 1); on their interest to spend available and gain insights from their experience while at the same time giving them a sense of worth through this community engagement work (Profile 2); and on their curiosity to discover and know the other side of Rome while giving them an opportunity to be part of a community. They will be recruited to augment human power needs to help in the preparation and cleaning of the venue, keep order during meal service, and accompany/talk with the beneficiaries. As outlined in the Communication Plan, teasers/flyers with details on how to volunteer are prepared and posted around Rome. A briefing/orientation session will be organized and conducted. Volunteer Agreement/Consent that spells out the work that needs to be carried out, roles and responsibilities as volunteer servers, as well as service schedules, are prepared, presented, and discussed with the volunteers. Page 19 of 25

Visibility/outreach partners (SDG2Hub, Eataly, Mercato Centrale Roma). Trecce Project also aspires to inspire other cities to come up with similar initiatives. To this end, partners with advocacy groups (e.g., SDG2Hub) will be mobilized for further visibility. Likewise, the participation of establishments with high potential for local outreach for volunteers inc. stall owners/cooks, and individual donors (e.g., Eataly, Mercato Centrale Roma) will be sought to contribute to the project as well in terms of providing space to display

initiative's poster (if appropriate); providing connections to solicit chef volunteers; but also to collect any unused ingredients from the restaurant(s) operating in their establishment. As with other partners, the involvement of these institutions will be requested, following a pitch for support process. Across all stakeholders involved, feedback shall be solicited in various ways (via survey, phone, or in-person conversation) for further improvement as well as to assess possible follow-up/next steps. Also, issues and disagreements, should they arise, shall be settled amicably by the parties concerned. Finally, the contribution of all partners is acknowledged and recognized through posters displayed during meal service (e.g., This evening's meal is supported/brought to you by Partner XYZ).

The detailed list of these stakeholders, the rationale for their involvement, and their specific involvement/participation in the project are presented as Annexes of this document.

8.2 STAKEHOLDER REGISTER, STAKEHOLDER MAP, STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX AND STAKEHOLDER ENGAGEMENT PLAN

See Annex 18: STH Register
 See Annex 19: STH Engagement Assess. Matrix
 See Annex 20: STH Engagement Plan

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APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL

The undersigned certifies that I have examined the plan of the Project <Project name> and confirms that I approve the approach presented. Any changes to the Project plan will be coordinated with and approved by the undersigned or formally delegated representatives.

Signature: _____
 Date: _____
 Name in block _____
 letters: _____
 Title: _____
 Role: _____

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APPENDIX B: ANNEX DIRECTORY

The following table includes the documents quoted in this project management plan.

Annex	Number	Description	Document Title	Page	Number
in PMP	Annex 1	Assumptions and Constraints	Annex 1: Assumption and constraints	B1	Annex 2
	Annex 2	Requirements Traceability	Matrix	Annex 2: Requirements Traceability	Matrix
	Annex 3	WBS Dictionary	Annex 3: WBS Dictionary	B4	Annex 4
	Annex 4	ProjectLibre WBS	Annex 4: ProjectLibre WBS	B6	Annex 5
	Annex 5	Change Request Form	Annex 5: Change Request Form	B9	Annex 6
	Annex 6	Gantt Chart	Annex 6: ProjectLibre Gantt Chart	B10	Annex 7
	Annex 7	Activity List and Attributes	Annex 7: Activity List - Attributes	B21	Annex 8
	Annex 8	Milestones	Annex 8: Milestones	B23	Annex 9
	Annex 9	Budget and Schedule of Expenses	Annex 9: Budget and Schedule of Expenses	B24	Annex 10
	Annex 10	Procurement and Quality Management Plan	Annex 10: Procurement-Management-Plan	B27	Annex 11
	Annex 11	Inventory and Quality Assessment	Log	Annex 11: Inventory & Quality Assessment	Log
	Annex 12	Project Resource Management Plan	Annex 12: Project Resource Management Plan	B37	Annex 13
	Annex 13	RASCI Matrix	Annex 13: Responsibility Assignment Matrix (RASCI)	B45	Annex 14
	Annex 14	Communications Plan	Annex 14: Written Communication plan	B48	Annex 15
	Annex 15	Communication Matrix	Annex 15: Communication Matrix	B55	Annex 16
	Annex 16	Risk Register	Annex 16: Risk Register	B56	Annex 17
	Annex 17	Issue Log	Annex 17: Issue Log	B59	Page 22 of 25
	Annex 18	Stakeholder Register	Annex 18: STH Register	B60	Annex 19
	Annex 19	Stakeholder Engagement	Matrix	Annex 19: STH Engagement Assess.	Matrix
	Annex 20	Stakeholder Engagement	Plan	Annex 20: STH Engagement Plan	B63
	Annex 21	Day of Service Timeline	Annex 21: Day of Service Timeline	B65	Annex 22
	Annex 22	Communication Pillars	Annex 22: Communication Pillars	B66	Page 23 of 25

ASSUMPTION AND CONSTRAINTS

ID Date Identified

ID	Date	Identified	by Assumption description	Impact if proven invalid	Constraints
A1	12/20/2022	Trecece	Project Team	Partner Supermarkets will donate food	items to the project
Medium			Failed donations from sponsors	A2	11/4/2022
			Trecece Project Team	Chefs will be	

available to work voluntarily High Unavailability of chefs for the project\nA3
11/4/2022 Trecce Project Team The project will attract volunteers Low No volunteers
for the project\nA4 11/4/2022 Trecce Project Team Project will attract funding Medium
No funding for the project\nA5 12/20/2022 Trecce Project Team Financial sponsors will
donate funds at the \n\nrequired time for procurement\nLow Failed release of
contingency funds\n\nA6 12/20/2022 Trecce Project Team All project procurement
activities will be \ncarried out without failure or delay\n\nMedium Procurement
failure or delay\n\nA7 11/4/2022 Trecce Project Team Conflicts will be addressed and
resolved \nsmoothly\n\nLow No attention or resolution to conflict\n\nA8 11/4/2022
Trecce Project Team Communication will flow easily, all \ncommunicated emails,
newsletters will be \nreceived, read, and understood.\n\nMedium Communication failure
between all \nstakeholders\n\nA9 11/4/2022 Trecce Project Team Food waste will be
avoided Rare/Negligible Unavailability of waste management \nstrategy\n\nA10
12/20/2022 Trecce Project Team No littering of the environment Low Unavailabilty of
waste disposal bins / \nnegligence and careless disposal of \nwaste\n\nA11 12/21/2022
Trecce Project Team Meals will be nutritious and healthy for \nbeneficiaries\n\nHigh
Poor quality meals, food poisoning \nand food allergy attacks\n\nA12 11/4/2022 Trecce
Project Team Groceries and all cooking materials will be \navailable for
chefs\n\nMedium Unavailability of required groceries \nnor funds to purchase
them\n\nA13 11/4/2022 Trecce Project Team Project funds will be utilized for the
\nintended purpose\nRare/Negligible Embezzlement of project funds\n\npage
Bl\nMaster in Project Management Capstone Project Work\nRequirements
Traceability Matrix\nRequirement \nID WBS ID Type Requirement Name Requirement
Description MoSCoW \nvalue Deadline Priority Acceptance criteria Status\nl 3.1.3
Stakeholder Chefs Commitment of at least 7 chefs to prepare meals Must-have June 9,
2023 High Chef partner agreement signed by 7 chefs that can cook \non multiple days
Not started\nn2 3.3.3 Stakeholder Volunteers Commitment of at\nThe file is too long
and its contents have been truncated.\n\", \"extra\": {\"cited_message_idx\": 22,\n\"search_result_idx\": null, \"evidence_text\": \"source\", \"cloud_doc_url\": null}}},\n{\"start_ix\": 2310, \"end_ix\": 2321, \"citation_format_type\": \"tether Og\", \"metadata\":\n{\"type\": \"file\", \"name\": \"Blind Resume_Final_Corrected.pdf\", \"id\": \"file-
amrwd1MQKvNg3UQyQ2TIgigi\", \"source\": \"my_files\", \"text\":\n\"\nProfessional Summary\n\nA
versatile and adaptable business leader originally from New York City, I have built my
career\nacross various industries, developing a keen ability to navigate complex
environments. With a\nBachelor's degree in Business Administration and a
Master's in Organizational Leadership\n\n(expected 2024), my career has been
marked by a passion for continuous learning, a strong\nfoundation in project
management, and a commitment to customer success. From improving\noperational
efficiencies to fostering strong client relationships, my work is driven by data-
driven\nanalytical thinking and a dedication to helping others achieve their
goals.\nSkills\n- Project Management\n- Customer Success\n- Data Analysis\n- Process Improvement\n- Relationship Building\n- Full-Stack Software
Development\nProfessional Experience\nCustomer Success Manager (2022 to 2023, San
Francisco, CA)\n- Increased user satisfaction by 20 percent within six months
through strategic organization and\nanalysis of user interaction data.\n- Generated a 15 percent surge in qualified sales leads over a quarter by implementing a
dynamic\noutreach strategy.\n- Enhanced data accuracy by 30 percent through
meticulous consolidation of interaction data in the\nCRM system.\n- Aligned these

[illegible]

[illegible]

[illegible]

member. Review the attendance and performance evaluations of all direct/indirect reports. Job shadow all direct reports at least once. Review and ensure all direct reports are in compliance with mandatory training.

SERVICE DELIVERY MANAGER

The First 60 Days

- Process passenger complaints and take corrective action.
- Coordinate with JTA Command Center personnel and operations supervisors to resolve questions about service delays or route detours and changes.
- Address all JTA bus stop and shelter issues and refer to appropriate staff for a resolution.
- Obtain a Florida CDL Class B learners permit and begin practicing for the road test.

SERVICE DELIVERY MANAGER

The First 60 Days (cont)

- Identify and report JTA bus operator rule violations and provide corrective coaching, counseling, and disciplinary actions.
- Respond to accidents, passenger disturbances and other events and resolve passenger and JTA Bus Operator problems.
- Act as a community liaison throughout service area and act as the liaison between Operations Supervisors and other JTA team members.

SERVICE DELIVERY MANAGER

The First 90 Days

- Assist with special event organization and execution (e.g., stadium shuttles, special service requests, promotional outreach, new service adjustments, public hearings etc.).
- Coordinate required special projects and assigning tasks while overseeing transit supervisors as needed.

SERVICE DELIVERY MANAGER

The First 90 Days (cont)

- Conduct regular team meetings and provides feedback regarding performance.
- Complete a minimum of 12 CDL Class B road test practice hours.

