Project Plan for Team Red Ocean's Central Jersey Food Rescue Nonprofit Organization

April 26, 2023

Red Ocean Team

Anjali Dembla, Namrata Rath, Ronil Patel, Saranya Mantena, Vicki Wang

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Project Charter

Project Title: Project Plan for Creation of Central Jersey Food Rescue Nonprofit

Project Start Date: January 18, 2023

Projected Finish Date: April 26, 2023

Budget: We are anticipating costs of $3,030 for this project. Approximately 99% of these costs will be from labor hours and 1% from non-labor hours.

Project Manager: Vicki Wang, vicki.wang@rutgers.edu

- Responsibilities: oversee project, create project schedule, manage project team, create meeting agendas, manage deliverables and timelines, manage risk log, plan contingencies for unforeseen risks, track project budget, communicate with Client, schedule and conduct meetings, oversee project (assign tasks, weekly reports to Client, etc), facilitate communication and task completion
- Authority: make binding decisions about your project's products, schedule, resources, and activities; direct the activities of others; schedule meetings at whatever cadence deemed necessary

Project Objectives: Develop a complete project plan (12 project management documents) and presentation for a nonprofit organization in Central New Jersey that will rescue food waste from local organizations and transport rescued food waste to organizations serving food insecure populations. Present this plan to the investor panel on April 26, 2023.

Deliverables:

- 12 Project Management Documents (Printed + Emailed): Charter, Business Case, List of Stakeholders and Stakeholder Matrix, List of Requirements and Requirements Matrix, Scope Statement, Work Breakdown Structure (WBS), Schedule, Cost Estimate, Communications Plan, Risk Probability / Impact Matrix, Issue Log, Change Requests, and Lessons Learned
- Presentation Document (Printed + Emailed)
- In-Person Team Presentation on April 26, 2023 (40 minutes, including 5 minutes Q&A)

Success Criteria: This project will be deemed successful if all deliverables within scope are completed on time and within +/- 10% of the estimated budget. The project should also meet stakeholder requirements.

Risks:

- Adherence to the schedule due to team members' other commitments. Potential for time crunch and stretched resources especially towards the end of the project.
- Overall plan quality below intended standard. Lack of clarity on deliverable requirements. Missing requirements.
- Potential for scope creep.
- Communication misunderstandings.

Sponsor's name and signature, date:

Mary Smith	Mary Smith	January 18, 2023
Name (Printed)	*Signature*	*Date*

Business Case

Background: Starting a nonprofit organization can be a great way to create social impact while pursuing a passion. Nonprofits operate for a charitable purpose and typically do not have owners or shareholders. Instead, they are governed by a board of directors who oversee the organization's operations and ensure it stays true to its mission. In this business case, we will explore the feasibility of starting a nonprofit organization to address a specific problem.

A nonprofit food bank is an organization that collects, sorts, and distributes food to individuals and families in need. Starting a nonprofit food bank is a feasible idea for several reasons. First, there is high demand for food banks due to poverty and food insecurity. Secondly, starting a food bank can be done with minimal startup costs, making it a financially viable option. Finally, a nonprofit food bank can help to reduce food waste and promote sustainable practices in the community.

A significant portion of the population struggles with poverty and food insecurity. According to Feeding America, 42 million people in the United States, including 13 million children, are food insecure. This means they lack access to enough food to live an active healthy lifestyle. In addition, there is a significant amount of food wastage that occurs in the country; an estimated 30-40% of food produced in the United States goes to waste.

Starting a nonprofit food bank can help to address the problems by providing food to those in need and reducing food waste. A food bank can collect surplus food from grocery stores, restaurants, and other sources and distribute it to needy individuals and families. This can be accomplished through partnerships with other organizations, such as soup kitchens and homeless shelters, or through direct distribution to individuals and families.

Red Ocean aims to address food insecurity and hunger in the Central Jersey community by providing nutritious food to those in need. This objective is driven by the mission of the nonprofit organization to serve the public good and improve the well-being of individuals and families who are struggling to access adequate food. The nonprofit food bank can serve as a hub for community members to connect, volunteer, and collaborate on other initiatives related to food security and poverty reduction. By providing nutritious food, the nonprofit food bank can help promote good health and reduce the risk of diet-related diseases among vulnerable populations. The nonprofit food bank can use its influence and resources to advocate for policies that support food security and reduce poverty at the local, state, and national levels. The nonprofit food bank may aim to build a sustainable business model by developing partnerships with local businesses, securing grants and donations, and leveraging volunteer support to minimize operating costs and maximize impact. Overall, the business objective of a nonprofit food bank is to create a sustainable and impactful organization that addresses food insecurity and related issues in the community.

Nonprofit food banks play a critical role in addressing food insecurity and hunger in the United States. According to Feeding America, the largest network of food banks in the country, one in nine Americans struggle with hunger, and food insecurity has increased significantly due to the COVID-19 pandemic. Nonprofit food banks have had to respond to this increased need while also dealing with challenges such as supply chain disruptions, volunteer shortages, and fundraising difficulties.

Despite these challenges, nonprofit food banks have continued to provide essential services to their communities. Many have implemented innovative strategies such as drive-thru distributions, mobile pantries, and home deliveries to reach those in need while minimizing health risks. Nonprofit food banks have also worked to increase access to fresh, healthy food options and to address systemic issues such as poverty and inequality that contribute to food insecurity.

Overall, nonprofit food banks face significant challenges in meeting the increasing demand for their services, but they continue to play a vital role in addressing food insecurity and hunger in the United States.

There is a significant problem of food insecurity and hunger in our community, with many individuals and families struggling to access adequate, nutritious food. According to Feeding America's Map the Meal Gap report, in 2020, 10.8% of the population in Mercer County, which is in Central New Jersey, were food insecure. Additionally, the Community FoodBank of New Jersey, which serves 15 counties in the state, including Central New Jersey, reported a 45% increase in demand for their services due to the COVID-19 pandemic. These statistics indicate that there is a significant need for food assistance in Central New Jersey. This problem is particularly acute among vulnerable populations, such as low-income households, seniors, and individuals experiencing homelessness. Despite efforts by government agencies and charitable organizations, the problem of food insecurity persists, and the need for additional support is clear.

As an opportunity to address this problem, our organization plans to open a nonprofit food bank that will provide nutritious food to those in need. By leveraging community partnerships, volunteer support, and donations, we aim to create a sustainable and impactful organization that can make a real difference in the lives of individuals and families who are struggling with food insecurity. Our food bank will prioritize fresh, healthy food options and work to create a welcoming, supportive environment for all who seek our services. Through this effort, we hope to reduce food insecurity, promote public health, and build stronger, more resilient communities.

Critical Assumptions and Constraints:

1. Assumption: Dependence on Donations - Nonprofit food banks rely heavily on donations from individuals, corporations, and other organizations to acquire food and other resources. Donations are critical to the operation and sustainability of the food bank.

   Constraint: Limited Resources - Nonprofit food banks often have limited resources, including financial resources, manpower, and infrastructure. This can constrain their ability to purchase, store, and distribute food in large quantities, and this may impact their ability to meet the demand for their services.

2. Assumption: Reliance on Volunteers - Nonprofit food banks often depend on volunteers to perform various tasks, such as sorting and distributing food, and managing operations. Volunteers are crucial to the efficient functioning of the food bank.

   Constraint: Volunteer Availability and Retention - Nonprofit food banks may face challenges in recruiting and retaining a sufficient number of volunteers, which can affect their operational capacity. Volunteer availability may be impacted by factors such as seasonality, location, and competition with other charitable organizations for volunteer support.

3. Assumption: Collaboration with Partners - Nonprofit food banks often collaborate with other organizations, such as food manufacturers, grocery stores, and farmers, to access food resources, storage facilities, and distribution channels.

   Constraint: Limited Partnerships - Nonprofit food banks may face challenges in establishing and maintaining effective partnerships due to factors such as geographical limitations, differing organizational priorities, and resource constraints. This can impact their ability to secure a steady supply of food and resources.

Analysis of Options and Recommendation:

Diversify Donation Sources: Instead of relying solely on individual donations, consider diversifying donation sources. This can include seeking support from corporate partners, applying for grants from foundations, and leveraging government funding or partnerships with other organizations. This can help mitigate the risk of dependence on a single source of funding and provide more stability to operations.

Volunteer Management: Volunteers play a crucial role in the operations of a nonprofit food bank. Efficient volunteer management, including recruitment, training, retention, and recognition, can help ensure we have a reliable and motivated volunteer base. Implementing volunteer management strategies, such as regular communication, volunteer recognition programs, and volunteer training, can help optimize volunteer engagement and ensure smooth operations.

Operational Efficiency: Nonprofit food banks often operate on limited resources. Implementing strategies to optimize operational efficiency, such as inventory management, logistics optimization, and technology solutions, can help streamline operations and maximize the impact of available resources. This can include leveraging food bank management software, implementing efficient warehousing and distribution practices, and leveraging data-driven decision making to optimize operations.

Based on the analysis of options, a recommendation for a nonprofit food bank would be to diversify donation sources and implement operational efficiency strategies. By diversifying donation sources, you can reduce the risk of dependence on a single source of funding and create a more stable financial base for your operations. This can involve seeking support from various channels, such as corporate partnerships, grants, and government funding.

Additionally, implementing operational efficiency strategies can help optimize the utilization of limited resources, streamline operations, and increase the impact of your food bank's operations. This can include leveraging technology solutions, optimizing logistics, and implementing data-driven decision making to ensure effective and efficient food acquisition, storage, and distribution.

By combining diversification of donation sources with operational efficiency, your nonprofit food bank can enhance sustainability, improve service delivery, and increase the positive impact on the communities you serve. It's important to regularly review and adapt your strategies based on the evolving needs of your food bank and the communities you serve to ensure ongoing success.

Budget Estimate and Financial Analysis:

Operating Expenses (Estimate budget for all the operational expenses required to run the food bank, including but not limited to):

- Salaries and benefits for staff, including management and operations
- Rent, utilities, and maintenance costs for the food bank facility, including warehousing and distribution centers.
- Transportation costs for food pickup and delivery, including fuel, maintenance, and insurance.

- Food acquisition costs, such as purchasing food from suppliers or farmers
- Storage and distribution supplies, such as boxes, packaging materials, and handling equipment
- Technology and software expenses, including food bank management software, inventory tracking, and communication tool
- Marketing and fundraising costs, such as donor outreach

Revenue Streams: Identify and project revenue streams for the food bank, which can include:

- Donations from individuals, corporations, foundations, and government agencies
- Grants from foundations, government agencies, and other funding sources.
- Corporate partnerships and sponsorships
- Fundraising events, campaigns

Schedule Estimate: 14 weeks. As per the client the project needs to be completed by April 26 (start date of January 18).

Potential Risks: This project contains several risks. The most significant risk is exceeding the budget and underestimating labor hours. The second risk is that there is insufficient funding for the project. The third risk is a failure to effectively communicate with the client throughout the project. The fourth risk is failing to meet the project deadline. The fifth risk could be competition among other organizations for the approval of the project.