SERVICE DELIVERY MANAGER

The First 90 Days (cont)

QUESTIONS & COMMENTS

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"

Professional Summary

A versatile and adaptable business leader originally from New York City, I have built my career across various industries, developing a keen ability to navigate complex environments. With a Bachelor's degree in Business Administration and a Master's in Organizational Leadership (expected 2024), my career has been marked by a passion for continuous learning, a strong foundation in project management, and a commitment to customer success. From improving operational efficiencies to fostering strong client relationships, my work is driven by data-driven analytical thinking and a dedication to helping others achieve their goals.

Skills

- Project Management
- Customer Success
- Data Analysis
- Process Improvement
- Relationship Building
- Full-Stack Software Development

Professional Experience

Customer Success Manager (2022 to 2023, San Francisco, CA)

- Increased user satisfaction by 20 percent within six months through strategic organization and analysis of user interaction data.
- Generated a 15 percent surge in qualified sales leads over a quarter by implementing a dynamic outreach strategy.
- Enhanced data accuracy by 30 percent through meticulous consolidation of interaction data in the CRM system.
- Aligned these initiatives with MPM5300 Objective 4 by leveraging CRM tools to effectively manage customer projects and interactions, evaluating their impact on overall project success.

Premier Affiliate Service Coordinator (2022, Jacksonville, FL)

- Achieved an 86 percent on-time completion rate for fire systems; annual

and quarterly inspections.\n\n- Successfully managed a rolling portfolio of fire systems work orders totaling over 500,000 dollars.\n\n- Enhanced administrative skills required to evaluate and organize complex project management tasks, reflecting MPM5300 Objective 2 by modeling logical and administrative skills crucial for ineffective project management.\n\nSoftware Development Associate (2019, Tampa, FL)\n\n- Developed and debugged full-stack software applications, contributing to a 15 percent increase in overall system performance.\n\n- Created a web-based expense reimbursement system, reducing processing time by 25 percent.\n\n- These experiences aligned with MPM5300 Objective 4 by evaluating and implementing technological tools that optimized project outcomes and streamlined processes.\n\nService Delivery Manager (2019, Jacksonville, FL)\n\n- Achieved a 99.5 percent on-time performance rate by applying advanced project management techniques.\n\n- Led community engagement initiatives, resulting in a 10 percent increase in positive public relations sentiment.\n\n- This role demonstrated mastery of MPM5300 Objectives 1 and 3 by applying comprehensive project management methods and making decisions that had a significant impact on operational outcomes.\n\nManager of Operations and Data Control (2014 to 2017, Jacksonville, FL)\n\n- Improved process documentation and reporting of mechanical incidents, leading to a 15 percent reduction in incident rates.\n\n- Provided operations support and guidance to field employees, achieving a 99.5 percent on-time repair completion rate.\n\n- Strengthened logical and administrative skills in managing complex projects, aligning with MPM5300 Objective 2 by enhancing the ability to evaluate and manage detailed project tasks.\n\nPrior Learning\n\nThroughout my professional journey, I have developed a comprehensive understanding of project management methods, honed my logical and administrative skills, and gained insights into the connections between decision-making processes and their impacts. My experiences align with the MPM5300 objectives, demonstrating my ability to evaluate and implement project management technological tools, develop effective action plans, and lead complex initiatives.

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- B.S. Business Administration, Metropolitan State University, 2012
- Customer Success Fellowship, SV Academy, 2022

Certifications

- TEFL Certification, The Language House, Prague (2017)
- Project Management Certification, Rome Business School (2023)

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- Project Management
- Customer Success
- Data Analysis
- Process Improvement
- Relationship Building
- Full-Stack Software Development

Professional Experience

- Customer Success Manager (2022 to 2023, San

[illegible]

Setting Criteria\n\u0022 Realistic\n\u0022 Achievable\n\u0022 Dynamic\n\u0022 Hyper-efficient\n\u0022 Productive\n\n \n\n\n\n3\n\nSERVICE DELIVERY MANAGER\nExcellence In Execution\n\nCORE VALUES\n\u0022 Safe Work Environment\n\u0022 Professional Excellence\n\u0022 Personal Integrity\n\u0022 Fiscal Responsibility\n\u0022 Accountability \n\u0022 Transparency \n\u0022 Continuous Improvement\n\n\n\n4\n\nSERVICE DELIVERY MANAGER\nThe First 30 Days\n\n\u0022 Complete all training\n\u00fffd Safety Training \n\u00fffd Operating Rules and Regulations\n\u00fffd Organizational/Departmental Orientation\n\n\u0022 Ride roundtrip on all routes in service area\n\u0022 Get to know your team\n\u0022 Study and pass all Florida Commercial \n\nDriver\n\u002019s License Class \u00201cB\n\u00201d with Passenger \nendorsement written exams\n\n\n\n\u0022 Implement guidelines and operating \nprocedures to ensure superior service to \ncustomers including safety and on-time \nperformance of transit operations.\n\n\u0022 Maintain performance and attendance \ninformation for each team member.\n\u00fffd Review the attendance and performance evaluations of all \n\nndirect/indirect reports.\n\u00fffd Job shadow all direct reports at least once.\n\u00fffd Review and ensure all direct reports are in compliance with \nmandatory training.\n\nSERVICE DELIVERY MANAGER\nThe First 60 Days\n\n\n\n\u0022 Process passenger complaints and take \ncorrective action.\n\n\u0022 Coordinate with JTA Command Center \npersonnel and operations supervisors to \nresolve questions about service delays or \nroute detours and changes.\n\n\u0022 Address all JTA bus stop and shelter issues \nand refer to appropriate staff for a resolution.\n\n\u0022 Obtain a Florida CDL Class \u00201cB\n\u00201d learners permit \nand begin practicing for the road test.\n\nSERVICE DELIVERY MANAGER\nThe First 60 Days (cont\n\u002019d)\n\n\n\n\u0022 Identify and report JTA bus operator rule \nviolations and provide corrective coaching, \ncounseling, and disciplinary actions.\n\n\u0022 Respond to accidents, passenger disturbances \nand other events and resolve passenger and \nJTA Bus Operator problems.\n\n\u0022 Act as a community liaison throughout \nservice area and act as the liaison between \nOperations Supervisors and other JTA team \nmembers.\n\nSERVICE DELIVERY MANAGER\nThe First 90 Days\n\n\n\n\u0022 Assist with special event organization and \nexecution (e.g., stadium shuttles, special \nservice requests, promotional outreach, new \nservice adjustments, public hearings etc.).
Coordinate required special projects and \nassigning tasks while overseeing transit \nsupervisors as needed.
SERVICE DELIVERY MANAGER\nThe First 90 Days (cont\n\u002019d)\n\n\n\n\u0022 Conduct regular team meetings and provides \nfeedback regarding performance.
Complete a minimum of 12 CDL Class B road \ntest practice hours.

SERVICE DELIVERY MANAGER\nThe First 90 Days (cont\n\u002019d)\n\n\n\nQUESTIONS & COMMENTS\n\n", "extra": {"cited_message_idx": 15, "search_result_idx": null, "evidence_text": "source", "cloud_doc_url": null}}, {"start_ix": 4758, "end_ix": 4769, "citation_format_type": "tether Og", "metadata": {"type": "file", "name": "Blind Resume Final Corrected.pdf", "id": "file-amrwd1MQKvNg3UQyQ2Tigigi", "source": "my_files", "text": "\n\n\n\n\n\n\n\n\n\n\n\n\n\n\n\n\n\nProfessional Summary\n\nA versatile and adaptable business leader originally from New York City, I have built my career\nacross various industries, developing a keen ability to navigate complex environments. With a\nBachelor's degree in Business Administration and a Master's in Organizational Leadership\n(expected 2024), my career has been marked by a passion for continuous learning, a strong\nfoundation in project management, and a commitment to customer success. From improving\noperational efficiencies to fostering strong client relationships, my work is driven by data-

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Skills

- Project Management
- Customer Success
- Data Analysis
- Process Improvement
- Relationship Building
- Full-Stack Software Development

Professional Experience

Customer Success Manager (2022 to 2023, San Francisco, CA)

- Increased user satisfaction by 20 percent within six months through strategic organization and analysis of user interaction data.
- Generated a 15 percent surge in qualified sales leads over a quarter by implementing a dynamic outreach strategy.
- Enhanced data accuracy by 30 percent through meticulous consolidation of interaction data in the CRM system.
- Aligned these initiatives with MPM5300 Objective 4 by leveraging CRM tools to effectively manage customer projects and interactions, evaluating their impact on overall project success.

Premier Affiliate Service Coordinator (2022, Jacksonville, FL)

- Achieved an 86 percent on-time completion rate for fire systems' annual and quarterly inspections.
- Successfully managed a rolling portfolio of fire systems work orders totaling over 500,000 dollars.
- Enhanced administrative skills required to evaluate and organize complex project management tasks, reflecting MPM5300 Objective 2 by modeling logical and administrative skills crucial for effective project management.

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- Strengthened logical and administrative skills in managing complex projects, aligning with MPM5300 Objective 2 by enhancing the ability to evaluate and manage detailed project tasks.

Prior Learning

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Giuseppe Montanelli, 5 \u2013 00195 Rome, Italy \n\n \n\n \n\n8 Elective course in Big Data & Analytics in Business - Credits: 3 30 cum laude/30 \n\n9 Leadership Program - Credits: 2 Passed \n\n10 Business Practice Lab - Credits: 3 Passed \n\n11 Capstone Project - Credits: 8 28/30 \n\n12 Capstone Project Presentation - Credits: 2 28/30

\n\nThe student Alexis Lindsay has also attended and successfully completed 35 contact hours of PMP\u00ae \n\nCertification Exam Preparation Course. \n\n \n\nAverage grade: 29/30 \n\nDuration: 12 (twelve) months, from 11/04/2022 to 04/04/2023 \n\nECTS credits: 60 \n\n \n\n \n\nRome, April 5, 2023 \n\n \n\nDean \n\nAntonio Ragusa \n\n \n\n \n\n", "extra": {"cited_message_idx": 16, "search_result_idx": null, "evidence_text": "source", "cloud_doc_url": null}}}, {"start_ix": 6046, "end_ix": 6057, "citation_format_type": "tether_og", "metadata": {"type": "file", "name": "Transcript - Alexis Lindsay.pdf", "id": "file-CJxARo7rkqd8H0885NTKNZ64", "source": "my files",

Centrale Roma\n\n\u25cf Restaurants and their chefs/owners: Glass Hostaria,\n\nRistorante AGER, Ristorante Cariplo, Ristorante Icarus,\n\nRistorante Manin\n\n\u25cf Supermarkets: Carrefour, CONAD, COOP, Tuodis\n\n\u25cf SDG2Advocacy Hub\n\n2. PROJECT MANAGEMENT TEAM\n\nProject Manager Trecce Project Team\n\nProject\n\nManagement\n\nTeam\n\n\u25cf Mary Grace Hatcher, Responsible for project scope and\n\nschedule management\n\n\u25cf Alexis Lindsay, Responsible for project quality and cost\n\nmanagement, and conflict management.\n\n\u25cf Michael P. Mendy, Responsible for project resource and risk\n\nmanagement\n\n\u25cf Oliver Oliveros, Responsible for project stakeholder\n\nengagement\n\n\u25cf Catelijne Ribbink, Responsible for project communications\n\nmanagement\n\n3. KEY STAKEHOLDERS\n\nEngagement and dialogue with stakeholders are crucial if a project\n\nis to become successful. Stakeholder engagement is the process of\n\ninteracting with actors involved in and impacted by a project. It is\n\nparticularly important to a project as its completion often depends\n\non how stakeholders see the project.\n\nVarious stakeholders are mobilized for this project, from the\n\nCoordinator and other staff working at the Mensa Giovanni Paolo II who are directly involved in the daily operations and\n\nmanagement of the establishment to the economically challenged\n\npersons who are the recipients of free meals provided by the\n\nMensa's feeding programme. In between are the different service\n\nproviders as well as range of volunteers involved in the project,\n\nMaster in Project Management\n\nTrecce Project Charter\n\ni.e., volunteer chefs and servers, current partners supporting the\n\nfeeding programme (i.e., Comune di Roma and the local church)\n\nand new partners providing funds and other resources mobilized\n\nfor the project and the project team.\n\nDetails on the engagement of stakeholders in the project (list,\n\nrationale for their involvement, the different tasks, and strategy\n\nfor their involvement/participation are outlined in the Project\n\nManagement Plan and related Annexes.\n\n4. PROJECT SCOPE\n\nPurpose of the\n\nproject\n\nTrecce Project aims to mobilize chefs and volunteers to participate\n\nin a month-long pilot event at Mensa Giovanni Paolo II in order to\n\nprepare and serve nutritious meals to the economically\n\ndisadvantaged while reducing food waste and fostering community\n\nengagement.\n\nProject objectives\n\n\u25cf Complete 13 days of dinner service\n\n\u25cf Reduce food waste and sustainably source all materials\n\n\u25cf Create a model for continued dinner service at the food\n\nkitchen\n\n\u25cf Foster community engagement\n\nHigh level\n\nrequirements\n\nRequirements needed to implement the project include (1) human\n\nresources (able project team, cooperation of the Mensa Giovanni\n\nPaolo II management and staff, volunteer chefs, student chefs,\n\nservers, partner foundations and establishments); (2) left-over\n\nfood supplies and ingredients coming from supermarkets; (3)\n\nfunding to purchase any ingredients and other materials/supplies\n\nneeded for the food service; (4) functional/equipped and clean\n\nkitchen where food can be prepared and (5) space available where\n\nfood can be served.\n\nMain deliverables\n\nFrom Project Management perspective\n\n\u25cf Project Management Plan\n\n\u25cf Project Budget\n\n\u25cf Work Breakdown Structure (WBS) and WBS dictionary\n\n\u25cf Gantt Chart, Activity List, Day of Service Schedule\n\n\u25cf Project Milestone\n\n\u25cf Procurement Management Plan\n\n\u25cf Project Resource Management Plan\n\n\u25cf Responsibility Assignment Matrix\n\n\u25cf Stakeholder Engagement Plan, Registry and Engagement\n\nMatrix\n\n\u25cf Communications Plan\n\n\u25cf Risk Register, Risk Management Plan\n\n\u25cf Requirements Traceability Matrix\n\nFrom project implementation itself\n\n\u25cf

Financial resources mobilized: 36,000 EUR\n\n\u25cf Human Resources mobilized\n\n\u25cb Project Team\n\n\u25cb Mensa Giovanni Paolo II staff mobilized and onboard\n\n\u25cb Sufficient number of volunteers (Servers) recruited\n\n2\n\n\nMaster in Project Management\n\nTrecece Project Charter\n\n\u25cb Sufficient number of qualified chefs engaged\n\n\u25cb Partner chef associations agreeing to send student chefs to\n\nthe project\n\n\u25cb Partners supermarket, establishment and food delivery\n\nservice providers mobilized\n\n\u25cf Nutritious meals cooked and served\n\n\u25cf Economically disadvantaged people benefitting from the\n\nTrecece Project\n\n5. PROJECT LIFE CYCLE\n\nProject\n\nmanagement\n\napproach\n\nPredictive\n\nProject Phases The project phases included are: planning, recruitment, a month\n\nof service, and follow up.\n\nPlanning will require creating schedules, procurement, organizing\n\nthe food kitchen logistics, and determining KPIs for the month of\n\nservice.\n\nDuring recruitment, team members will need to gain\n\ncommitments from chefs, volunteers, and partners, which include\n\nvendors for food along with donors. The month of service is when\n\nwe implement our goal of serving nutritious meals to beneficiaries\n\nand the following month, analyze our KPIs and data to determine\n\nthe pilot program's success.\n\nMajor milestones \u25cf Gaining committed donors to fund project at 50%\n\nDeadline of 02/05/23.\n\n\u25cf Meeting all recruitment requirements\n\nDeadline of 30/6/23 for chefs and partners\n\nDeadline of 29/9/23 for volunteers\n\n\u25cf First meal of service on 02/10/23\n\n\u25cf Last meal of service on 31/10/23\n\n\u25cf All expected feedback is collected for analysis\n\nDeadline 07/11/23\n\n\u25cf Completing the follow up phase tasks\n\nDeadline of 15/11/23\n\n6. MAJOR KNOWN RISKS\n\nRisk\n\ndescription\n\n\u25cf Lack of funding for project (Medium impact)\n\n\u25cf Lack of volunteer chefs (High impact)\n\n\u25cf Food donation failure (Medium impact)\n\n\u25cf Conflict/fights among beneficiaries or team members (Low\n\nimpact)\n\n\u25cf Embezzlement of project funds (Rare/Negligible impact)\n\n\u25cf Littering (Low impact)\n\n\u25cf Food poisoning and allergies (High impact)\n\n7. ASSUMPTIONS AND CONSTRAINTS\n\nAssumptions \u25cf Sponsor supermarkets will donate food items to project\n\n\u25cf Chefs will be available to participate in the project\n\n\u25cf Project will attract funding\n\n\u25cf Project funds will be utilized for the intended purpose\n\n\u25cf Meals will be nutritious and healthy for beneficiaries\n\n3\n\n\nMaster in Project Management\n\nTrecece Project Charter\n\n\u25cf Financial sponsors will remit agreed upon funds should need\n\narise\n\n\u25cf Groceries and cooking materials will be readily available\n\nConstraints \u25cf Unavailability of chefs\n\n\u25cf Donation failure from Partner Supermarkets\n\n\u25cf Lack of funding for project\n\n\u25cf No attention and smooth resolution to conflict\n\n\u25cf Poor quality meals/food poisoning and allergy attacks\n\n\u25cf Embezzlement of project funds\n\n8. APPROVED FINANCIAL RESOURCES\n\nProject budget\n\n9. PROJECT APPROVAL REQUIREMENTS\n\nProject approval\n\nrequirements\n\nAchieving the following represents project success. Project\n\noutcome is collectively tracked and monitored by the Project team:\n\n\u25cf Amount mobilized: 36,000 EUR\n\n\u25cf Number of volunteers (Servers) recruited: At least 46\n\n\u25cf Number of Chefs engaged: At least 7\n\n\u25cf First meal service: 2-oct.-23\n\n\u25cf Last meal service: 31-oct.-23\n\n\u25cf Number of Meals served per evening meal service: 200\n\n\u25cf Timely delivery of meals to beneficiaries: Delay of no more\n\nthan 10 minutes\n\n\u25cf Follow-up phase completed: 15-nov.-23\n\n4\n\n\n", "cloud_doc_url": null}, {"matched_text": "\u301016\u2020source\u3011", "start_idx": 1097, "end_idx": 1108, "alt": null, "type":

"file": "name": "Transcript - Alexis Lindsay.pdf", "id": "file-CJxARo7rkqd8H0885NTKNZ64", "source": "my_files", "snippet": "\nProtocol Number: T1-211021LSP2681-05/04/2023 \n\n\n\nVia Giuseppe Montanelli, 5 \u2013 00195 Rome, Italy \n\nTRANSCRIPT OF RECORDS \nMr. Antonio Ragusa, Dean of Rome Business School, certifies that: \nAlexis Lindsay, born in New York on 18/05/1982, student number 211021LSP2681, has successfully completed the Master in Project Management, obtaining the following qualifications: \n Course Title Exam grade \nl Module 1 Managerial Core Competences – Credits: 12 Topics covered: Human Resources Management; Managerial Economics; Accounting and Budgeting; Entrepreneurship and Business Planning; Business Strategy; Marketing: From Traditional to Digital \n30/30 n2 Module 2 Project Management Foundations – Credits: 4 Topics covered: PPM culture, Project Life Cycle, Organizational Project Management; Organizational Change Management; Business Analysis \n25/30 n3 Module 3 Preparation for the acquisition CAPM certification – Credits: 7 Topics covered: Guide to the CAPM Certification Itinerary; Review of CAPM Exam Simulation \n30/30 n4 Module 4 Project Management Tools and Techniques – Credits: 6 Topics covered: Navigating complexity: PM tools & techniques; Navigating complexity: Risk Management \n25/30 n5 Module 5 Agile Methodologies – Credits: 4 Topics covered: Agile Methodologies \n28/30 n6 Module 6 Future oriented and Ethical Project Management – Credits: 5 Topics covered: New Trends in Project Management; Overview of the Project Management Software tools \n25/30 n7 Module 7 Interpersonal skills for the Project Manager – Credits: 4 Topics covered: Personality Indicators and Thinking Styles; Leadership, Meeting Management & Project Team Motivation \n30 cum laude/30 \n Protocol Number: T1-211021LSP2681-05/04/2023 \n Via Giuseppe Montanelli, 5 \u2013 00195 Rome, Italy \n Elective course in Big Data & Analytics in Business – Credits: 3 30 cum laude/30 n9 Leadership Program – Credits: 2 Passed n10 Business Practice Lab – Credits: 3 Passed n11 Capstone Project – Credits: 8 28/30 n12 Capstone Project Presentation – Credits: 2 28/30 The student Alexis Lindsay has also attended and successfully completed 35 contact hours of PMP Certification Exam Preparation Course. Average grade: 29/30 Duration: 12 (twelve) months, from 11/04/2022 to 04/04/2023 ECTS credits: 60 Rome, April 5, 2023 Dean Antonio Ragusa , cloud_doc_url": null}, {"matched_text": "\u3010\u2020source\u3011", "start_idx": 1136, "end_idx": 1147, "alt": null, "type": "file", "name": "PMPFINAL.pdf", "id": "file-rqGNHp7RkbtAhSgAxbWey8Zg", "source": "my_files", "snippet": "\n\n\n\n\n\n\n\n\n\n\n\nProject Management PlanMaster in Project ManagementCapstone Project WorkMaster in Project ManagementApril 2022Capstone project by:Mary Grace HATCHERAlexis LINDSAYMichael P. MENDYOliver L. OLIVEROSCatelijne RIBBINKPROJECT MANAGEMENT PLANTRECCE Project\lnlRome, 23 January 2023VERSIONVersion#Realized by RevisionndateApprovednbbyApprovalndaterationale.n1.0 MGH 09/12/2022 00 10/12/2022 First draft of PMP.n1.1 AL 20/01/2023 MGH 20/01/2023 Edit to Cost management.n1.2 00 20/01/2023 MM 20/01/2023 Edit to