Sources:

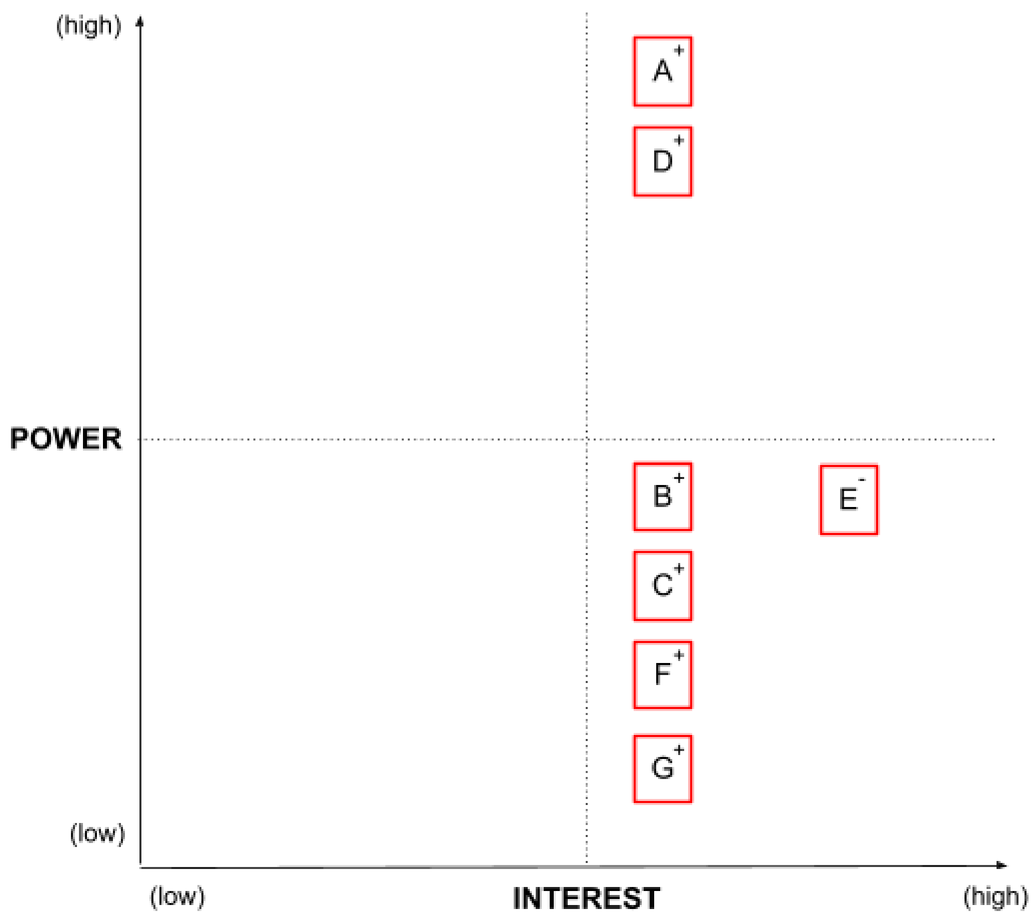
(1) Feeding America: https://www.feedingamerica.org/
(2) Feeding America's Map the Meal Gap report: https://map.feedingamerica.org/county/2020/overall/new-jersey/county/mercer
(3) Community FoodBank of New Jersey's COVID-19 response: https://cfbnj.org/covid19/
(4) NJ.com article on food insecurity in NJ: https://www.nj.com/news/2021/03/45-percent-increase-in-food-insecurity-among-new-jerseyans-because-of-the-pandemic-report-says.html

Stakeholder List and Matrix

Project Stakeholders:

A. Client/Professor (+)
B. Project Manager (+)
C. Project Team Members (+)
D. Investor Panel (2 members) (+)
E. Competing Food Rescue Nonprofits (-)
F. Sponsor (+)
G. Food insecure citizens (+)

Stakeholder Matrix:



Requirements List and Matrix

List of Requirements:

A. Client

A.1. Deliver presentation and respond to any subsequent questions within a 40-minute timeframe on April 26th from 6-9PM EST [high D, high I]

A.2. Involve all Red Ocean team members in presentation [low D, high I]

A.3. Provide printed copy of presentation and project management documents prior to presentation [low D, high I]

A.4. Email PDF versions of presentation and project management documents by April 26th 5PM EST [low D, high I]

A.5. Base nonprofit project plan on best practices learned in class and templates provided during class [low D, high I]

A.6. Planned nonprofit organization must provide real contribution to local society [low D, high I]

A.7. Provide quality content that is relevant and coherent [low D, high I]

A.8. Presenter should provide clarity during the presentation (clearly and easily convey the point(s) they are trying to make) [high D, high I]

A.9. Presentation should be well structured and organized [low D, high I]

A.10. Presenter should ensure understanding by stopping regularly to ask if client understands [low D, high I]

A.11. Develop project plan to look for funding to support the creation of the nonprofit [high D, high I]

A.12. Include 12 documents in project management deliverables. [low D, high I]

A.13. Include proper source references when necessary. [low D, low I]

A.14. Project charter document is 1-2 pages and signed by the sponsor. [low D, high I]

A.15. The project stakeholders list and the stakeholder matrix should be 2 documents. The matrix should map stakeholders by Power x Interest. Stakeholders should be identified as positive (+), negative (-), or neutral (no sign) on either document. [low D, high I]

A.16. The requirements list and requirements matrix should be 2 documents. The matrix should map requirements by Difficulty x Importance. [high D, high I]

A.17. Scope statement includes all the details about the scope of the product (requirements) and of the project (deliverables). Minimum of 20 pages. [high D, high I]

A.18. Present the work breakdown structure (WBS) in a graphical representation and follow all best practices. [high D, high I]

A.19. Do not provide a WBS dictionary [low D, low I]

A.20. Use a scheduling tool to create the schedule displaying the exact same content as the WBS. Display the critical path in red. [high D, high I]

A.21. Provide a cost estimate based on the WBS. Only provide estimated costs for the work packages of the WBS. The budget should only have labor and non-labor. [low D, high I]

A.22. Communications plan includes all stakeholders and provides information on what communication each stakeholder wants to receive about the project, when, how, etc. [low D, high I]

A.23. Risk probability / impact matrix lists all prioritized risks for the project and includes at least 10 negative risks. Each risk should have an action plan and contingency plan. [high D, high I]

A.24. Issue log includes all issues that occurred during the project and how they were solved. Update log throughout the project. [low D, high I]

A.25. Change request document describes all stakeholder change requests and how they impacted the final result of the project. [low D, high I]

A.26. The lessons learned document describes the lessons learned during the project divided by process groups. [low D, high I]

A.27. Include a 1-2 page business case explaining project feasibility and the reasons why this team is starting a nonprofit. [high D, high I]

B. Project Manager

B.1. Team members will participate in the team chat channel at least three times per month. [low D, low I]

B.2. Team members will attend 80% of weekly status meetings. [low D, high I]

B.3. Team members will submit their project status updates during weekly status meetings and seek timely feedback when necessary (e.g. within the week). [low D, high I]

B.4. Team members should provide positive and specific constructive feedback to every team member at least once during the course of the project. [low D, high I]

B.5. Client will provide adequate and timely feedback for any questions from the Project Team (e.g. within the week) [low D, high I]

B.6. Adequate tools and training available for the Project Team. One training session will be needed for at least one of the computer software programs. [low D, high I]

B.7. Sufficient time (at least 10 weeks) to complete the project. [low D, low I]

B.8. Adequate tools, training, and support for the Project Manager. Templates and best practices provided. [low D, low I]

B.9. Standard guidelines or rubric for assessing competing projects from the investor panel. [low D, low I]

B.10. Change requests will be brought ASAP. [low D, high I]

C. Project Team Members

C.1. Team members will participate in the team chat channel at least three times per month. [low D, low I]

C.2. Team members will attend 80% of weekly status meetings. [low D, high I]

C.3. Team members will submit their project status updates during weekly status meetings and seek timely feedback when necessary (e.g. within the week). [low D, high I]

C.4. Team members should provide positive and specific constructive feedback to every team member at least once during the course of the project. [low D, high I]

C.5. Client will provide adequate and timely feedback for any questions from the Project Team (e.g. within the week) [low D, high I]

C.6. Adequate tools and training available for the Project Team. One training session will be needed for at least one of the computer software programs. [low D, high I]

C.7. Sufficient time (at least 10 weeks) to complete the project. [low D, low I]

C.8. Standard guidelines or rubric for assessing competing projects from the investor panel. [low D, low I]

C.9. Team members will communicate early and often with the Project Manager (e.g. within the week). The Project Manager will provide adequate support to team members (or seek outside assistance). [low D, high I]

C.10. Central repository of information will be updated on a weekly basis by the Project Manager. [low D, high I]

C.11. Adhere to project timelines or seek alternative actions as soon as possible (e.g. within the week). [high D, high I]

C.12. The Project Manager will keep the team informed on a weekly basis of project timelines. [low D, high I]

D. Investor Panel

D.1. Deliver presentation and respond to any subsequent questions within a 40-minute timeframe on April 26th from 6-9PM EST [high D, high I]

D.2. Planned nonprofit organization must provide real contribution to local society [low D, high I]

D.3. Provide quality content that is relevant and coherent [low D, high I]

D.4. Presenter should provide clarity during the presentation (clearly and easily convey the point(s) they are trying to make) [high D, high I]

D.5. Presentation should be well structured and organized [low D, high I]

D.6. Presenter should ensure understanding by stopping regularly to ask if panel members understand [low D, high I]

D.7. Develop project plan to look for funding to support the creation of nonprofit [high D, high I]

D.8. Provide printed copy of presentation and project management documents prior to presentation [low D, high I]

D.9. Include 12 documents in project management deliverables. [low D, high I]

E. Competing Food Rescue Nonprofits

E.1. Create a unique business plan and operating model [high D, high I]

E.2. Create a new organization name. [high D, high I]

F. Sponsor

F.1. Scope is achievable within a set timeline with less than 10% variance from budgetary parameters. [high D, high I]

F.2. Project Manager will obtain sponsor approval and sign-off on the project charter. [high D, high I]

F.3. Project Manager will provide a status report at least once per month. [low D, high I]

F.4. Planned nonprofit organization must provide real contribution to local society [low D, high I]

F.5. Provide quality content that is relevant and coherent [low D, high I]

F.6. Develop project plan to look for funding to support the creation of the nonprofit [high D, high I]

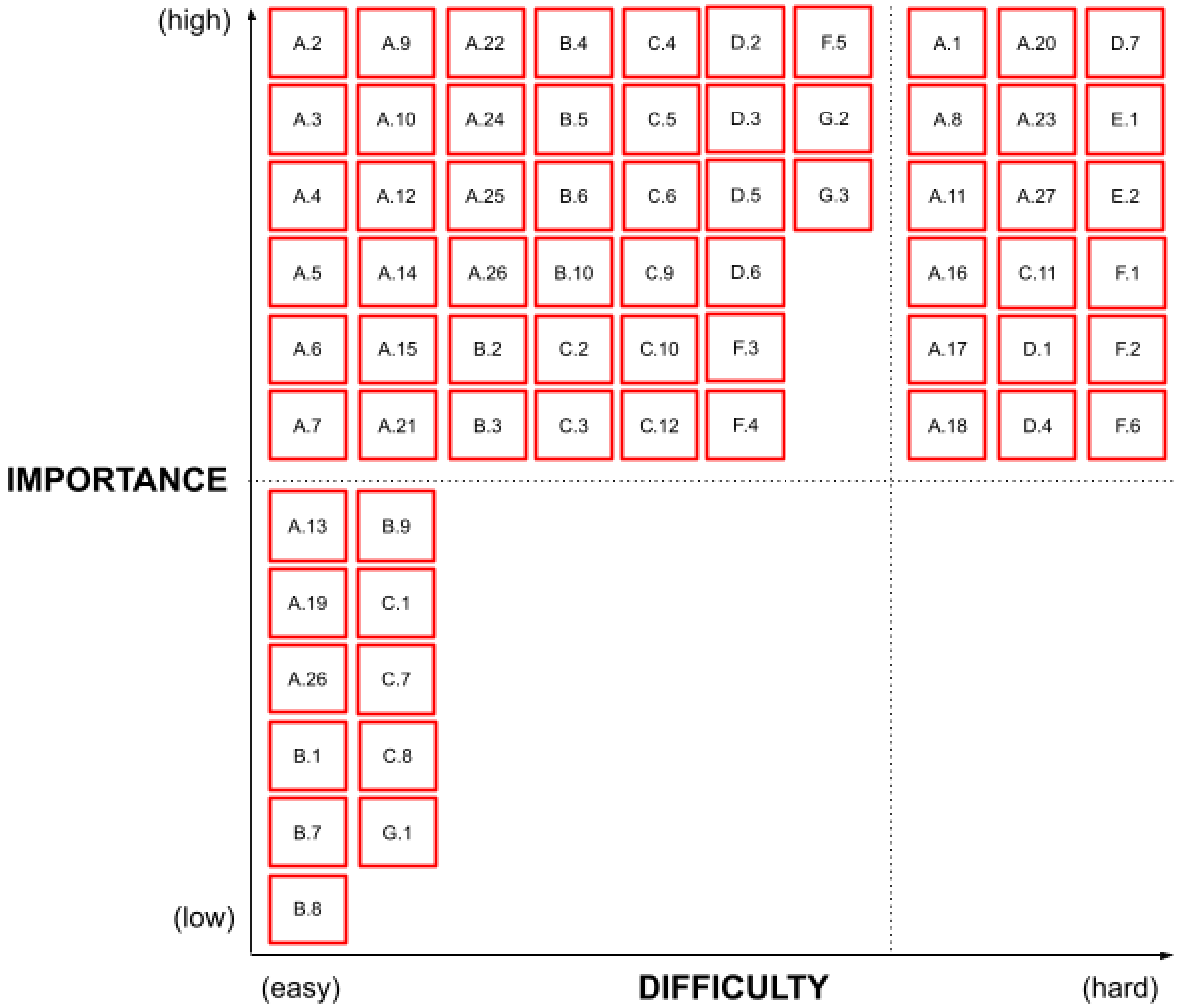
G. Food insecure citizen

G.1. The new nonprofit will operate in Central Jersey. [low D, low I]

G.2. Planned nonprofit organization must provide real contribution to local society [low D, high I]

G.3. The nonprofit will plan to make healthy and fresh food available to any economically disadvantaged or food insecure individual or family for minimal or no cost. [low D, high I]

Requirements Matrix:



Scope Statement

Project Objectives: Develop a complete project plan (12 project management documents) and presentation for a nonprofit organization in Central New Jersey that will rescue food waste from local organizations and transport rescued food waste to organizations serving food insecure populations. Present this plan to the investor panel on April 26, 2023.

Project Justification: The creation of a nonprofit organization in Central New Jersey can address the issue of food waste by redirecting excess food from local organizations towards populations that are food insecure. This solution can alleviate the burden of food insecurity by providing nourishment to those who need it while also reducing the amount of food waste that ends up in landfills. By doing so, the nonprofit can create a sustainable and equitable solution to both problems and make a significant impact on the community.

Project Timeframe: January 18, 2023 – April 26, 2023

Budget Estimate: $3,030 ($2,985 from Labor Hours + $45 from Non-Labor Hours)

Scope of the Product:

A. Client Requirements

A.1. On the final day of class, April 26, 2023, the Red Ocean team will deliver an in-person presentation and address any follow-up questions from the client within a 40-minute time limit. This presentation will occur between 6-9 PM EST based on the order pre-determined by the professor. The presentation must also be shared on Zoom for any panel members who are unable to be physically present. A Red Ocean team member will keep an eye on the clock and communicate with his or her team regarding the amount of time left to ensure they do not overrun the prescribed 40-minute time limit.

A.2. All five Red Ocean team members will participate in the delivery of the in-person presentation on the final day of class, April 26, 2023 between 6-9 PM EST. Participation means that the team member will actively and visibly contribute to the presentation by controlling the slides, keeping time, presenting slide material to the investor panel, and/or answering questions posed by the investor panel. All team members will also show up to this last class at least 10-15 minutes early.

A.3. One team member will print at least three copies of the project management documents (12 documents) and the presentation in PDF format prior to the start of the final class on April 26, 2023. These printed copies will be handed directly to the investor panel (including the professor) by this team member prior to the beginning of the presentation by the Red Ocean team.

A.4. One team member will email the PDF of the PowerPoint presentation and the PDF of the 12 project management documents + business case as attachments to the professor at herszon@busines.rutgers.edu before 5:00 PM EST on April 26, 2023. This team member will also cc the remaining team members on this email.

A.5. The Red Ocean team will use the processes and best practices learned during class in conjunction with the templates provided within the PowerPoint presentations as the basis for their 12 project management documents + business case. Templates have been provided for every one of the 12 documents by the professor. The team should give preference to the templates provided in class but if needed, the team can get additional information from the textbook, or others found on the Internet. The templates used cannot deviate from the concepts learned in class (the team will ask the professor if they need more clarification on any of the templates).

A.6. The nonprofit organization will provide a real contribution to local society. Nonprofit organizations are typically established to address a particular social issue or need; this nonprofit will be committed to improving the lives of the people it serves and making a positive impact on the community as a whole. This issue or need that the nonprofit will meet should be addressed at a minimum in the business case.

A.7. The project management documents and presentation should be directly related to the project idea and overall scope; well thought-out and constructed, with accurate and reliable information; easily accessible to all relevant stakeholders; and presented in a clear and organized manner that is easy to comprehend. Overall, the project management documents and presentation should effectively communicate the project's goals, plans, and progress to stakeholders in a way that is relevant, high-quality, and easily accessible.

A.8. Every team member should introduce themselves by saying their name loud and clear prior to presenting. During the presentation, every team member should speak with clarity (clearly and easily convey the point(s) they are trying to make). They should also speak slowly to make sure they are understood by the client – especially if they have accents.

A.9. A well-structured and organized presentation helps to ensure that the client can follow along and understand the project being presented. The presentation should begin with a clear and concise introduction that provides context and sets the stage for what the client can expect to hear. The presentation should be structured in a logical flow that makes sense to the client. The presentation should clearly highlight the main points that the client needs to know. The presentation should end with a clear conclusion that summarizes the key points and reinforces the main message of the presentation.

A.10. Presenters should ensure that the information being presented is being understood. Presenters should regularly stop and ask for feedback to see if the client has any questions or concerns. After presenting a key point, presenters should ask if the client has any questions and if the information being presented is clear. If any information is unclear, then the presenter should clarify upon the point to reach a point of comprehension from the client.

A.11. The project plan should be convincing, comprehensive, and thorough so that the client can understand why the Red Ocean team is pursuing funding for creation of this nonprofit. The problem or opportunity should be clearly and concisely stated. The objective of the nonprofit should also be clearly and concisely stated.

A.12. The team must create 12 project management documents plus a business case. The 12 documents are: (1) project charter, (2) project stakeholder list and stakeholder matrix, (3) requirements list and requirements matrix, (4) scope statement, (5) work breakdown structure (WBS), (6) schedule, (7) cost estimate, (8) communications plan, (9) risk probability/impact matrix, (10) issue log, (11) change requests, and (12) lessons learned. Every one of these documents must also be included in the PowerPoint presentation and presented upon during the final presentation on April 26, 2023.

A.13. If any source references are utilized during the course of this project, they should be included as a reference within the project management documents. There are no specific instructions as to how they should be included, nor any requirement that any source references be utilized.

A.14. Document 1 should be the project charter. A project charter is a formal short document that states a project exists and provides project managers with the written authority to begin work, designated by sponsor signoff. A project charter document describes the project and creates a shared understanding of its goals, objectives, and resource requirements before the project is scoped out in detail. The project charter document should be 1-2 pages and must be signed by the project sponsor.

A.15. Document 2 should encompass the project stakeholders list and the stakeholder matrix. The list of stakeholders should be specific and include all relevant stakeholders to this project. Stakeholders are a person or group of people that are involved in or affected/impacted by project activities with different needs and expectations. The stakeholder matrix should map the listed stakeholders by Power x Interest based on their level of authority and concern. The team should classify each listed stakeholder as positive (+), negative (-), or neutral (no sign) and designate this classification on either and/or both parts of Document 2.

A.16. Document 3 should encompass the requirements list and the requirements matrix. The list of requirements should include requirements from every stakeholder listed in Document 2. Requirements are conditions or capabilities that are necessary to be present in a product, service, or result to satisfy a business need. They must be documented in enough detail so that they can be measured during project execution. The requirements matrix should map the requirements by Difficulty x Importance. All requirements should be included in the matrix with corresponding codes to the list of requirements.

A.17. Document 4 should be the scope statement which must be a minimum of 20 pages. This document should be as complete as possible and include all the details about the scope of the product (requirements) and of the project (deliverables). The scope of the product should include a list of all requirements, a detailed description of each requirement explaining what the requirement is, and include which stakeholder asked for each requirement. All requirements should be SMART (specific, measurable, achievable, relevant, and time-bound). The scope of the project should describe each work package from the work breakdown structure (WBS) and how it will be delivered (e.g. approach/technique used, number of people involved, equipment or materials needed to do it, etc.). This document should define the baseline for performance measurement and project control. The team needs to deliver ALL and ONLY what is being requested.

A.18. Document 5 should be the work breakdown structure (WBS). The WBS should be a graphical representation, be created by the team, and follow all best practices covered in class. A WBS is a visual, hierarchical, and deliverable-oriented deconstruction of a project that breaks down the scope and provides visualization of all the work packages or deliverables required to complete the project. The WBS breaks all the work required for the project into discrete work packages, and groups them into a logical hierarchy. Work packages are deliverables at the lowest WBS level where it can be appropriately assigned to and managed by a single accountable person. Work packages should have enough detail to estimate cost and time/resources to complete it. The best practices covered in class include: (1) out of the WBS means out to scope, and (2) the 100% Rule: 100% of the work that creates L1 must be contained in the levels below.

A.19. The team should not provide a WBS dictionary to supplement the WBS document. This is unnecessary according to the client.

A.20. Document 6 should be the project schedule. The schedule should be depicted as a networking diagram or Gantt chart, created with any scheduling tool available to the team (e.g. Microsoft Project, Project Libre), and have the exact same content as the WBS. Each work package should be broken down into at least two activities. Duration estimates should be included for every activity with the smallest duration being 0.25 days or 2 hours). Predecessors should be defined for every activity unless the activity is dependent on the project to start. There should be no duration estimates or predecessors for work packages or higher WBS elements. The critical path should be displayed in red on the Gantt chart. Project management should start when the project starts and end one day before the project ends as it should not be the critical path. The start and end date of the project is determined by the Spring 2023 semester dates: January 17, 2023 – April 26, 2023.

A.21. Document 7 should be the cost estimate. This is the team's bottom-up or definitive approximation of the costs of the resources needed to complete this project. The estimate should be based on the WBS elements; estimated costs should be provided only for the work packages of the WBS. The team should estimate the hours needed to complete each work package of the WBS and the costs of any items the team would like to purchase for the project. The compiled budget should only have labor (number of hours, number of people, cost per hour at $10/hour) and non-labor (e.g. fees, food, equipment, etc) costs. This final budget number should be used in Document 1 (project charter) and Document 4 (scope statement), as well as the PowerPoint presentation. The final cost estimate should be between $2,000 and $3,000 with a 10% variance.

A.22. Document 8 should be a communications plan for all project stakeholders. The team has to list all stakeholders, even if it is stated that there is nothing to be communicated to that stakeholder. The communications plan is an outline of how the team will communicate important, ongoing project information to key stakeholders throughout the project. The plan should provide information on what communication each stakeholder wants to receive about the project, when it will be communicated, how it will be communicated, by whom it will be communicated, and where it will be communicated.

A.23. A risk is an uncertainty that can have a negative or positive effect on meeting project objectives. Document 9 should be a risk probability / impact matrix that lists all prioritized risks for the project and include at least 10 negative risks (e.g. delays in completing work as scheduled, performance failure of a product produced as part of a project, increases in estimated costs). The team should qualitatively assess the probability of the risk event occurring and the impact or consequence if the risk does occur on a scale of 1 to 5. The severity of each risk event (Probability x Impact) should also be noted. Each risk should have an action plan starting with one of the 4 responses (Mitigate, Eliminate, Transfer, or Accept) and explain how the response will occur. Each risk should also have a contingency plan that focuses on what the team will do if the risk occurs. Risk events should be assessed periodically throughout the life of a project.

A.24. Document 10 should be the issue log. An issue log is a document that enables monitoring and tracking issues that need to be resolved for effective work to take place. Issues are matters under question or dispute that could impede project success. This log should be updated throughout the life of the project. The issue log should include all issues that occurred during the project and how they were solved.

A.25. Document 11 should be the change request document, which is a form used to request, approve, and track project-related changes. It should describe any and all change requests made by any stakeholder and how the change request impacted the final result of the project. Change requests can be formally or informally made. This document should be updated on an as needed basis.

A.26. Document 12 should be the lessons learned document. It should describe the lessons learned (start doing, stop doing, continue doing) during the project divided by the five project management process groups (initiating, planning, executing, monitoring & controlling, closing). This document should be updated throughout the life of the project as the team tries to incorporate their lessons, avoid repeating the same mistakes, and build on their successes.

A.27. Document 1a should be a 1-2 page business case that explains the feasibility of the project and the reasons why the Red Ocean team wants to start this specific nonprofit. The template from the textbook can be utilized, or any template that can be found online.

B. Project Manager Requirements

B.1. Project team will establish the following communication channels and practices during the first week of the project: team chat channel, weekly status update meeting, and a shared project tracker. Team members will participate in the team chat channel at least three times per month. The project team will communicate early and often using the established communication channels to get to know one another, share progress, discuss issues and questions, alert the team to any upcoming scheduling conflicts, etc. The team will practice good communication skills by practicing active listening, asking clarifying questions of one another, and soliciting feedback. The team will communicate with one another, not just solely through the Project Manager.

B.2. Project team members will leverage their individual strengths and be proactive towards meeting project objectives. The team will adhere to schedule milestones provided by the Project Manager. Team members will be accountable towards completing assigned tasks, attending regularly scheduled meetings, sharing their ideas, etc. The team will establish what success looks like as well as clear expectations of one another. Team members will attend 80% of weekly status meetings.

B.3. Project team members will collaborate and assist other team members on an as-needed basis as well as proactively. Team members will be open to assessing and potentially adjusting workloads throughout progress on the project. The team will provide weekly status updates on deliverables to ensure team members are aware of predecessor activity progress; the team will seek timely feedback when necessary to ensure forward movement on project deliverables (e.g. within the week).

B.4. Project team members will motivate one another, provide positive and specific constructive feedback, and celebrate achievements and progress throughout the course of the project. During team meetings (on Zoom or in-person), in group communication channels, or in one-on-one communication channels, the team will make the effort to applaud the work of one another. Team members should provide positive and specific constructive feedback to every team member at least once during the course of the project.

B.5. The Client will provide open and consistent communication channels to ensure adequate and timely feedback for any questions from the Project Team (e.g. within the week). These communication channels may consist of, but are not limited to, face-to-face, email, and Zoom.