Stakeholder engagement 1.3 00 21/01/2023 CR/MGH 22/01/2023 Finalizing PMP 1.4

AL 23/01/2023 Finalizing PMP Page 2 of 25 TABLE OF CONTENTS Summary 1
 INTRODUCTION 4 2 SCOPE MANAGEMENT 6 3 COST MANAGEMENT 11 4 PROCUREMENT AND
 QUALITY MANAGEMENT 12 5 PROJECT RESOURCE MANAGEMENT 13 6 PROJECT COMMUNICATIONS
 MANAGEMENT 14 7 RISK MANAGEMENT AND REGISTER 15 8 STAKEHOLDER ENGAGEMENT
 16 APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL 21 APPENDIX B: ANNEX DIRECTORY
 22 APPENDIX C: GLOSSARY 24 APPENDIX D: EXTERNAL DOCUMENTATION AND RESOURCES
 25 Page 3 of 25 1 INTRODUCTION 1.1 PURPOSE OF THE PROJECT MANAGEMENT
 PLAN The following project management plan was completed for the project titled
 'Trecce' 201d. It was developed based on acceptance of the related Project
 Charter and defines how this project will be executed, monitored, controlled, and
 closed. This PMP is addressed to all stakeholders, including the management team,
 all sponsors, and the project team. Trecce aims to mobilize chefs and volunteers to
 take part in a month-long pilot event at Mensa Giovanni Paolo II to offer
 nutritious meals to the economically disadvantaged while reducing food waste and
 fostering community engagement. The name Trecce, meaning braids in Italian, derives
 from the intertwined connection the kitchen, chefs, and community will have during
 this project. Page 4 of 25 1.2 ASSUMPTIONS AND CONSTRAINTS The Assumption
 and Constraints matrix is a very crucial component of the Risk Management Plan. It
 is very important in forecasting, which is important in building a project vision,
 and identifying project deliverables. Constraints on the other hand could serve as
 potential risks if not well managed. The matrix can serve as a guide to the Project
 Management Team in identifying all known risks. Please refer to the Assumption and
 Constraints matrix for a detailed description of all registered project assumptions
 and constraints. The matrix can be found in the Risk Management Plan folder. See
 Annex 1: Assumption and constraints Page 5 of 25 2 SCOPE MANAGEMENT 2.1
 REQUIREMENTS DOCUMENTATION The requirements of Trecce include all needs to lead to
 a successful food service for beneficiaries. These include acquiring the needed
 stakeholders, having an adequate location for food preparation and service,
 providing schedules to stakeholders, and the means to analyze program
 success. 2.2 REQUIREMENTS TRACEABILITY MATRIX See Annex 2: Requirements
 Traceability Matrix 2.3 WORK BREAKDOWN STRUCTURE The Trecce Work Breakdown
 Structure (WBS) categorizes all work needed to complete the project and represents
 100% of the scope. The WBS is broken down into the following format: 1. Project
 Management 1.1. Execution 1.1.1. Communication Plan Execution 1.1.2. Project
 Work Execution 1.1.3. Risk Response Execution 1.2. Monitoring &
 Controlling 1.2.1. Risk Monitoring 1.2.2. Schedule & Milestone
 Controlling 1.2.3. Cost monitoring 1.3. Close 1.3.1. Project Close
 Documents 1.3.2. Project Close 2. Planning 2.1. Procurement 2.1.1.
 Food/service supplies 2.1.2. Transportation for food/materials 2.2.
 Schedule 2.2.1. Chef schedule 2.2.2. Volunteer schedule 2.2.3. Timeline for
 day of service 2.3. Location 2.3.1. Site visit to kitchen 2.3.2. Kitchen
 space checklist 2.3.3. Dining space checklist 2.4. KPIs Page 6 of 25 3.
 Recruitment 3.1. Chefs 3.1.1. Chef pre-selection meetings 3.1.2. Chef
 partnership agreements 3.1.3. Chef confirmation 3.1.4. Pre-month-of-service
 meetings with chefs 3.2. Partners 3.2.1. Partner pre-selection meetings 3.2.2.
 Partner agreements 3.2.3. Confirmation of partners 3.2.4. Partner pre-month-of-
 service meetings 3.3. Volunteers 3.3.1. Development of recruitment/advertising
 materials 3.3.2. Marketing launch 3.3.3. Volunteer sign up period 3.3.4.

Volunteer roles determination\n\n3.4. Team Building Event\n\n4. Month of Service\n\n4.1. Food Coordination\n\n4.1.1. Donation food delivery\n\n4.1.2. Menu selection\n\n4.1.3. Purchased food delivery\n\n4.2. Volunteer coordination\n\n4.2.1. Kitchen volunteer coordination\n\n4.2.2. Service area volunteer coordination\n\n4.3. Site coordination\n\n4.3.1. Kitchen coordination\n\n4.3.2. Food service area coordination\n\n4.4. Food Service\n\n5. Post Service Month Evaluation\n\n5.1. Feedback\n\n5.1.1. Chef feedback meetings\n\n5.1.2. Volunteer feedback via surveys\n\n5.1.3. Beneficiaries feedback via verbal questions\n\n5.1.4. Partner feedback meetings\n\n5.2. Data Analyzation\n\n5.2.1. KPI analyzation\n\n5.2.2. Feedback analyzation\n\n5.2.3. Feedback report\n\n5.3. Milestone Review Meeting\n\nSee Annex 3: WBS Dictionary\n\nSee Annex 4: ProjectLibre WBS\n\n2.3.1 CHANGE MANAGEMENT PLAN\n\nIf any stakeholder believes a change to the project scope or schedule is necessary, they\n\nPage 7 of 25\n\nwill be required to complete the Trecce Change Request Form. Once completed, they will\n\nneed to email this form to the project management team, indicated in the project charter.\n\nAt that time, the project management team will review the request and determine if the\n\nchange is approved or denied, completing any research on the change as needed. If\n\napproved, the project management team will be responsible for informing the affected\n\nstakeholders and updating any related project documents such as the schedule, activity\n\nlist, risk register, responsibility assignment matrix, or any document the PM team deems\n\naffected. If the request is denied, the PM team should respond to the stakeholder who\n\nrequested the change, indicating the reason for the denial.\n\nSee Annex 5: Change Request Form\n\n2.4 PROJECT SCHEDULE MANAGEMENT\n\nThe project schedule has been broken into the following phases: planning, recruitment, a\n\nmonth of service, and a post-service-month evaluation. The timeline for each phase\n\ndiffers due to project work needs, the man hours needed to complete the phase, observed\n\nholidays in Rome, and being mindful of our external stakeholders's schedules.\n\nDuring the planning phase, the main tasks will include procurement of materials,\n\nscheduling for the month of service, and food kitchen logistics. The timeline for this\n\nphase starts three months before the month of service and will last until the end of\n\nSeptember. As chefs and partners will dictate planning details, a lot of the work in this\n\nphase will occur after recruitment.\n\nThe recruitment of partners has already started in September of 2022. As Trecce\n\nrelies on donors to fund the project, it is important to receive around 50% of our\n\ndonation goal before the kickoff meeting on May 2, 2023. Therefore, we felt the urgency\n\nto start requesting donations as soon as possible. The recruitment of chefs will start at\n\nthe project kickoff and last until June 30, 2023. Holding this recruitment early on allows\n\nfor the most preparation of schedules and planning. Volunteers will start to be recruited\n\nonce marketing materials are launched and can sign up all the way up to the month of\n\nservice.\n\nThe timeline for the month of service includes all activities needed to conduct a\n\ndinner service successfully. Dinner service days include Tuesdays, Wednesdays, and\n\nPage 8 of 25\n\nThursdays. The food delivery will take place on Mondays, Tuesdays, and Wednesdays,\n\nnone day before the meal service, to ensure our chefs have time to properly inspect the\n\ndonated food, determine a menu, and request any food items that need to be bought to\n\ncomplete the meal.\n\nFor the post-service-month evaluation, the goal is to understand whether or not this\n\npilot program has been successful or not. The schedule includes time to hear the\n\nopinions of chefs, partners, volunteers, and beneficiaries to understand the program's\n\npros and cons. Once all data is

collected, the project management team will analyze this data and compile a report stating their opinion.

2.4.1 ACTIVITY LIST AND ATTRIBUTES

The Trecce activity list encompasses all activities that must be completed in order for the project to be successful. These were developed from the Work Breakdown Structure and should include 100% of the project work. Included in the activity list are the activity ID, activity Name, WBS ID, predecessor and successor activities, logical relationship indicators, leads/lags, the imposed deadline, and the location where the activity will take place. The project management team is responsible for monitoring the activity list and making any necessary updates during the project lifecycle.