B.6. Adequate tools and training will be available to the Project Team throughout the course of the project. At a minimum, these tools consist of the following: high-speed internet connection, cloud-based storage infrastructure, computer software programs (e.g. Microsoft Office Suite, ProjectLibre or Microsoft Project), computer hardware (e.g. printers), and messaging platforms (e.g. WhatsApp). One training session will be needed for at least one of the computer software programs (e.g. ProjectLibre or Microsoft Project)

B.7. The project team will have a sufficient amount of time (at least 10 weeks) to complete the project given the scope of work. The team will utilize time in-class as well as outside of class to ensure timely completion.

B.8. Adequate tools, training, and support will be available to the Project Manager throughout the course of the project. Document templates and best practices will be provided by the professor. Any questions that arise in regards to managing the project itself or team members can be discussed with the professor.

B.9. The investor panel will judge competing projects fairly on the same set of guidelines. No special preference will be given (e.g. project idea is a favorite). Guidelines or a rubric will be provided if required.

B.10. If change requests occur during the lifetime of the project, changes will be brought to the attention of the Project Manager as soon as possible in order to allot for the maximum time to make changes to the project plan (if the change is approved). The team will be willing to adjust their work depending on any changes that may occur.

C. Project Team Members Requirements

C.1. Project team will establish the following communication channels and practices during the first week of the project: team chat channel, weekly status update meeting, and a shared project tracker. Team members will participate in the team chat channel at least three times per month. The project team will communicate early and often using the established communication channels to get to know one another, share progress, discuss issues and questions, alert the team to any upcoming scheduling conflicts, etc. The team will practice good communication skills by practicing active listening, asking clarifying questions of one another, and soliciting feedback. The team will communicate with one another, not just solely through the Project Manager.

C.2. Project team members will leverage their individual strengths and be proactive towards meeting project objectives. The team will adhere to schedule milestones provided by the Project Manager. Team members will be accountable towards completing assigned tasks, attending regularly scheduled meetings, sharing their ideas, etc. The team will establish what success looks like as well as clear expectations of one another. Team members will attend 80% of weekly status meetings.

C.3. Project team members will collaborate and assist other team members on an as-needed basis as well as proactively. Team members will be open to assessing and potentially adjusting workloads throughout progress on the project. The team will provide weekly status updates on deliverables to ensure team members are aware of predecessor activity progress; the team will seek timely feedback when necessary to ensure forward movement on project deliverables (e.g. within the week).

C.4. Project team members will motivate one another, provide positive and specific constructive feedback, and celebrate achievements and progress throughout the course of the project. During team meetings (on Zoom or in-person), in group communication channels, or in one-on-one communication channels, the team will make the effort to applaud the work of one another. Team members should provide positive and specific constructive feedback to every team member at least once during the course of the project.

C.5. The Client will provide open and consistent communication channels to ensure adequate and timely feedback for any questions from the Project Team (e.g. within the week). These communication channels may consist of, but are not limited to, face-to-face, email, and Zoom.

C.6. Adequate tools and training will be available to the Project Team throughout the course of the project. At a minimum, these tools consist of the following: high-speed internet connection, cloud-based storage infrastructure, computer software programs (e.g. Microsoft Office Suite, ProjectLibre or Microsoft Project), computer hardware (e.g. printers), and messaging platforms (e.g. WhatsApp). One training session will be needed for at least one of the computer software programs (e.g. ProjectLibre or Microsoft Project)

C.7. The project team will have a sufficient amount of time (at least 10 weeks) to complete the project given the scope of work. The team will utilize time in-class as well as outside of class to ensure timely completion.

C.8. The investor panel will judge competing projects fairly on the same set of guidelines. No special preference will be given (e.g. project idea is a favorite). Guidelines or a rubric will be provided if required.

C.9. Project team members will communicate early and often with the Project Manager (e.g. within the week). This can include elevating issues as they occur so they can be dealt with and a workable solution can be arrived at, seeking input or feedback, informing on progress of the project and milestones reached, etc. The Project Manager will provide adequate support to team members – if the support is not enough, team members and/or the Project Manager can seek assistance from the professor. If issues arise within the team, the Project Manager will seek to confront the issue and work with any involved stakeholders to arrive at a win-win resolution.

C.10. The project team will create a central repository of information including project developments and progress, the schedule, key responsibilities each week, project requirements, etc. that can be accessed by all on an as-needed basis. Information will reside here for general knowledge and will be updated on a weekly basis by the Project Manager.

C.11. Adhere to project timelines to ensure that other team members are not held up and can work on their deliverables as they may be reliant on another's work as a predecessor. If timelines cannot be met due to foreseen or unforeseen circumstances, the team member(s) will alert the team and set a new reasonable timeline. If they are unable to meet the timeline for whatever reason, the team member(s) will seek assistance from another member of the team to complete their task(s).

C.12. The Project Manager will manage compliance to the timeframe of the project. They will also administer the everyday workflow to ensure the team is on track and able to complete their project during the allotted project timeframe. The Project Manager will keep the team informed on a weekly basis of what has been completed, what needs to be completed still, and what the immediate deadlines are during the weekly status meetings.

D. Investor Panel (2 members) Requirements

D.1. On the final day of class, April 26, 2023, the Red Ocean team will deliver an in-person presentation and address any follow-up questions from the investor panel within a 40-minute time limit. This presentation will occur between 6-9 PM EST based on the order pre-determined by the professor. The presentation must also be shared on Zoom for any panel members who are unable to be physically present. A Red Ocean team member will keep an eye on the clock and communicate with his or her team regarding the amount of time left to ensure they do not overrun the prescribed 40-minute time limit.

D.2. The nonprofit organization will provide a real contribution to local society. Nonprofit organizations are typically established to address a particular social issue or need; this nonprofit will be committed to improving the lives of the people it serves and making a positive impact on the community as a whole. This issue or need that the nonprofit will meet should be addressed at a minimum in the business case.

D.3. The project management documents and presentation should be directly related to the project idea and overall scope; well thought-out and constructed, with accurate and reliable information; easily accessible to all relevant stakeholders; and presented in a clear and organized manner that is easy to comprehend. Overall, the project management documents and presentation should effectively communicate the project's goals, plans, and progress to stakeholders in a way that is relevant, high-quality, and easily accessible.

D.4. Every team member should introduce themselves by saying their name loud and clear prior to presenting. During the presentation, every team member should speak with clarity (clearly and easily convey the point(s) they are trying to make). They should also speak slowly to make sure they are understood by the panel – especially if they have accents.

D.5. A well-structured and organized presentation helps to ensure that the investor panel can follow along and understand the project being presented. The presentation should begin with a clear and concise introduction that provides context and sets the stage for what the panel can expect to hear. The presentation should be structured in a logical flow that makes sense to the audience. The presentation should clearly highlight the main points that the audience needs to know. The presentation should end with a clear conclusion that summarizes the key points and reinforces the main message of the presentation.

D.6. Presenters should ensure that the information being presented is being understood. Presenters should regularly stop and ask for feedback to see if the investor panel has any questions or concerns. After presenting a key point, presenters should ask if the panel has any questions and if the information being presented is clear. If any information is unclear, then the presenter should clarify upon the point to reach a point of comprehension from the panel.

D.7. The project plan should be convincing, comprehensive, and thorough so that the investor panel can understand why the Red Ocean team is pursuing funding for creation of this nonprofit. The problem or opportunity should be clearly and concisely stated. The objective of the nonprofit should also be clearly and concisely stated.

D.8. One team member will print at least three copies of the project management documents (12 documents) and the presentation in PDF format prior to the start of the final class on April 26, 2023. These printed copies will be handed directly to the investor panel (including the professor) by this team member prior to the beginning of the presentation by the Red Ocean team.

D.9. The team must create 12 project management documents plus a business case. The 12 documents are: (1) project charter, (2) project stakeholder list and stakeholder matrix, (3) requirements list and requirements matrix, (4) scope statement, (5) work breakdown structure (WBS), (6) schedule, (7) cost estimate, (8) communications plan, (9) risk probability/impact matrix, (10) issue log, (11) change requests, and (12) lessons learned. Every one of these documents must also be included in the PowerPoint presentation and presented upon during the final presentation on April 26, 2023.

E. Competing Food Rescue Nonprofit Requirements

E.1. New Red Ocean team nonprofit will create a unique business plan and operating model; they will not mimic any business plans or operating models of existing food rescue nonprofits in Central New Jersey. The new nonprofit will seek alternative sources of funding, solicit alternative retail organizations for food waste donations, seek volunteers not currently giving their time to existing food-related organizations, operate in regions without currently existing food rescue organizations, and seek to serve food insecure populations not currently being served.

E.2. New Red Ocean team nonprofit will create a new organization name that is not being currently utilized by an existing food rescue organization.

F. Sponsor Requirements

F.1. The scope of the project will be achievable within the set timeline with less than 10% variance from the budgetary parameters ($2K – $3K).

F.2. The Project Manager will obtain sponsor approval and sign-off on the project charter document prior to proceeding with the remainder of the project.

F.3. The Project Manager will provide a status report on the progress of the project at least once per month, and will provide additional communications on an as needed basis.

F.4. The nonprofit organization will provide a real contribution to local society. Nonprofit organizations are typically established to address a particular social issue or need; this nonprofit will be committed to improving the lives of the people it serves and making a positive impact on the community as a whole. This issue or need that the nonprofit will meet should be addressed at a minimum in the business case.

F.5. The project management documents and presentation should be directly related to the project idea and overall scope; well thought-out and constructed, with accurate and reliable information; easily accessible to all relevant stakeholders; and presented in a clear and organized manner that is easy to comprehend. Overall, the project management documents and presentation should effectively communicate the project's goals, plans, and progress to stakeholders in a way that is relevant, high-quality, and easily accessible.

F.6. The project plan should be convincing, comprehensive, and thorough so that the sponsor can understand why the Red Ocean team is pursuing funding for creation of this nonprofit. The problem or opportunity should be clearly and concisely stated. The objective of the nonprofit should also be clearly and concisely stated.

G. Food Insecure Citizen Requirements

G.1. The new nonprofit will operate in a location that is proximal to Central Jersey. As it will be difficult to travel to far away places, having a local nonprofit will be convenient.

G.2. The new nonprofit will provide a real contribution to local society. Nonprofit organizations are typically established to address a particular social issue or need; this nonprofit will be committed to improving the lives of the people it serves and making a positive impact on the community as a whole. This issue or need that the nonprofit will meet should be addressed at a minimum in the business case.

G.3. The new nonprofit will plan to make healthy and fresh food available to any economically disadvantaged or food insecure individual or family for minimal or no cost.

Scope of the Project:

1. Project Documents:

1.1. Project Charter: Document that formally recognizes the existence of a project and provides a summary of the project's objectives and management. After meeting to brainstorm nonprofit ideas, the team will collaborate on *Google Docs* using the template provided in class. The team will follow up with the professor during class to clarify the breadth of this document and then return to the document to fine tune. All team members will be involved. This document will also require the cost estimate determined in Document 7.

1.2. Business Case: Document that provides justification and feasibility for a project. All team members will be involved in producing this deliverable. Using independent research on similar nonprofits, we will collaborate on *Google Docs* using the template provided in the textbook. The team will work iteratively to draft and edit various components of this deliverable.

1.3. Stakeholders:

1.3.1. Stakeholder List: Document that includes details related to the identified project stakeholders, including classification. After meeting to brainstorm upon relevant stakeholders, we will collaborate on *Google Doc*s using the process from class. The team will follow up with the professor during class to clarify the breadth of stakeholders and then return to the document to fine tune. After a final list of stakeholders is determined, stakeholders will be (1) classified according to their power and interest, and (2) identified as positive (+), negative (-), or neutral (no sign). All team members will be involved.

1.3.2. Stakeholder Matrix: Power/interest grid based on stakeholder level of authority and concern. After compiling and classifying the list of relevant stakeholders, a grid will be created in *Google Docs* based on the template provided in class. Stakeholders will then be mapped on this grid using codes from the Stakeholder List. One team member will work on this deliverable.

1.4. Requirements:

1.4.1. Requirements List: Document that includes conditions or capabilities that are necessary to be present in a product or project to satisfy a business need; also includes classification of difficulty and importance. Team members will individually brainstorm, research, and/or ask relevant stakeholders for their project requirements. The team will then collaborate on *Google Docs* using the process from class to create a comprehensive list of SMART requirements. The team will follow up with the professor during class to clarify the number of requirements, and then return to the document to fine tune. After a final list of requirements is determined, requirements will be divided by stakeholder and classified according to difficulty and importance. All team members will be involved.

1.4.2. Requirements Matrix: Difficulty/importance grid based on stakeholder requirements. After compiling and classifying the list of requirements, a grid will be created in *Google Docs* based on the template provided in class. Requirements will then be mapped on this grid using codes from the Requirements List. One team member will work on this deliverable.

1.5. Scope Statement: Document describing overall project objectives, product characteristics and requirements, user acceptance criteria, project deliverables, project boundaries (what is out of scope), constraints, and assumptions. We will collaborate on *Google Docs* using the template provided in class. Individual team members will draft paragraphs for each product requirement and project scope deliverable. Product requirements must be SMART. These drafts will be reviewed and revised iteratively to ensure they accurately reflect the project's scope and align with the project's objectives. All team members will be involved in this deliverable. This document will also require the cost estimate determined in Document 7.

1.6. Work Breakdown Structure (WBS): Deliverable-oriented grouping of the work involved in a project that defines the total (100%) scope/work of the project. This graphical representation breaks all the work required for the project into discrete deliverables, and groups them into a logical hierarchy. The team will meet on Zoom to brainstorm and then will use the technique of decomposition to create this deliverable, which involves starting with the highest level of the project scope and progressively breaking it down into smaller and more detailed work packages. Based on examples and best practices learned from class, one team member will create the final WBS deliverable in *Google Docs*. All team members and the professor will be engaged to critique the contents of the WBS. Updates will be made as necessary depending on feedback and the project itself.

1.7. Schedule: Listing of activities, deliverables, and milestones within a project, usually displayed as a Gantt chart (list project activities and their corresponding start and finish dates in a calendar format, relative to one another); usually includes a planned start and finish date, duration, and resources assigned to each activity. Based on the example provided in class, a project schedule will be constructed in *Project Libre* based on the WBS work packages. First, the WBS will be imported into the program, then each work package will be broken down into 2 activities. Activity durations will be estimated and activity predecessors will be defined; all activities will have a predecessor, except for the ones that depend on the project to start. The team will collaborate to create the skeleton of the schedule; remaining activities, durations and predecessors will be completed by two team members; all team members will review post-schedule completion and provide feedback. Updates will be made as necessary.

1.8. Cost Estimate: Document displaying an approximation or estimate of the costs of the resources needed to complete a project. Using the template provided in class, one team member will transpose the WBS deliverables into a table in *Google Docs* and estimate the approximate number of hours that will be needed to complete each work package. Based on the costs provided by the professor of $10/labor hour and any estimated non-labor costs, an estimate will be calculated. Team members will be consulted to review and to provide feedback as team members specifically working on specific deliverables will have the best understanding of the amount of time each deliverable may take. The estimate will be updated as necessary, especially if there are change requests.

1.9. Communications Plan: Document describing who will provide and receive data, when, and how the information will be presented. Using the template provided in class, one team member will brainstorm to determine what information should be communicated to each stakeholder, when the information should be communicated, how often the information should be communicated, by whom the information should be communicated, and where the information should be communicated. This information will be compiled in a table in *Google Docs*. The professor and all team members will be consulted to review and to provide feedback upon the initial plan. The plan will be updated as necessary.

1.10. Risk Probability / Impact Matrix: Probability/Impact grid based on risks that are likely to affect a project; technique to help decide which risks are most important. The team will meet via Zoom to brainstorm potential risks that can occur during the project. Once these risk events are identified and agreed upon, a collective qualitative risk analysis will be undertaken to determine the probability of each risk event occurring on a scale of 1-5, and the impact or consequence if the risk does occur on a scale of 1-5. Using the process and template provided in class, the team will collaborate on a table in *Google Docs* to compile a list of prioritized project risks (at least ten). Subsequently, the severity of each risk event will be calculated (probability x impact). Then, risk responses (accept, mitigate, eliminate, transfer) and an action plan will be determined for each risk taking into account the potential impact of the risk on meeting project objectives, as well as the severity of impact (probability x impact). Each risk will also have a contingency plan which is how we will respond to the risk if it becomes an issue/problem. All team members will review these risks after they have been compiled and provide feedback, if any. Risk events will be updated as necessary.

1.11. Issue Log: Document that monitors and tracks issues that need to be resolved for effective work to take place. Issues are matters under question or dispute that could impede project success. Using the template provided in class, the team will meet via Zoom at least 2 times to brainstorm issues that are occurring or that did occur and how they will be or have been solved. All team members will be involved in this deliverable.

1.12. Change Requests: Document that describes any change requests made by any stakeholder either formally or informally, and how they impacted the final result of the project. Using the template provided in the book, a collaborative *Google Doc* will be created by one team member. This will be updated based on any change requests that occur during the course of the project, especially if the change impacts scope, time, or cost of the project. The change control process will be utilized if any change requests occur (identify the change, analyze impact, approval, implement, update plan(s)). All team members will be engaged to review the request after it has been made. Significant changes may require Client sign-off.

1.13. Lessons Learned: Document describing the lessons learned during the project. Using the process provided in class, the team will meet in-person to brainstorm things that they should "start doing, stop doing, and continue doing." This brainstorm will involve post-it notes that are written upon and then adhered to a planning page hanging upon the wall. After the initial brainstorm, the team will remove any redundant ideas, and then organize the remaining ideas by process group (initiating, planning, executing, monitoring & controlling, closing) and action ("start doing, stop doing, and continue doing") . One team member will use the template provided in class to create a collaborative *Google Doc* and transfer the information captured during the in-class exercise. This process may be undertaken again prior to document and presentation finalization.

2. Project Process:

2.1. Brainstorm Project Ideas: The team will individually perform internet research in order to provide their nonprofit organization ideas to the larger team. The nonprofit organization must provide real contribution to local society, can be classified into one of nine major groups (arts, culture, humanities; education; environment and animals; health; human services; international, foreign affairs; public societal benefit; religion related; mutual/membership benefit), and can be classified as either member-serving or public. After initial research is performed, the team will meet to provide their ideas to the larger team and determine which project idea to move forward with. Results will be documented in an internal collaborative *Google Doc*.

2.2. Draft Project Proposal: Subsequent to determining the final project idea, a draft of the project proposal or business case will be created by all team members collectively (1-2 pages) during a team meeting on Zoom. This step will help the team identify what information they need to research further. Results will be documented in an internal collaborative *Google Doc*.

2.3. Initial Research: All team members will perform basic research to familiarize themselves with the nonprofit organization idea selected, the current situation and problem/opportunity, and what may be in/out of scope. Results will be documented in an internal collaborative *Google Doc*.

2.4. Project Documents:

2.4.1. Collect Templates: Two team members will collect all required templates provided by the professor from the PowerPoint PDF lectures and/or textbook and input them into a collaborative *Google Doc*. Requisite templates are aforementioned by the professor in document requirements.

2.4.2. Draft Documents: One team member will structure the *Google Doc* housing the aforementioned templates that will be used by the entire team. This team member will use the requirements provided by the professor to build out the drafts. Once the drafts or templates are available, all team members will be involved in preparing information for each document. All team members will also provide feedback on each document. Input from the professor will also be obtained during class and/or via email on an as needed basis.

2.4.3. Edit & Review Documents: All team members will be involved in this work package. The project manager will assign various documents to various team members to review and edit for clarity, correctness of information, and any mission information. Edits will be made directly in the collaborative *Google Doc*. The project manager will also assign timelines to when the edits and review must be completed. The project manager will act as the final gatekeeper and finalize the slides for the entire team.

2.4.4. Finalize Documents:

2.4.4.1. Print Documents: Three copies of final project management documents will be printed by one team member and handed to the professor and panel members before the team starts its presentation. Documents will be printed using the university's printing system. A back-up resource will be assigned in case this process does not work as planned.

2.4.4.2. Email Documents: Final project management documents will be emailed to the professor at at herszon@busines.rutgers.edu in PDF format by April 26, 2023 by 5:00 pm EST. One team member will email the documents and cc all team members. This email will be combined with the email including the presentation deliverable. A back-up resource will be assigned in case this process does not work as planned.

2.5. Project Presentation:

2.5.1. Outline Presentation: All team members will meet in-person to determine the outline of the presentation, more specifically the structure of the presentation and what information to include / focus upon. The outline will be drafted in a *Google Slides Presentation* that will be used by the entire team.

2.5.2. Draft Slides: One team member will structure the *Google Slides Presentation* that will be used by the entire team. This team member will use the requirements provided by the professor to build out the drafts of each document to be presented. Once the drafts or templates are available, all team members will be involved in preparing information for their assigned slides. All team members will also provide feedback on the information to be highlighted in each slide draft. Input from the professor will also be obtained during class and via email.

2.5.3. Edit & Review Slides: All team members will be involved in this work package. The project manager will assign various slides from the presentation to various team members to review and edit for clarity, correctness of information, and any missing information. Edits will be made directly in the collaborative *Google Slides Presentation*. The project manager will also assign timelines to when the edits and review must be completed. The project manager will act as the final gatekeeper and finalize the slides for the entire team.

2.5.4. Finalize Presentation:

2.5.4.1. Print Slides: Three copies of the final project management presentation will be printed by one team member and handed to the professor and panel members before the team starts its presentation. The presentation will be printed using the university's printing system. A back-up resource will be assigned in case this process does not work as planned.

2.5.4.2. Email Slides: Final project management presentation will be emailed to the professor at herszon@busines.rutgers.edu in PDF format by April 26, 2023 by 5:00 pm EST. One team member will email the presentation as an attachment and cc all team members. This email will be combined with the email including the document deliverables. A back-up resource will be assigned in case this process does not work as planned.

2.5.5. Prepare for Presentation

2.5.5.1. Divide Presentation: The project manager will divide up the slides between all team members so that every team member will be involved in the final presentation. The project manager will solicit feedback from team members to ensure they have no issues with the slides that they have been assigned.

2.5.5.2. Rehearse Presentation: The Red Ocean group will individually prepare their presentation material from the project management documents, rehearse or practice the presentation individually, and then rehearse as a team to ensure familiarity with the material, clean transitions between presenters, and efficient timing. Individuals will practice at least twice on their own and at least once with the entire group via Zoom. The group will provide constructive feedback to other group members.

2.5.6. Deliver Presentation: On April 26, 2023, the Red Ocean group will present their project plan in-person to the class in approximately 30-35 minutes. An additional 5 minutes will be reserved for Q&A by the panel. All team members will be involved in delivering this presentation. The presentation will also be delivered via Zoom to any participants unable to meet in-person. A timekeeper will be assigned from the group that will keep an eye on timing throughout the presentation. This timekeeper will signify to the group when they are nearing the maximum time allowed.

3. Project Management:

3.1. Initiating: Define the project and its objective, timeline, and resources; clarify project goals and expectations. Identify and understand project stakeholders. Create a project charter – obtain signoff from the project sponsor.

3.2. Planning: Determine the steps that will lead the team to achieve project scope, schedule, and cost goals; includes budgeting, creating a timeline and milestones, and determining how communications among team members, the client, and stakeholders will proceed. Defining and controlling what work is or is not included in the project. Manage the schedule of the project to ensure timely completion (use milestones to reduce project risk). Ensure that the project team completes a project within the approved budget. Ensure the project will satisfy the stated or implied (expectations) needs for which it was undertaken. Make effective use of the people involved with a project. Generate, collect, disseminate, and store project information. Determine strategies to effectively engage stakeholder in project decisions and activities based on their needs, interests, and potential impact. Plan for risk management.

3.3. Executing: Put plan into action – develop and manage the project team and other stakeholders to carry out project plans and produce project deliverables. Coordinate the project team through observation and conversation, providing timely feedback, managing conflict, and taking corrective action quickly, if needed. Manage project knowledge. Manage the quality of the project. Work with stakeholders to meet their needs & expectations, address stakeholder issues as they occur, and foster engagement in project decisions and activities. Find ways to increase support and minimize resistance from stakeholders. Implement defined risk responses as needed.

3.4. Monitoring/Controlling: Collect, measure, and disseminate progress toward achieving project goals; assessing measurements and analyze trends to determine what process improvements can be made; continuously monitor project performance to assess overall project health and identify areas that require special attention. Take corrective action to match progress with plans and client expectations. Perform integrated change control when needed (Identify change, analyze impact, approval, implement, update plan(s)). Obtain formal acceptance of completed project deliverables (WBS, requirements, scope statement) by customer or designated stakeholders through inspection. Control the schedule – know the status of the schedule, influence factors that cause schedule changes, determine whether the schedule has changed, and manage changes when they occur. Monitoring cost performance, ensuring only appropriate changes are included in the revised cost baseline. Monitor communications throughout the project life cycle to ensure that stakeholder information needs are met. Monitor overall stakeholder relationships and adjust strategies and plans for engaging stakeholders as needed. Track identified risk events and implement risk response plans, while continuing to identify and analyze new risks and evaluate risk process effectiveness.

3.5. Closing: Formalize acceptance of the project and bring it to an orderly end; plan for smooth transition of results of project to investor panel (including client).

Project Assumptions

- Team will complete milestones according to the project schedule.
- Team is capable of completing necessary tasks.
- Project will follow team governance guidelines and requirements.
- Weather or acts of God will not interrupt our progress.
- The project scope will not change once the stakeholders sign off on the scope statement.
- Schedule will not be shortened from the original time frame.
- Adequate technology and training will be available for utilizing any technology needed. Training will be conducted internally with no additional training costs incurred.
- The Client will be available to answer any questions and clarify upon the requirements as needed.