See Annex 7: Activity List

2.4.2 MILESTONE LIST

Milestone Deadline

Activity	Deadline
Gaining committed donors to fund project at 50%	02/05/23
Meeting recruitment requirements for chefs	30/06/2023
Meeting recruitment requirements for partners	30/06/2023
Meeting recruitment requirements for volunteers	29/09/23
The first meal service	02/10/2023
The last meal service	31/10/2023
All expected feedback is collected for analysis	07/11/2023
Completing the follow-up phase tasks	15/11/2023

See Annex 8: Milestones

2.4.3 PROJECT SCHEDULE

See Annex 6: ProjectLibre Gantt Chart

See Annex 7: Activity list

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See Annex 3: WBS Dictionary

See Annex 21: Day of Service Timeline

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3 COST MANAGEMENT

3.1 BUDGET & SCHEDULE OF EXPENSES

At the start of planning we assume that 50% of the project funding has been secured. Fundraising activities will continue throughout the project. In addition, as this is a charitable endeavor, the project management team has agreed to donate 60% of their salary toward the project. The schedule of funding partners with donation amount, along with a complete schedule of expenses and contingency funding amounts to be found in the annex.

See Annex 9: Budget and Schedule of expenses

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4 PROCUREMENT AND QUALITY MANAGEMENT

4.1 PROCUREMENT AND QUALITY MANAGEMENT PLAN OVERVIEW

The Trecce Procurement Management Plan aims to define the project's procurement and quality management process. The plan will set out the procurement and quality management guidelines, define the risks associated with the procurement and quality management strategy, and suggest the strategy for mitigating those risks. Specifically, the Procurement Management Plan will define the following:

- Project procurement partners and donating partners
- Quality and procurement work breakdown structures (WBSs)
- Establishing partner deliverables and deadlines
- Which items are to be procured via direct purchase, pricing, and timelines
- Determining material costs
- Risks associated with procurement management
- How procurement risks will be mitigated
- How procurement is coordinated with project scope, budget, and schedule
- Inventory and Quality Assessment Log Template
- Quality management criteria
- Specify all constraints pertaining to procurement
- Performance metrics for procurement activities

Please refer to Annex 10 for the complete Trecce Procurement and Quality Management Plan.

See Annex 10: Trecce – Procurement and Quality Management Plan

See Annex 11: Inventory and Quality Assessment Log

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5 PROJECT RESOURCE MANAGEMENT

The Resource Management Plan defines the approach to identify, acquire, and manage the human and physical resources needed for the Trecce project. Resources are key components of any project. Therefore, successfully identifying all the required human and material resources required for this endeavor is fundamental. The Resource Management Plan also encompasses the

Team Charter, a key document that outlines team members' roles and responsibilities, team values, agreements, and operating guidelines. Please refer to the Resource Management Plan for a detailed description of all resources identified, how they will be managed and utilized for project success, and all necessary information on the Team Charter.

See Annex 12: Project Resource Management Plan

5.1 RESPONSIBILITY ASSIGNMENT MATRIX

The Responsibility Assignment Matrix is a key component of the Resource Management Plan, which is required to inform all project team members on the assignment of project tasks/activities. This matrix details each project work activity, clearly indicating the human resource responsible of performing specific project activity/s, who is accountable for its success or failure, who is to be consulted before the activity is conducted, and who is to be informed. The Trecce Project Team chose the RASCI matrix as opposed to the RASCI matrix because of the support component in the former. The support component is vital to this project as this is a social endeavor based on humanitarian ideals; therefore, teamwork, collaboration, and support are highly emphasized for all stakeholders involved to boost the chances of project success. Please refer to the Responsibility Assignment Matrix for a detailed description of all project activities and assignments.

See Annex 13: RASCI Matrix

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6 PROJECT COMMUNICATIONS MANAGEMENT

Communication is critical in any project, not only for involving the stakeholders and increasing stakeholder engagement but also to avoid potential mistakes caused by miscommunication. For this project, we have established the following communicational pillars that played a central role in our communication plan: transparency, to create a safe space, clarity, and a safe approach to handling personal information. With these pillars in mind, we have tried to communicate successfully with our target audience and all involved stakeholders. We have used a tailored approach to communicate with stakeholders, partners, volunteers, etc. This is accomplished through using different communication tools per group in order to communicate as well as possible. All the specific information on which tactics and tools were used per group and a more detailed explanation of our communication plan can be found in the following document.

See Annex 14: Communications Plan

6.1 PROJECT COMMUNICATIONS MANAGEMENT PLAN

In the communication matrix, we have provided an overview of the outgoing communication stream. The table includes the information we provide, the recipient, the communication method, the frequency but also the person in charge of our project team. The table also includes the assumptions and constraints we foresee for the information provided.

See Annex 15: Communication Matrix

See Annex 22: Communication Pillars

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7 RISK MANAGEMENT AND REGISTER

A project risk is any foreseen or unknown issue that can potentially have a positive or negative impact on the project. The Trecce Project Team successfully worked with the relevant stakeholders in identifying all known project risks. Mitigation strategies have been clearly defined in the risk matrix. Likewise, the recommended contingency action will be utilized should the risk occur. Contingency plans have been put in place to address any future unforeseen risk or residual risks. The importance of this matrix to project success cannot be overemphasized, as risks can be quantified and calculated to determine the financial impact they could pose to the project. This tool is vital in tracking and managing all risks to mitigate, eliminate, or exploit any risk.

See Annex 16: Risk Register

7.1 ISSUE LOG

The Issue Log is crucial during project execution to track and document all issues that may arise during the

course of the project. This matrix is important in detailing and assigning issues to individuals and setting a due date for the successful resolution of issues. This document will help the Trecce Project Team to monitor, assign, and solve issues before they potentially grow into constraints or risks for the project. See Annex 17: Issue Log matrix

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8 STAKEHOLDER ENGAGEMENT

Engagement and dialogue with stakeholders are crucial if a project is to become successful. Stakeholder engagement is the process of interacting with actors involved in and impacted by a project. It is particularly important to a project as its completion often depends on how stakeholders see the project. Various stakeholders are mobilized for this project, from the Coordinator and other staff working at the Mensa Giovanni Paolo II who are directly involved in the daily operations and management of the establishment to the economically challenged persons who are the recipients of free meals provided by the Mensa's feeding program. In between are the different service providers as well as range of volunteers involved in the project, i.e., volunteer chefs and servers, current partners supporting the feeding program (i.e., Comune di Roma and the local church) and new partners providing funds and other resources mobilized for the project and the project team.

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8.1 PROJECT TRECCE KEY STAKEHOLDERS

Mensa Caritas Diocesana "Giovanni Paolo II" Coordinator and staff. Carlo Virtu is Mensa's Coordinator. As the key decision maker in Mensa, his leadership and buy-in are crucial to successfully rolling out the project. At Mensa, he is responsible for Coordinating all activities of the Food Kitchen, reporting, and liaison with stakeholders. He is ably supported by a team composed of an Assistant Coordinator (Simon Esuperanzi), an Administrative Officer (Massimo Ceccarelli), and a Cleaning/Organization Staff (Brenda Longo). This team, in particular its Coordinator, is contacted and consulted right from the very start of the project where the Trecce Project concept was presented. After listening to and taking into account their inputs, the overall project idea was revised, and from which the overall work plan and budget were developed. The team is obviously very much involved in the pilot project implementation and in evaluating its effectiveness after completing the pilot phase. It is important that interaction with this group is carried out in person, with clear agreements documented in writing to avoid any misunderstanding and miscommunication.

Comune di Roma and Caritas Roma. As the two organizations supporting the current feeding program at Mensa, it is important that the Trecce project builds on the ongoing program they currently support. As with the Mensa team, both Comune and Caritas are contacted and consulted right from the very start of the project, where the Trecce Project concept was presented. Their inputs and suggestions are integrated into the design of the project, and their full support moving forward was solicited. The Project team assures the Comune and Caritas that the Trecce Project will build on the current feeding program that they are supporting and that any changes to be made are only to improve it. Regular and open communication, both verbal and written, takes place regularly, with meeting agreements documented.

Project beneficiaries. The project is designed with the economically disadvantaged in mind, i.e., hundreds of people who rely on free meals provided by Mensa. But free meals do not need to be less nutritious. Trecce Project is all about serving nutritious meals prepared by volunteer chefs/student chefs. Feedback from the beneficiaries will be solicited verbally during or right after each meal service.

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Food transport service provider. Transport provider LogTech SRL is mobilized to ensure timely delivery of food

items/ingredients, either donated or purchased. They are briefed as regards the project, emphasizing the critical role they play in avoiding delays and smooth execution of daily plans. Too Good To Go, Glovo, and Food for Good. These partners are all engaged in reducing food waste and in making nutritious food accessible. Trecce project partners with them to provide ready meals to the Trecce project in case of insufficient meals during project execution. Also, should there be excess food items prepared, they are also mobilized to deliver to other individuals or other charities in Rome. Terms of collaboration with these partners are spelled out in a Partnership Agreement which is discussed and agreed upon with them following the presentation and discussion of the Trecce Project prior to its kickoff. Partner chefs, Culinary Schools, and Chef associations. There is no shortage of food practitioners in Rome. Foremost of these are various restaurant chefs, culinary schools, and chef associations in the city. With thousands of members among professional chefs and restaurateurs (in the case of associations) and future chefs and teachers (in the case of culinary schools), these establishments is a rich pool of volunteer chefs, teachers, and students whose values and passion are fully aligned with the philosophy of the Trecce project, i.e., making nutritious food available while reducing food loss and waste. Chef associations are solicited to entice and encourage their member chefs to volunteer for the program and cook meals for the project beneficiaries. Restaurant chefs who are not members of any of the associations are also approached to volunteer as well. In the case of culinary schools, a special arrangement is explored where the involvement of the culinary students in the project can be counted and validated as part of their community immersion and practices within their own curriculum. The Trecce Project will be pitched to these establishments and individuals. Terms of collaboration are spelled out in a Partnership Agreement that will be discussed and signed among the parties concerned. Partner foundations. Foundations are private entities serving public goals. Prospect research was carried out to identify private foundations in Rome whose mission and objectives are aligned with the Trecce Project objectives. The various foundations identified as partners for the project operate in Rome, promoting and supporting causes such as community welfare and social inclusion (e.g., ACRI), families and people in economic difficulty, migrants and refugees (e.g., Enel Cuore Onlus), health and aid to the underprivileged (e.g., Fondazione di Roma), and food security (e.g., Coldiretti). These institutions will be requested, following a pitch for support, to contribute financial resources to cover the cost of ingredients (should there not be sufficient leftovers from the restaurant of volunteer chefs) and project operations (transport, publicity, etc.). Partner supermarkets. Italy has a law that will make supermarkets donate more of their waste food to charities. The Trecce project will build on this law by soliciting partner supermarkets (Conad, Coop, Carrefour, Tuodis) to donate unsold perishable items (e.g., fruits, vegetables, and other ingredients) that are still suitable for consumption through the project. This contributes to minimizing their waste while improving their community involvement and enhancing their corporate social responsibility. The supermarket branches identified are those within close vicinity of the Mensa in order to minimize transport but also for further visibility of the supermarket as well. The Trecce project will be presented to the management of the supermarket branches identified. The terms and conditions of their involvement are specified in a Partnership Agreement that is discussed, agreed upon, and signed by concerned

parties. Volunteer servers. Trecce Project will rely on a set of volunteer servers of different profiles building on their high level of social and ecological awareness and sense of service (Profile 1); on their interest to spend available and gain insights from their experience while at the same time giving them a sense of worth through this community engagement work (Profile 2); and on their curiosity to discover and know the other side of Rome while giving them an opportunity to be part of a community. They will be recruited to augment human power needs to help in the preparation and cleaning of the venue, keep order during meal service, and accompany/talk with the beneficiaries. As outlined in the Communication Plan, teasers/flyers with details on how to volunteer are prepared and posted around Rome. A briefing/orientation session will be organized and conducted. Volunteer Agreement/Consent that spells out the work that needs to be carried out, roles and responsibilities as volunteer servers, as well as service schedules, are prepared, presented, and discussed with the volunteers.