Project Constraints

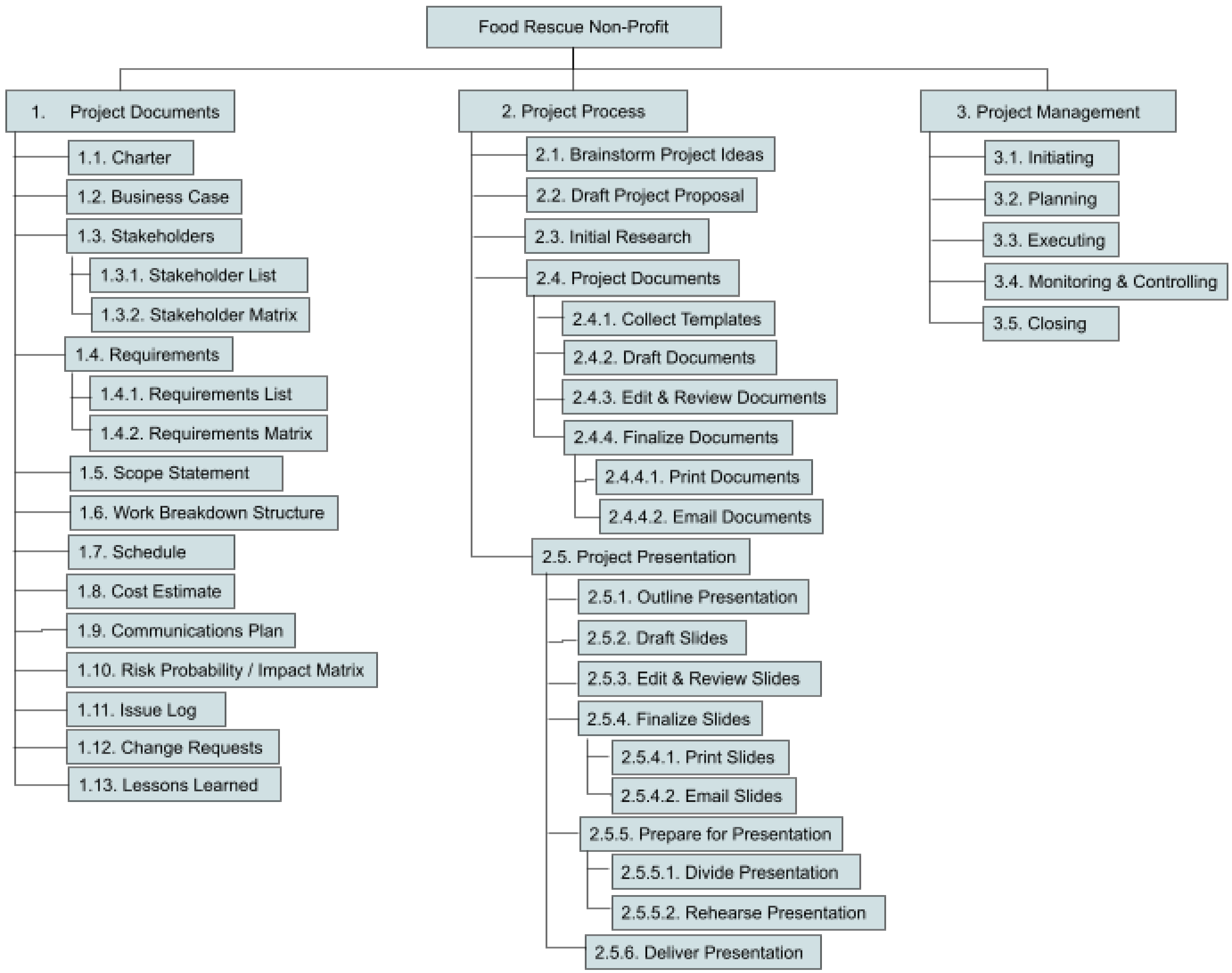
- Schedule / Time Frame: project plan must be completed within the semester
- Budget: limited number of labor hours available
- Availability of team members given schedule constraints
- Scope: project plan only to include the documents requested by the Client and only in the formats/templates requested
- Resources: skills, knowledge, and abilities limited to the team members on-hand and resources (e.g. technology) available

What is Out of Scope

- Securing funding for the project outside of the investor panel.
- Securing board of directors.
- Securing permits and documentation to incorporate the nonprofit organization.
- Securing a name for the nonprofit organization.
- Any requirements from external parties (non-stakeholders).

Work Breakdown Structure (WBS)

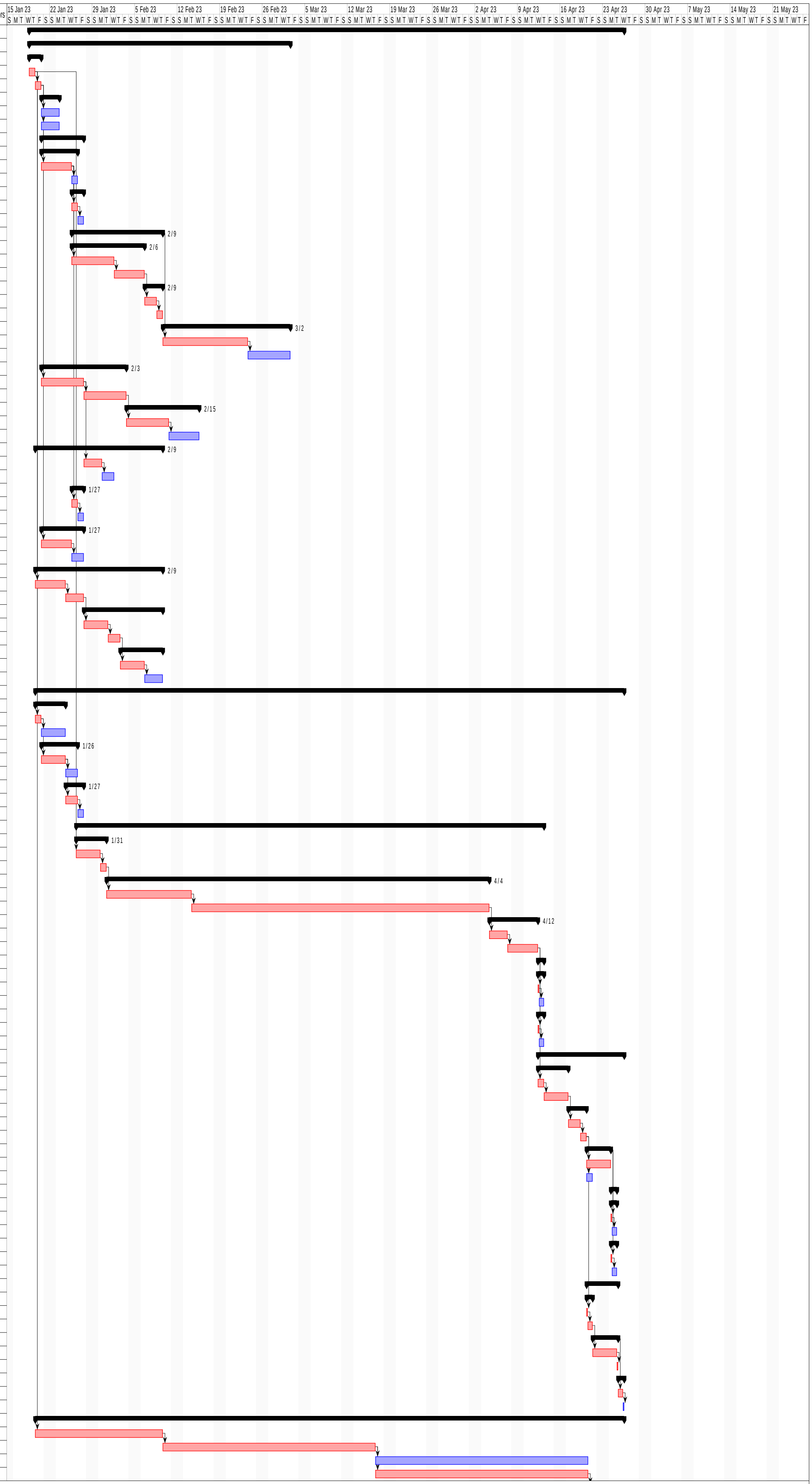
The following work breakdown structure entails the entirety of the work for the Project:



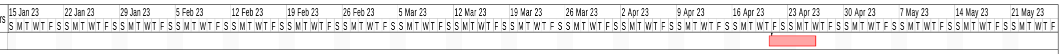
Schedule

The ensuing schedule found on the following pages entails the spreadsheet and Gantt chart of associated activities for this Project. A supplementary schedule is attached at the end of this document for increased comprehension:

		Name	Duration	Start	Finish	Predecessors
1		Food Rescue Non-Profit	69.875 da...	1/18/23 4:00 PM	4/26/23 3:00 PM	
2		1 Project Documents	31 days	1/18/23 4:00 PM	3/2/23 4:00 PM	
3		1.1 Charter	2 days	1/18/23 4:00 PM	1/20/23 4:00 PM	
4		Determine SMART project objectives	1 day	1/18/23 4:00 PM	1/19/23 4:00 PM	
5		Ask sponsor to sign-off	1 day	1/19/23 4:00 PM	1/20/23 4:00 PM	4
6		1.2 Business Case	1 day	1/20/23 4:00 PM	1/23/23 4:00 PM	
7		Describe the current situation and problem /...	1 day	1/20/23 4:00 PM	1/23/23 4:00 PM	5
8		Describe the critical assumptions and constr...	1 day	1/20/23 4:00 PM	1/23/23 4:00 PM	5
9		1.3 Stakeholders	5 days	1/20/23 4:00 PM	1/27/23 4:00 PM	
10		1.3.1 Stakeholder List	4 days	1/20/23 4:00 PM	1/26/23 4:00 PM	
11		Identify stakeholders	3 days	1/20/23 4:00 PM	1/25/23 4:00 PM	5
12		Determine if stakeholders are in favor of or...	1 day	1/25/23 4:00 PM	1/26/23 4:00 PM	11
13		1.3.2 Stakeholder Matrix	2 days	1/25/23 4:00 PM	1/27/23 4:00 PM	
14		Determine stakeholder Power and Interest	1 day	1/25/23 4:00 PM	1/26/23 4:00 PM	11
15		Map stakeholders on matrix	1 day	1/26/23 4:00 PM	1/27/23 4:00 PM	14
16		1.4 Requirements	11 days	1/25/23 4:00 PM	2/9/23 4:00 PM	
17		1.4.1 Requirements List	8 days	1/25/23 4:00 PM	2/6/23 4:00 PM	
18		Gather Requirements	5 days	1/25/23 4:00 PM	2/1/23 4:00 PM	11
19		Validate Requirements	3 days	2/1/23 4:00 PM	2/6/23 4:00 PM	18
20		1.4.2 Requirements Matrix	3 days	2/6/23 4:00 PM	2/9/23 4:00 PM	
21		Categorize Requirements	2 days	2/6/23 4:00 PM	2/8/23 4:00 PM	19
22		Create Matrix	1 day	2/8/23 4:00 PM	2/9/23 4:00 PM	21
23		1.5 Scope Statement	15 days	2/9/23 4:00 PM	3/2/23 4:00 PM	
24		Define Scope Statement	10 days	2/9/23 4:00 PM	2/23/23 4:00 PM	16
25		Review and Approve Scope	5 days	2/23/23 4:00 PM	3/2/23 4:00 PM	24
26		1.6 Work Breakdown Structure	10 days	1/20/23 4:00 PM	2/3/23 4:00 PM	
27		Identify Deliverables	5 days	1/20/23 4:00 PM	1/27/23 4:00 PM	5
28		Define Work Packages	5 days	1/27/23 4:00 PM	2/3/23 4:00 PM	27
29		1.7 Schedule	8 days	2/3/23 4:00 PM	2/15/23 4:00 PM	
30		Define Project activities	5 days	2/3/23 4:00 PM	2/10/23 4:00 PM	28
31		Create Timeline	3 days	2/10/23 4:00 PM	2/15/23 4:00 PM	30
32		1.8 Cost Estimate	15 days	1/19/23 4:00 PM	2/9/23 4:00 PM	
33		Breakdown WBS into components	1 day	1/27/23 4:00 PM	1/30/23 4:00 PM	27
34		Determine cost of each component	2 days	1/30/23 4:00 PM	2/1/23 4:00 PM	33
35		1.9 Communications Plan	2 days	1/25/23 4:00 PM	1/27/23 4:00 PM	
36		Identify Communication needs	1 day	1/25/23 4:00 PM	1/26/23 4:00 PM	11
37		Define Communication Channels	1 day	1/26/23 4:00 PM	1/27/23 4:00 PM	36
38		1.10 Risk Probability / Impact Matrix	5 days	1/20/23 4:00 PM	1/27/23 4:00 PM	
39		Identify Risks	3 days	1/20/23 4:00 PM	1/25/23 4:00 PM	5
40		Assess and Priotitize Risks	2 days	1/25/23 4:00 PM	1/27/23 4:00 PM	39
41		1.11 Issue Log	15 days	1/19/23 4:00 PM	2/9/23 4:00 PM	
42		Record Issues	3 days	1/19/23 4:00 PM	1/24/23 4:00 PM	4
43		Determine how issues could have been pre...	3 days	1/24/23 4:00 PM	1/27/23 4:00 PM	42
44		1.12 Change Request	9 days	1/27/23 4:00 PM	2/9/23 4:00 PM	
45		Document Changes	2 days	1/27/23 4:00 PM	1/31/23 4:00 PM	43
46		Incorporate changes	2 days	1/31/23 4:00 PM	2/2/23 4:00 PM	45
47		1.13 Lessons Learnt	5 days	2/2/23 4:00 PM	2/9/23 4:00 PM	
48		Review the course material	2 days	2/2/23 4:00 PM	2/6/23 4:00 PM	46
49		Implement best practices	3 days	2/6/23 4:00 PM	2/9/23 4:00 PM	48
50		2 Project Process	68.75 days	1/19/23 4:00 PM	4/26/23 2:00 PM	
51		2.1 Brainstorm Project ideas	3 days	1/19/23 4:00 PM	1/24/23 4:00 PM	
52		Discuss with team	1 day	1/19/23 4:00 PM	1/20/23 4:00 PM	4
53		Come to a Conclusion	2 days	1/20/23 4:00 PM	1/24/23 4:00 PM	52
54		2.2 Draft Project Proposal	4 days	1/20/23 4:00 PM	1/26/23 4:00 PM	
55		Reasearch about the idea	2 days	1/20/23 4:00 PM	1/24/23 4:00 PM	52
56		SWOT analysis	2 days	1/24/23 4:00 PM	1/26/23 4:00 PM	55
57		2.3 Initial Research	3 days	1/24/23 4:00 PM	1/27/23 4:00 PM	
58		Search different sources	2 days	1/24/23 4:00 PM	1/26/23 4:00 PM	55
59		List relevant references	1 day	1/26/23 4:00 PM	1/27/23 4:00 PM	58
60		2.4 Project Documents	55 days	1/26/23 9:00 AM	4/13/23 9:00 AM	
61		2.4.1 Collect templates	3 days	1/26/23 9:00 AM	1/31/23 9:00 AM	
62		Research and Organize templates	2 days	1/26/23 9:00 AM	1/30/23 9:00 AM	4
63		Create template library	1 day	1/30/23 9:00 AM	1/31/23 9:00 AM	62
64		2.4.2 Draft documents	45 days	1/31/23 9:00 AM	4/4/23 9:00 AM	
65		Identify needs	10 days	1/31/23 9:00 AM	2/14/23 9:00 AM	63
66		Organize the content	35 days	2/14/23 9:00 AM	4/4/23 9:00 AM	65
67		2.4.3 Edit & Review documents	6 days	4/4/23 9:00 AM	4/12/23 9:00 AM	
68		Identify Changes	3 days	4/4/23 9:00 AM	4/7/23 9:00 AM	66
69		Validate and proofread documents	3 days	4/7/23 9:00 AM	4/12/23 9:00 AM	68
70		2.4.4 Finalize documents	1 day	4/12/23 9:00 AM	4/13/23 9:00 AM	
71		2.4.4.1 Print documents	1 day	4/12/23 9:00 AM	4/13/23 9:00 AM	
72		Print 3 copies of final project managemen...	0.5 days	4/12/23 9:00 AM	4/12/23 2:00 PM	69
73		Collect and Organize documents in folder...	0.5 days	4/12/23 2:00 PM	4/13/23 9:00 AM	72
74		2.4.4.2 Email Documents	1 day	4/12/23 9:00 AM	4/13/23 9:00 AM	
75		Compose and Organize documents to be ...	0.5 days	4/12/23 9:00 AM	4/12/23 2:00 PM	69
76		Email project management documents to ...	0.5 days	4/12/23 2:00 PM	4/13/23 9:00 AM	75
77		2.5 Project Presentation	10.5 days	4/12/23 9:00 AM	4/26/23 2:00 PM	
78		2.5.1 Outline presentation	3 days	4/12/23 9:00 AM	4/17/23 9:00 AM	
79		Define structure	1 day	4/12/23 9:00 AM	4/13/23 9:00 AM	69
80		Design and finalize	2 days	4/13/23 9:00 AM	4/17/23 9:00 AM	79
81		2.5.2 Draft Slides	3 days	4/17/23 9:00 AM	4/20/23 9:00 AM	
82		Put in the content	2 days	4/17/23 9:00 AM	4/19/23 9:00 AM	80
83		Arrange slides	1 day	4/19/23 9:00 AM	4/20/23 9:00 AM	82
84		2.5.3 Edit and Review Slides	2 days	4/20/23 9:00 AM	4/24/23 9:00 AM	
85		Validate the changes	2 days	4/20/23 9:00 AM	4/24/23 9:00 AM	83
86		Incorporate feedback from professor	1 day	4/20/23 9:00 AM	4/21/23 9:00 AM	83
87		2.5.4 Finalize Slides	1 day	4/24/23 9:00 AM	4/25/23 9:00 AM	
88		2.5.4.1 Print Slides	1 day	4/24/23 9:00 AM	4/25/23 9:00 AM	
89		Print all the slides in portait mode	0.5 days	4/24/23 9:00 AM	4/24/23 2:00 PM	84
90		Deliver the printout	0.5 days	4/24/23 2:00 PM	4/25/23 9:00 AM	89
91		2.5.4.2 Email Slides	1 day	4/24/23 9:00 AM	4/25/23 9:00 AM	
92		Compose the email with attachment	0.5 days	4/24/23 9:00 AM	4/24/23 2:00 PM	84
93		Email slides to herszon@business.rutgers...	0.5 days	4/24/23 2:00 PM	4/25/23 9:00 AM	92
94		2.5.5 Prepare for presentation	3.5 days	4/20/23 9:00 AM	4/25/23 2:00 PM	
95		2.5.5.1 Divide Presentation	1 day	4/20/23 9:00 AM	4/21/23 9:00 AM	
96		Discuss the slides	0.5 days	4/20/23 9:00 AM	4/20/23 2:00 PM	83
97		Divide equally amongst team members	0.5 days	4/20/23 2:00 PM	4/21/23 9:00 AM	96
98		2.5.5.2 Rehearse Presentation	2.5 days	4/21/23 9:00 AM	4/25/23 2:00 PM	
99		Practice presentation	2 days	4/21/23 9:00 AM	4/25/23 9:00 AM	97
100		Provide feedback to team	0.5 days	4/25/23 9:00 AM	4/25/23 2:00 PM	99
101		2.5.6 Deliver Presentation	1 day	4/25/23 2:00 PM	4/26/23 2:00 PM	
102		Come to presentation at 1WP	0.5 days	4/25/23 2:00 PM	4/26/23 9:00 AM	98
103		Complete the presentation on time and ans...	0.5 days	4/26/23 9:00 AM	4/26/23 2:00 PM	102
104		3 Project Management	68.875 da...	1/19/23 4:00 PM	4/26/23 3:00 PM	
105		3.1 Initiating	15 days	1/19/23 4:00 PM	2/9/23 4:00 PM	4
106		3.2 Planning	25 days	2/9/23 4:00 PM	3/16/23 4:00 PM	105
107		3.3 Executing	25 days	3/16/23 4:00 PM	4/20/23 4:00 PM	106
108		3.4 Monitoring & Controlling	25 days	3/16/23 4:00 PM	4/20/23 4:00 PM	106



		Name	Duration	Start	Finish	Predecessors
109		3.5 Closing	3.875 days	4/20/23 4:00 PM	4/26/23 3:00 PM	108



Cost Estimate

The following cost estimate entails the deconstructed costs for the Project, which have been assessed from project start to project completion:

Deliverable / WBS Item	Labor Cost				Non-Labor Cost	Total Cost
	# Hours	# People	Cost / Hour	Total Labor Cost		
Project Charter	2	5	$10	$100	$0	$100
Business Case	2	5	$10	$100	$0	$100
Stakeholder List	1	5	$10	$50	$0	$50
Stakeholder Matrix	0.5	1	$10	$5	$0	$5
Requirements List	3	5	$10	$150	$0	$150
Requirements Matrix	1.5	1	$10	$15	$0	$15
Scope Statement	6	5	$10	$300	$0	$300
Work Breakdown Structure (WBS)	2	1	$10	$20	$0	$20
Schedule	3	5	$10	$150	$0	$150
Cost Estimate	2	1	$10	$20	$0	$20
Communications Plan	0.5	1	$10	$5	$0	$5
Risk Probability / Impact Matrix	3	5	$10	$150	$0	$150
Issue Log	0.5	5	$10	$25	$0	$25
Change Requests	0.5	5	$10	$25	$0	$25
Lessons Learned	1	5	$10	$50	$0	$50
Brainstorm Project Ideas	1	5	$10	$50	$0	$50
Draft Project Proposal	1	5	$10	$50	$0	$50

Initial Research	1	5	$10	$50	$0	$50
Collect Templates	1	2	$10	$20	$0	$20
Draft Documents	2	5	$10	$100	$0	$100
Edit & Review Documents	4	5	$10	$200	$0	$200
Print Documents	0.5	1	$10	$5	$0	$5
Email Documents	0.5	1	$10	$5	$0	$5
Outline Presentation	1	5	$10	$50	$0	$50
Draft Slides	6	5	$10	$300	$0	$300
Edit & Review Slides	3	5	$10	$150	$0	$150
Print Slides	0.5	1	$10	$5	$0	$5
Email Slides	0.5	1	$10	$5	$0	$5
Divide Presentation	1	5	$10	$50	$0	$50
Rehearse Presentation	3	5	$10	$150	$0	$150
Deliver Presentation	1	5	$10	$50	$0	$50
Initiating	5	1	$10	$50	$0	$50
Planning	20	1	$10	$200	$0	$200
Executing	15	1	$10	$150	$0	$150
Monitoring/Controlling	15	1	$10	$150	$0	$150
Closing	3	1	$10	$30	$45	$75
TOTAL				**$2,985**	**$45**	**$3,030**

Communications Plan

The following communication plan entails the regular planned communication activities protocols for the Project, which will be ongoing from project start to project completion:

Stakeholder	What	When	How	Who	Where
Client	Status of the project	1x week	Verbal Status Report	PM	In Person or via Zoom
Client	Project Plan	End of Project (April 26, 2023)	Presentation	PM and all Team Members	In Person
Sponsor	Status of the project	1x month	Status Report	PM	Email
Team Members	Individual progress on project	1x week	Progress Report	All Team Members	In Person, via Zoom, or WhatsApp
Investor Panel	Project Plan	End of Project (April 26, 2023)	Presentation	PM and all Team Members	In Person
Competing Food Rescue Nonprofits	Nothing to be communicated				
Food Insecure Citizens	Nothing to be communicated				

Risk Probability / Impact Matrix

The following risk matrix entails the foreseen risks present for the Project, which have been assessed from project start to project completion:

Risk	Probability (1-5)	Impact (1-5)	Severity (P x I)	Action Plan	Contingency Plan
Project does not obtain funding from the investor panel (lose competition)	4	5	20	**Mitigate.** Ensure business case has persuasive reasoning for the project and all documents provide thorough and conclusive information.	Seek alternate funding options.
Overrun presentation time of 40 minutes	2	4	8	**Mitigate.** Rehearse with the team prior to the actual presentation. Have a timekeeper during the presentation.	Accept the consequences.
Team members not communicating well or clearly	2	3	6	**Mitigate.** Communicate early and often with team members through WhatsApp and in-person to ensure open communication and address any misunderstandings.	The PM can address (confront) issue(s) as they occur and discuss one-on-one to find a solution.
Failure to communicate effectively with client during project	1	5	5	**Mitigate.** Proactively seek client feedback throughout project planning; ensure understanding on both sides.	Clarify during in-person sessions. Make changes to communication style as required
Team member gets sick for presentation and is unable to present	1	5	5	**Mitigate.** Stay as healthy as possible prior to presentation. Ensure all team members are well versed in all parts of the presentation. Plan in place to notify team members of illness and inability to present.	Another team member can present on behalf of sick team member or team member can attempt to present via Zoom.
Overrun budget; under-budgeting labor hours	5	1	5	**Accept**	