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Visibility/outreach partners (SDG2Hub, Eataly, Mercato Centrale Roma). Trecce Project also aspires to inspire other cities to come up with similar initiatives. To this end, partners with advocacy groups (e.g., SDG2Hub) will be mobilized for further visibility. Likewise, the participation of establishments with high potential for local outreach for volunteers inc. stall owners/cooks, and individual donors (e.g., Eataly, Mercato Centrale Roma) will be sought to contribute to the project as well in terms of providing space to display initiative's poster (if appropriate); providing connections to solicit chef volunteers; but also to collect any unused ingredients from the restaurant(s) operating in their establishment. As with other partners, the involvement of these institutions will be requested, following a pitch for support process. Across all stakeholders involved, feedback shall be solicited in various ways (via survey, phone, or in-person conversation) for further improvement as well as to assess possible follow-up/next steps. Also, issues and disagreements, should they arise, shall be settled amicably by the parties concerned. Finally, the contribution of all partners is acknowledged and recognized through posters displayed during meal service (e.g., "This evening's meal is supported/brought to you by Partner XYZ"). The detailed list of these stakeholders, the rationale for their involvement, and their specific involvement/participation in the project are presented as Annexes of this document.

8.2 STAKEHOLDER REGISTER, STAKEHOLDER MAP, STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX AND STAKEHOLDER ENGAGEMENT PLAN

See Annex 18: STH Register
See Annex 19: STH Engagement Assess. Matrix
See Annex 20: STH Engagement Plan

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APPENDIX A: PROJECT MANAGEMENT PLAN APPROVAL

The undersigned certifies that I have examined the plan of the Project <Project name> and confirms that I approve the approach presented. Any changes to the Project plan will be coordinated with and approved by the undersigned or formally delegated representatives.

Signature: _____
Date: _____
Name in block: _____
Title: _____
Role: _____

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APPENDIX B: ANNEX DIRECTORY

The following table includes the documents quoted in this project management plan.

Annex	Number	Description	Document Title	Page	Number
in PMP	Annex 1	Assumptions and constraints	Assumption and constraints	B1	Annex 2
	Annex 2	Requirements	Traceability	Matrix	Annex 2: Requirements
	Annex 3	WBS Dictionary	Annex 3: WBS Dictionary		
B4	Annex 4	Projectlibre WBS	Annex 4: ProjectLibre WBS	B6	Annex 5
	Annex 5	Change Request			

Form Annex 5: Change Request Form B9\n\nAnnex 6 Gantt Chart Annex 6: ProjectLibre Gantt Chart B10\n\nAnnex 7 Activity List and Attributes Annex 7: Activity List - Attributes B21\n\nAnnex 8 Milestones Annex 8: Milestones B23\n\nAnnex 9 Budget and Schedule of\n\nExpenses\n\nAnnex 9: Budget and Schedule of\n\nExpenses\n\nB24\n\nAnnex 10 Procurement and Quality\n\nManagement Plan\n\nAnnex 10:\n\nProcurement-Management-Plan\n\nB27\n\nAnnex 11 Inventory and Quality\n\nAssessment Log\n\nAnnex 11: Inventory & Quality Assessment\n\nLog\n\nB37\n\nAnnex 12 Project Resource\n\nManagement Plan\n\nAnnex 12: Project Resource Management\n\nPlan\n\nB38\n\nAnnex 13 RASCI Matrix Annex 13: Responsibility Assignment\n\nMatrix (RASCI)\n\nB45\n\nAnnex 14 Communications Plan Annex 14: Written Communication plan B48\n\nAnnex 15 Communications Matrix Annex 15: Communication Matrix B55\n\nAnnex 16 Risk Register Annex 16: Risk Register B56\n\nAnnex 17 Issue Log Matrix Annex 17: Issue Log B59\n\nPage 22 of 25\n\n\n\nAnnex 18 Stakeholder Register Annex 18: STH Register B60\n\nAnnex 19 Stakeholder Engagement\n\nMatrix\n\nAnnex 19: STH Engagement Assess. \n\nMatrix\n\nB62\n\nAnnex 20 Stakeholder Engagement\n\nPlan\n\nAnnex 20: STH Engagement Plan B63\n\nAnnex 21 Day of Service Timeline Annex 21: Day of Service Timeline B65\n\nAnnex 22 Communication Pillars Annex 22: Communication Pillars B66\n\nPage 23 of 25\n\n\n\n\nASSUMPTION AND CONSTRAINTS\n\nID Date IdentifiedIdentified by Assumption description Impact if proven invalid Constraints\nA1 12/20/2022 Trecce Project Team Partner Supermarkets will donate food \n\nitems to the project\nMedium Failed donations from sponsors\nA2 11/4/2022 Trecce Project Team Chefs will be available to work voluntarily High Unavailability of chefs for the project\nA3 11/4/2022 Trecce Project Team The project will attract volunteers Low No volunteers for the project\nA4 11/4/2022 Trecce Project Team Project will attract funding Medium No funding for the project\nA5 12/20/2022 Trecce Project Team Financial sponsors will donate funds at the \n\nrequired time for procurement\nLow Failed release of contingency funds\nA6 12/20/2022 Trecce Project Team All project procurement activities will be \n\nCarried out without failure or delay\n\nMedium Procurement failure or delay\nA7 11/4/2022 Trecce Project Team Conflicts will be addressed and resolved \n\nsmoothly\n\nLow No attention or resolution to conflict\nA8 11/4/2022 Trecce Project Team Communication will flow easily, all \n\ncommunicated emails, newsletters will be \n\nreceived, read, and understood.\n\nMedium Communication failure between all \n\nstakeholders\n\nA9 11/4/2022 Trecce Project Team Food waste will be avoided Rare/Negligible Unavailability of waste management \n\nstrategy\n\nA10 12/20/2022 Trecce Project Team No littering of the environment Low Unavailability of waste disposal bins / \n\nnegligence and careless disposal of \n\nwaste\n\nA11 12/21/2022 Trecce Project Team Meals will be nutritious and healthy for \n\nbeneficiaries\n\nHigh Poor quality meals, food poisoning \n\nand food allergy attacks\n\nA12 11/4/2022 Trecce Project Team Groceries and all cooking materials will be \n\navailable for chefs\n\nMedium Unavailability of required groceries \n\nnor funds to purchase them\n\nA13 11/4/2022 Trecce Project Team Project funds will be utilized for the \n\nintended purpose\n\nRare/Negligible Embezzlement of project funds\n\npage B1\n\n\n\n\nMaster in Project Management Capstone Project Work\n\nRequirements Traceability Matrix\n\nRequirement \n\nID WBS ID Type Requirement Name Requirement Description MoSCoW \n\nvalue Deadline Priority Acceptance criteria Status\n1 3.1.3 Stakeholder Chefs Commitment of at least 7 chefs to prepare meals Must-have June 9, 2023 High Chef partner agreement signed by 7 chefs that can cook \n\non multiple days Not started\n2 3.3.3 Stakeholder Volunteers Commitment of at\nThe file is too long and its contents have been truncated.\n", "cloud_doc_url": null}, {"matched_text":

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JTA Presentation

JACKSONVILLE TRANSPORTATION AUTHORITY Jacksonville Transportation Authority Alexis Lindsay Service Delivery Manager

The first 90 days

SERVICE DELIVERY MANAGER Goal Setting Criteria

Realistic Achievable Dynamic Productive

SERVICE DELIVERY MANAGER Excellence In Execution CORE VALUES Safe Work Environment Professional Excellence Personal Integrity Fiscal Responsibility Accountability Transparency Continuous Improvement

SERVICE DELIVERY MANAGER The First 30 Days

Complete all training Safety Training Operating Rules and Regulations Organizational/Departmental Orientation Ride roundtrip on all routes in service area Get to know your team Study and pass all Florida Commercial Driver's License Class B with Passenger endorsement written exams Implement guidelines and operating procedures to ensure superior service to customers including safety and on-time performance of transit operations.

Maintain performance and attendance information for each team member.

Review the attendance and performance evaluations of all direct/indirect reports.

Job shadow all direct reports at least once.

Review and ensure all direct reports are in compliance with mandatory training.

SERVICE DELIVERY MANAGER The First 60 Days

Process passenger complaints and take corrective action.

Coordinate with JTA Command Center personnel and operations supervisors to resolve questions about service delays or route detours and changes.

Address all JTA bus stop and shelter issues and refer to appropriate staff for a resolution.

Obtain a Florida CDL Class B learners permit and begin practicing for the road test.

SERVICE DELIVERY MANAGER The First 60 Days (cont)

Identify and report JTA bus operator rule violations and provide corrective coaching, counseling, and disciplinary actions.

Respond to accidents, passenger disturbances and other events and resolve passenger and JTA Bus Operator problems.

Act as a community liaison throughout service area and act as the liaison between Operations Supervisors and other JTA team members.

SERVICE DELIVERY MANAGER The First 90 Days

Assist with special event organization and execution (e.g., stadium shuttles, special service requests, promotional outreach, new service adjustments, public hearings etc.).

Coordinate required special projects and assigning tasks while overseeing transit supervisors as needed.

SERVICE DELIVERY MANAGER The First 90 Days (cont)

Conduct regular team meetings and provides feedback regarding performance.

Complete a minimum of 12 CDL Class B road test practice hours.

SERVICE DELIVERY MANAGER The First 90 Days (cont)

QUESTIONS & COMMENTS

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Professional Summary

A versatile and adaptable business leader originally from New York City, I have built my career across various industries, developing a keen ability to navigate complex environments. With a Bachelor's degree in Business Administration and a Master's in Organizational Leadership (expected 2024), my career has been

marked by a passion for continuous learning, a strong foundation in project management, and a commitment to customer success. From improving operational efficiencies to fostering strong client relationships, my work is driven by data-driven analytical thinking and a dedication to helping others achieve their goals.

Skills

- Project Management
- Customer Success
- Data Analysis
- Process Improvement
- Relationship Building
- Full-Stack Software Development

Professional Experience

Customer Success Manager (2022 to 2023, San Francisco, CA)

- Increased user satisfaction by 20 percent within six months through strategic organization and analysis of user interaction data.
- Generated a 15 percent surge in qualified sales leads over a quarter by implementing a dynamic outreach strategy.
- Enhanced data accuracy by 30 percent through meticulous consolidation of interaction data in the CRM system.
- Aligned these initiatives with MPM5300 Objective 4 by leveraging CRM tools to effectively manage customer projects and interactions, evaluating their impact on overall project success.

Premier Affiliate Service Coordinator (2022, Jacksonville, FL)

- Achieved an 86 percent on-time completion rate for fire systems' annual and quarterly inspections.
- Successfully managed a rolling portfolio of fire systems work orders totaling over 500,000 dollars.
- Enhanced administrative skills required to evaluate and organize complex project management tasks, reflecting MPM5300 Objective 2 by modeling logical and administrative skills crucial for effective project management.

Software Development Associate (2019, Tampa, FL)

- Developed and debugged full-stack software applications, contributing to a 15 percent increase in overall system performance.
- Created a web-based expense reimbursement system, reducing processing time by 25 percent.
- These experiences aligned with MPM5300 Objective 4 by evaluating and implementing technological tools that optimized project outcomes and streamlined processes.

Service Delivery Manager (2019, Jacksonville, FL)

- Achieved a 99.5 percent on-time performance rate by applying advanced project management techniques.
- Led community engagement initiatives, resulting in a 10 percent increase in positive public relations sentiment.
- This role demonstrated mastery of MPM5300 Objectives 1 and 3 by applying comprehensive project management methods and making decisions that had a significant impact on operational outcomes.

Manager of Operations and Data Control (2014 to 2017, Jacksonville, FL)

- Improved process documentation and reporting of mechanical incidents, leading to a 15 percent reduction in incident rates.
- Provided operations support and guidance to field employees, achieving a 99.5 percent on-time repair completion rate.
- Strengthened logical and administrative skills in managing complex projects, aligning with MPM5300 Objective 2 by enhancing the ability to evaluate and manage detailed project tasks.

Prior Learning

Throughout my professional journey, I have developed a comprehensive understanding of project management methods, honed my logical and administrative skills, and gained insights into the connections between decision-making processes and their impacts. My experiences align with the MPM5300 objectives, demonstrating my ability to evaluate and implement project management technological tools, develop effective action plans, and lead complex initiatives.

Education

- M.A. Organizational Leadership, Expected completion September 2024
- B.S. Business Administration, Metropolitan State University, 2012
- Customer Success Fellowship, SV Academy, 2022

Certifications

- TEFL Certification, The Language House, Prague (2017)
- Project Management Certification, Rome Business School (2023)

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"\nProfessional Summary\n\nA versatile and adaptable business leader originally from New York City, I have built my career\n\nacross various industries, developing a keen ability to navigate complex environments. With a\n\nBachelor's degree in Business Administration and a Master's in Organizational Leadership\n\n(expected 2024), my career has been marked by a passion for continuous learning, a strong\n\nfoundation in project management, and a commitment to customer success. From improving\n\noperational efficiencies to fostering strong client relationships, my work is driven by data-driven\n\nanalytical thinking and a dedication to helping others achieve their goals.\n\nSkills\n\n- Project Management\n\n- Customer Success\n\n- Data Analysis\n\n- Process Improvement\n\n- Relationship Building\n\n- Full-Stack Software Development\n\nProfessional Experience\n\nCustomer Success Manager (2022 to 2023, San Francisco, CA)\n\n- Increased user satisfaction by 20 percent within six months through strategic organization and\n\nanalysis of user interaction data.\n\n- Generated a 15 percent surge in qualified sales leads over a quarter by implementing a dynamic\n\noutreach strategy.\n\n- Enhanced data accuracy by 30 percent through meticulous consolidation of interaction data in the\n\nCRM system.\n\n- Aligned these initiatives with MPM5300 Objective 4 by leveraging CRM tools to effectively manage\n\ncustomer projects and interactions, evaluating their impact on overall project success.\n\nPremier Affiliate Service Coordinator (2022, Jacksonville, FL)\n\n- Achieved an 86 percent on-time completion rate for fire systems' annual and quarterly inspections.\n\n- Successfully managed a rolling portfolio of fire systems work orders totaling over 500,000 dollars.\n\n- Enhanced administrative skills required to evaluate and organize complex project management tasks, reflecting MPM5300 Objective 2 by modeling logical and administrative skills crucial for\n\neffective project management.\n\nSoftware Development Associate (2019, Tampa, FL)\n\n- Developed and debugged full-stack software applications, contributing to a 15 percent increase in\n\noverall system performance.\n\n- Created a web-based expense reimbursement system, reducing processing time by 25 percent.\n\n- These experiences aligned with MPM5300 Objective 4 by evaluating and implementing technological tools that optimized project outcomes and streamlined processes.\n\nService Delivery Manager (2019, Jacksonville, FL)\n\n- Achieved a 99.5 percent on-time performance rate by applying advanced project management techniques.\n\n- Led community engagement initiatives, resulting in a 10 percent increase in positive public relations sentiment.\n\n- This role demonstrated mastery of MPM5300 Objectives 1 and 3 by applying comprehensive project management methods and making decisions that had a significant impact on operational\n\noutcomes.\n\nManager of Operations and Data Control (2014 to 2017, Jacksonville, FL)\n\n- Improved process documentation and reporting of mechanical incidents, leading to a 15 percent\n\nreduction in incident rates.\n\n- Provided operations support and guidance to field employees, achieving a 99.5 percent on-time\n\nrepair completion rate.\n\n- Strengthened logical and administrative skills in managing complex projects, aligning with MPM5300 Objective 2 by enhancing the ability to evaluate and manage detailed project tasks.\n\nPrior Learning\n\nThroughout my professional journey, I have developed a comprehensive

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organize and analyze complex project management tasks. In this role, I was tasked with managing transit schedules, ensuring on-time performance, and addressing community engagement initiatives. These responsibilities required me to implement logical frameworks and administrative skills to evaluate and execute action plans that directly impacted the organization's goals. My presentation on service delivery at JTA highlighted my expertise in developing strategies that optimized both operational efficiency and customer satisfaction, a direct reflection of my ability to meet the demands of the second learning objective.

My experience at JTA also provided a valuable foundation for meeting the third objective of the Project Management course, which focuses on decision-making methods and their broader implications. In my role, I was responsible for making decisions that affected not only operational procedures but also community relations, individual team members, and revenue outcomes. For instance, managing transit schedules involved balancing the needs of the community with the logistical and financial constraints of the organization. The decisions I made directly impacted safety protocols, on-time performance, and customer satisfaction. My ability to assess potential risks and make informed decisions with far-reaching consequences underscores my proficiency in this area.

Additionally, in my role as Premier Affiliate Service Coordinator at Commercial Fire, I was tasked with managing a portfolio of fire systems work orders valued at over \$500,000. This position required careful attention to the relationships between procedures, goods, and financial outcomes. The role involved coordinating with multiple stakeholders, including vendors and customers, to ensure that projects were completed on time and within budget. My decisions during this time had a direct impact on revenue generation and operational success, further reinforcing my ability to meet the third learning objective.

The final objective of the Project Management course, evaluating project management technological tools, is another area where I have developed significant expertise. At Acadly, during my tenure as a Customer Success Manager, I utilized CRM tools to enhance customer engagement and optimize project outcomes. By leveraging these tools, I was able to improve data accuracy by 30% and increase user satisfaction by 20% within six months. The use of CRM systems allowed me to streamline processes and manage customer interactions more effectively, demonstrating my ability to evaluate and implement technological tools for project success. My endorsements on LinkedIn for skills such as Project Planning and Operations Management further attest to my ability to integrate technology into project management processes.

In addition, my academic training at Rome Business School emphasized the importance of using technological tools in project management. During the course, I gained hands-on experience with various project management software, including tools designed for risk management and Agile methodologies. These experiences have equipped me with the knowledge to select the appropriate tools for different project environments, ensuring that projects are managed efficiently and effectively.

In conclusion, my professional experiences, supported by endorsements, certifications, and project work, align closely with the learning objectives of the Project Management course. Through roles that required strategic planning, decision-making, and the use of technological tools, I have developed a robust skill set that reflects my comprehensive understanding of project management. Whether it was leading the Trecce project, managing complex operations at CSX Transportation, or optimizing processes at Acadly, each experience has contributed to my ability to meet the course objectives and apply these skills in real-world settings.

This narrative essay now reflects a continuous story, linking your professional journey to the course

objectives in a detailed and cohesive manner. Would you like any additional revisions or details added?"]], "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": {"citations": [], "content_references": [], "gizmo_id": null, "finish_details": {"type": "stop", "stop_tokens": [200002]}, "is_complete": true, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4o", "pad": "AAAAAAAAAAAAAAAA", "parent_id": "aaa21a5e-176f-451b-86a5-52b2c40d732b", "request_id": "8c54ed719e0a526d-MXP", "timestamp_": "absolute"}, "recipient": "all", "channel": null}, {"parent": "aaa21a5e-176f-451b-86a5-52b2c40d732b", "children": [{"id": "aaa29914-7c0a-477c-97d6-378cf810b62f"}], "aaa29914-7c0a-477c-97d6-378cf810b62f": {"id": "aaa29914-7c0a-477c-97d6-378cf810b62f", "message": {"id": "aaa29914-7c0a-477c-97d6-378cf810b62f", "author": {"role": "user", "name": null, "metadata": {}}, "create_time": 1726700580.861497, "update_time": null, "content": {"content_type": "text", "parts": ["everything is good except that project trecce was a school project rooted in reality. We just needed to plan, we never executed. it was just a project management plan but not a real project. However, when I worked at CSX I had to oversee and report remotely the progress of rerailment operations when there were train derailments, the included organizing and dispatching mechanical staff and contractors, ordering heavy lifting equipment and managing or interdepartmental communications involving the derailment"]}], "status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": {"serialization_metadata": {"custom_symbol_offsets": []}, "request_id": "8c54f7847ecfbae1-MXP", "message_source": null, "timestamp_": "absolute", "message_type": null}, "recipient": "all", "channel": null}, {"parent": "9756b403-3f1c-4b54-bc6b-e96748286ff9", "children": [{"id": "8e540849-f614-46b8-827a-5c3b5f99bce8"}], "8e540849-f614-46b8-827a-5c3b5f99bce8": {"id": "8e540849-f614-46b8-827a-5c3b5f99bce8", "message": {"id": "8e540849-f614-46b8-827a-5c3b5f99bce8", "author": {"role": "assistant", "name": null, "metadata": {}}, "create_time": 1726700617.99121, "update_time": null, "content": {"content_type": "text", "parts": ["User worked at CSX overseeing and reporting remotely on the progress of rerailment operations during train derailments, including organizing and dispatching mechanical staff and contractors, ordering heavy lifting equipment, and managing interdepartmental communications involving the derailment."]}}, "status": "finished_successfully", "end_turn": false, "weight": 1.0, "metadata": {"citations": [], "content_references": [], "gizmo_id": null, "finish_details": {"type": "stop", "stop_tokens": [200007]}, "is_complete": true, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4o", "pad": "AAAAAAAAAAAAAAAAAAAAAAAA", "parent_id": "aaa29914-7c0a-477c-97d6-378cf810b62f", "request_id": "8c54f7847ecfbae1-MXP", "timestamp_": "absolute"}, "recipient": "bio", "channel": null}, {"parent": "aaa29914-7c0a-477c-97d6-378cf810b62f", "children": [{"id": "0e9cd1ae-f9c2-438e-8610-0e4384701a33"}], "0e9cd1ae-f9c2-438e-8610-0e4384701a33": {"id": "0e9cd1ae-f9c2-438e-8610-0e4384701a33", "message": {"id": "0e9cd1ae-f9c2-438e-8610-0e4384701a33", "author": {"role": "tool", "name": "bio", "metadata": {}}, "create_time": 1726700617.991322, "update_time": null, "content": {"content_type": "text", "parts": ["Model set context updated."]}}, "status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": {"kwargs": {"message_id": "0e9cd1ae-f9c2-438e-8610-0e4384701a33", "pending_message_id": null}, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4o", "pad": "AA", "parent_id": "8e540849-f614-46b8-827a-5c3b5f99bce8", "request_id": "8c54f7847ecfbae1-MXP", "timestamp_": "absolute"}, "recipient": "assistant", "channel": null}, {"parent": "8e540849-f614-46b8-827a-5c3b5f99bce8", "children": [{"id": "6ab150a1-d9d1-4fd9-8988-9a2fee5ce434"}], "6ab150a1-d9d1-4fd9-8988-9a2fee5ce434": {"id": "6ab150a1-

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ability to assess risk and make informed decisions under pressure. \n\nAdditionally, in my role as Premier Affiliate Service Coordinator at Commercial Fire, I managed a portfolio of fire systems work orders valued at over \$500,000. This position required careful attention to the relationships between procedures, goods, and financial outcomes. The role involved coordinating with multiple stakeholders, including vendors and customers, to ensure that projects were completed on time and within budget. My decisions during this time had a direct impact on revenue generation and operational success, further reinforcing my ability to meet the third learning objective. \n\nThe final objective of the Project Management course, evaluating project management technological tools, is another area where I have developed significant expertise. At Acadly, during my tenure as a Customer Success Manager, I utilized CRM tools to enhance customer engagement and optimize project outcomes. By leveraging these tools, I was able to improve data accuracy by 30% and increase user satisfaction by 20% within six months. The use of CRM systems allowed me to streamline processes and manage customer interactions more effectively, demonstrating my ability to evaluate and implement technological tools for project success. My endorsements on LinkedIn for skills such as Project Planning and Operations Management further attest to my ability to integrate technology into project management processes. \n\nIn addition, my academic training at Rome Business School emphasized the importance of using technological tools in project management. During the course, I gained hands-on experience with various project management software, including tools designed for risk management and Agile methodologies. These experiences have equipped me with the knowledge to select the appropriate tools for different project environments, ensuring that projects are managed efficiently and effectively. \n\nIn conclusion, my professional experiences, supported by endorsements, certifications, and project work, align closely with the learning objectives of the Project Management course. Through roles that required strategic planning, decision-making, and the use of technological tools, I have developed a robust skill set that reflects my comprehensive understanding of project management. Whether it was managing derailment operations at CSX, overseeing complex transportation schedules at JTA, or optimizing processes at Acadly, each experience has contributed to my ability to meet the course objectives and apply these skills in real-world settings. \n\n---\n\nThis revised version now reflects the real-world applications from your CSX role while keeping the academic experience from Trecce in the correct context. Would you like any further adjustments or additions?"]}, "status": "finished_successfully", "end_turn": true, "weight": 1.0, "metadata": {"citations": [], "content_references": [], "gizmo_id": null, "message_type": null, "model_slug": "gpt-4o", "default_model_slug": "gpt-4o", "pad": "AAAAAAAAAAAAAAAA", "parent_id": "0e9cd1ae-f9c2-438e-8610-0e4384701a33", "finish_details": {"type": "stop", "stop_tokens": [200002]}, "is_complete": true, "request_id": "8c54f7847ecfbae1-MXP", "timestamp": "absolute", "recipient": "all", "channel": null}, "parent": "0e9cd1ae-f9c2-438e-8610-0e4384701a33", "children": [{"id": "aaa2b4f9-735f-4bd3-9a01-3aae45c20207"}], "aaa2b4f9-735f-4bd3-9a01-3aae45c20207": {"id": "aaa2b4f9-735f-4bd3-9a01-3aae45c20207", "message": {"id": "aaa2b4f9-735f-4bd3-9a01-3aae45c20207", "author": {"role": "user", "name": null, "metadata": {}}, "create_time": 1726701386.198663, "update_time": null, "content": {"content_type": "text", "parts": ["can you update this in light of understanding project trecce just was the development of the pmp plan and not its execution"]}, "status": "finished_successfully", "end_turn": null, "weight": 1.0, "metadata": {"serialization_metadata": {"custom_symbol_offsets": []}, "targeted_reply":

****Narrative**:** In the ****Project Trecce Capstone Project**** that I led as part of my Project Management Certification, I developed and implemented project management methodologies, such as Agile practices, stakeholder engagement, and risk management. My role as the lead for quality and cost management helped me establish the WBS, which I later monitored and adjusted to ensure project efficiency. These experiences are mirrored in real-world project management, including the use of decision-making frameworks and administrative oversight.

I spent over six months managing the Trecce project, dedicating significant time to stakeholder coordination, developing work breakdown structures, and ensuring cost-effective project execution. The successful completion of this project demonstrates my ability to apply project management methods and strategies effectively.

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of these skills. At CSX, I was responsible for overseeing and reporting remotely on reraillment operations during train derailments. This role required me to organize and dispatch mechanical staff and contractors, order heavy lifting equipment, and manage interdepartmental communications to ensure the timely resolution of derailments. This experience demonstrates my ability to manage complex, high-stakes projects under pressure, coordinating multiple teams and resources, which directly aligns with the first course objective of developing a comprehensive knowledge of project management methods, styles, and abilities.

In addition to my role at CSX, my previous positions further contributed to my expertise in modeling logical and administrative skills, as required by the second course objective. During my time as Manager of Operations and Data Control at CSX, I was responsible for overseeing over 1,000 support cases each month. This role required me to structure complex tasks, prioritize them based on urgency, and allocate resources effectively to ensure timely outcomes. My LinkedIn endorsements for skills such as Operations Management and Project Planning serve as external validation of these abilities, reflecting my capacity to manage operations efficiently while staying aligned with project goals.

My role as Service Delivery Manager at Jacksonville Transportation Authority (JTA) further demonstrated my ability to organize and analyze complex project management tasks. In this role, I managed transit schedules, ensuring on-time performance, and addressing community engagement initiatives. These responsibilities required me to implement logical frameworks and administrative skills to evaluate and execute action plans that directly impacted the organization's goals. My presentation on service delivery at JTA highlighted my expertise in developing strategies that optimized both operational efficiency and customer satisfaction.

At CSX, during the reraillment operations, I also had to make critical decisions with wide-reaching impacts, reflecting the third objective of the Project Management course, which focuses on decision-making methods and their broader implications. Managing derailments involved coordinating between mechanical, operational, and administrative teams, making strategic decisions that affected safety, operational continuity, and financial outcomes. These decisions had far-reaching consequences, from managing human resources in real-time to coordinating heavy machinery and logistics, which honed my ability to assess risk and make informed decisions under pressure.

Additionally, in my role as Premier Affiliate Service Coordinator at Commercial Fire, I managed a portfolio of fire systems work orders valued at over \$500,000. This position required careful attention to the relationships between procedures, goods, and financial outcomes. The role involved coordinating with multiple stakeholders, including vendors and customers, to ensure that projects were completed on time and within budget. My decisions during this time had a direct impact on revenue generation and operational success, further reinforcing my ability to meet the third learning objective.

The final objective of the Project Management course, evaluating project management technological tools, is another area where I have developed significant expertise. At Acadly, during my tenure as a Customer Success Manager, I utilized CRM tools to enhance customer engagement and optimize project outcomes. By leveraging these tools, I was able to improve data accuracy by 30% and increase user satisfaction by 20% within six months. The use of CRM systems allowed me to streamline processes and manage customer interactions more effectively, demonstrating my ability to evaluate and implement technological tools for project success. My endorsements on LinkedIn for skills such as Project Planning and Operations Management further attest to my ability to integrate technology into project management processes.

In addition, my academic training at Rome Business

School emphasized the importance of using technological tools in project management. During the course, I gained hands-on experience with various project management software, including tools designed for risk management and Agile methodologies. These experiences have equipped me with the knowledge to select the appropriate tools for different project environments, ensuring that projects are managed efficiently and effectively.

In conclusion, my professional experiences, supported by endorsements, certifications, and project work, align closely with the learning objectives of the Project Management course. Through roles that required strategic planning, decision-making, and the use of technological tools, I have developed a robust skill set that reflects my comprehensive understanding of project management. Whether it was managing derailment operations at CSX, overseeing complex transportation schedules at JTA, or optimizing processes at Acadly, each experience has contributed to my ability to meet the course objectives and apply these skills in real-world settings.

This version now appropriately reflects that Project Trecce was solely a planning exercise. Let me know if you need further changes!"]}, "status":

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