Client doesn't show up to presentation	1	5	5	**Accept**	
Team member gets sick for presentation and is unable to present	1	5	5	**Mitigate.** Stay as healthy as possible prior to presentation. Ensure all team members are well versed in all parts of the presentation. Plan in place to notify team members of illness and inability to present.	Another team member can present on behalf of sick team member or team member can attempt to present via Zoom.
Missing internal team deadlines	2	2	4	**Mitigate.** Set realistic expectations that are obtainable; provide flexibility in scheduling and deadlines	Move deadlines as appropriate. Have other team members cover work if necessary.
WBS not comprehensive (100%)	1	2	2	**Mitigate.** Show Client WBS ahead of time to ensure it is comprehensive	Ask Client about what to do about missing deliverable(s)
Building / Classroom Issue for In-person presentation	1	2	2	**Mitigate.** Have Zoom link available to be able to present from a different location or at a different time	Present online or at a different time or location.
Did not include a required document	1	2	2	**Eliminate.** Have team check and double check to ensure all documents are created and completed	Email Professor the missing document ASAP.
Failed to use Microsoft Project or Project Libre correctly	1	2	2	**Mitigate.** Show Client the Schedule ahead of time to ensure it meets all requirements	Redo Schedule with assistance.
WBS has a 1:1 dependency	1	2	2	**Mitigate.** Have the team double check to ensure dependency isn't occurring. Show Client WBS ahead of time to check for any issues	Redo WBS.
Power outage/snowstorm/strike during the semester so team is	1	2	2	**Mitigate.** Have Zoom link available to meet virtually	Use Zoom link to meet virtually and work remotely

unable to meet in-person					on project.
Team member is sick during the semester	2	1	2	**Mitigate.** Try to stay as healthy as possible. Plan in place to communicate with team members to alert them to any delay in work	Catch up on work when recovered; Ask team member(s) to cover in the meantime.
Documents/presentation failed to email to Client by deadline	1	2	2	**Mitigate.** Plan to email Client before the deadline. Have more than one person available and ready to email	Have a second person email prior to the deadline.
Printer issue resulting in late documents + presentation for panel	1	2	2	**Mitigate.** Plan to print before the deadline. Have more than one person available and ready to print documents	Have a second person print and deliver documents.
Requirements unclear to panel	2	1	2	**Mitigate.** Have the team double check requirements; clarify requirements clearly in scope statement; ensure each requirement is SMART	Clarify requirements during Q&A session of presentation.
Fail to include High Power + High Influence Stakeholder	1	1	1	**Mitigate.** Have team members double check that all affected stakeholders are included	Discuss during Q&A session of presentation why stakeholders were chosen or not included.
Technical difficulties during presentation	1	1	1	**Mitigate.** Bring back-up computer; files available on shared drive	Present from a different computer or from an online file.

Issue Log

The following issue log entails the issues that occurred during the Project, which have been assessed from project start to project completion:

Issue	How could it have been prevented?	How to address this issue?
Team member got sick with COVID-19	Wearing PPE, getting vaccinated, social distancing	Meet online via Zoom instead of in-person
Team did not meet at designated day & times	Add meeting to individual calendar; check calendar to be aware of commitments; send reminders to the team; communicate if scheduling conflicts arise	Verbal confirmation during meetings for next meeting time; reminding team ahead of next meeting via WhatsApp and asking for confirmation
Scheduling conflicts arising from competing priorities	Communicate with team members regularly about any conflicts on the horizon; prioritizing the project on schedules	Discuss importance of attending meetings, communicating with team members, etc. Team members can accomplish work prior to meeting and read over meeting minutes if missing
Delays in completing the tasks as originally planned	Accurating planning– being flexible; setting up a realistic timeline with estimated duration and resources	Communicate ASAP about any delays and let team know when new deadline is; reassign tasks if necessary
Uneven distribution of work in team	Clearly define roles and responsibilities; develop a detailed project plan	Set clear expectations; reallocate tasks when resources become available; provide additional resources (team members) to alleviate burden
Rutgers strike caused confusion	Create plan ahead of time to meet virtually in case of any scheduling issues	Put the plan into place via group chat channel to set expectations clearly
Lack of trust in team members	Set clear expectations for accountability; transparency between team members	Address conflicts; encourage communication and collaboration on deliverables
Lack of skills and knowledge	Determine if skills are lacking at project onset; distribute tasks appropriately; seek training	Redistribute tasks as necessary; encourage knowledge sharing and team based approach

Change Requests

Project Name: Food Rescue Nonprofit Project

Date Request Submitted: March 1

Title of Change Request: Addition of Business Case / Plan

Change Order Number: 1

Submitted by: Client

Change Categories: _X_ Scope, _X_ Schedule, _X_ Cost, __ Technology, __ Other

Description of change requested: Add a 1-2 page business plan describing the reason(s) why we are starting this nonprofit. This should also be included in the presentation to the panel. Use the template provided.

Events that made this change necessary or desirable: Team requested clarification on the instructions for the Project Charter which mentioned a business case: “Prepare a project charter including a business case explaining why this project is feasible.”

Justification for the change/why it is needed/desired to continue/complete the project: Client determined that the business case was necessary to the project plan.

Impact of the proposed change on:

Scope: Addition of 1 deliverable / work package **Schedule:** 10 hours **Cost:** $100

Staffing: Five persons will work together for 2 hours to complete this document.

Risk: Low. These persons can build in this time to their schedule as enough forewarning has been provided.

Other: None.

Suggested implementation if the change request is approved: Add deliverable to WBS, scope, and budget. Add the business case document and factor into the planning schedule (schedule resources as necessary).

Required approvals: Client

Project Name: Food Rescue Nonprofit Project

Date Request Submitted: April 12

Title of Change Request: Presentation to be Delivered by Zoom in addition to In-Person

Change Order Number: 2

Submitted by: Client

Change Categories: __ Scope, __ Schedule, __ Cost, _X_ Technology, __ Other

Description of change requested: Presentation will be delivered via Zoom as well as in-person as at least one panel member will not be physically present.

Events that made this change necessary or desirable: Notified that at least one panel member will be unable to meet in-person during the final presentation.

Justification for the change/why it is needed/desired to continue/complete the project: At least one panel member will not be present in-person during the final presentation.

Impact of the proposed change on:

> **Technology:** Presentation will need to be shared on Zoom (extra rehearsal time may be needed); Presenters will need to enunciate in order to be heard via Zoom

Staffing: One team member will share the presentation on Zoom prior to beginning the presentation. Team members will need to enunciate in order to be heard via Zoom.

Risk: Low. Team will ensure their presentation is also able to be delivered virtually.

Other: None.

Suggested implementation if the change request is approved: Rehearse presenting the presentation on Zoom prior to the final presentation. One team member will share the presentation on Zoom prior to beginning the presentation.

Required approvals: Client

Lessons Learned

The following lessons learned entails the breakdown by process group of what the team should start, stop, and continue doing for the Project:

Process Group	Start Doing	Stop Doing	Continue Doing
Initiating	• Set team expectations during week one (e.g. team meeting times) • Take time to learn team strengths – design roles and responsibilities accordingly • Set processes for communication, e.g. if scheduling issues occur	•	• Plan ahead, don't procrastinate • Work on shared Google Drive for all documents • Set agendas and do outs for every meeting
Planning	• Divide responsibilities more evenly • Break complex tasks into simpler ones • Allocate specific tasks to individual team members. Don't expect volunteers.	• Having high expectation s	• Plan ahead, don't procrastinate
Executing	• Encourage team to ask questions if unclear • Encourage team to solicit feedback from the professor	• Take any criticism negatively	• Create teams to work on specific sections • Strict adherence to deadlines and scheduled meetings – less flexibility • Group brainstorms and execution of work • Send reminders for upcoming meetings
Monitoring & Controlling	• Address issues early & often. Don't wait to see them work out on their own • Practice patience with scheduling conflicts and completed work	•	• Solicit questions from all team members individually to ensure comprehension • Stay organized; review project status often and communicate that to team • Give and receive feedback; try to help improve understanding • Share updates often + encourage sharing • Attempt new forms of communication to find what works best
Closing	•	•	• Involve team in lessons learned

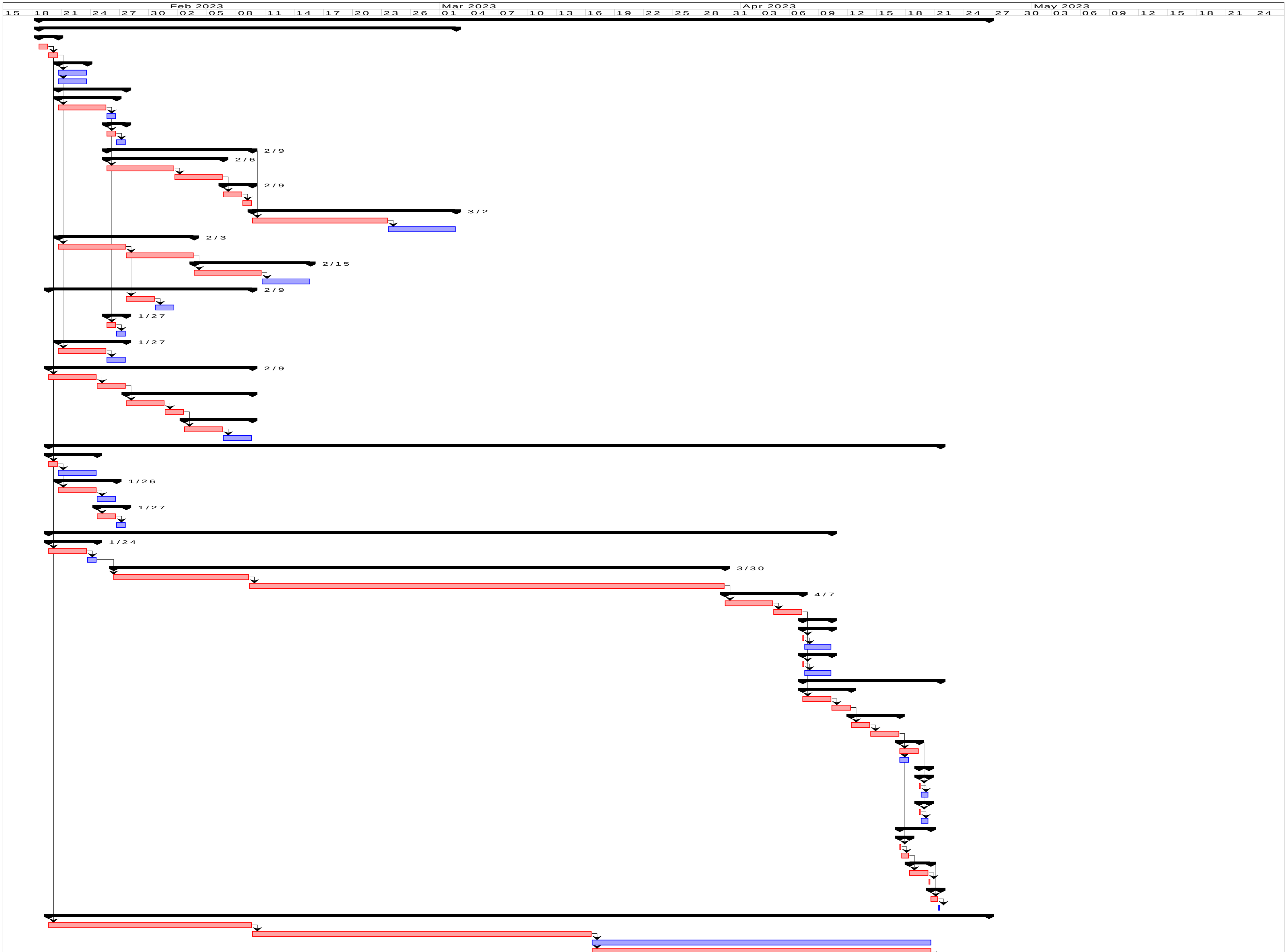
Supplements

The following pages include supplementary detail to this document.

		Name	Duration	Start	Finish	Predecessors
1		**Food Rescue Non-Profit**	**69.875 da...**	**1/18/23 4:00 PM**	**4/26/23 3:00 PM**	
2		**1 Project Documents**	**31 days**	**1/18/23 4:00 PM**	**3/2/23 4:00 PM**	
3		**1.1 Charter**	**2 days**	**1/18/23 4:00 PM**	**1/20/23 4:00 PM**	
4		Determine SMART project objectives	1 day	1/18/23 4:00 PM	1/19/23 4:00 PM	
5		Ask sponsor to sign-off	1 day	1/19/23 4:00 PM	1/20/23 4:00 PM	4
6		**1.2 Business Case**	**1 day**	**1/20/23 4:00 PM**	**1/23/23 4:00 PM**	
7		Describe the current situation and problem /...	1 day	1/20/23 4:00 PM	1/23/23 4:00 PM	5
8		Describe the critical assumptions and constr...	1 day	1/20/23 4:00 PM	1/23/23 4:00 PM	5
9		**1.3 Stakeholders**	**5 days**	**1/20/23 4:00 PM**	**1/27/23 4:00 PM**	
10		**1.3.1 Stakeholder List**	**4 days**	**1/20/23 4:00 PM**	**1/26/23 4:00 PM**	
11		Identify stakeholders	3 days	1/20/23 4:00 PM	1/25/23 4:00 PM	5
12		Determine if stakeholders are in favor of or...	1 day	1/25/23 4:00 PM	1/26/23 4:00 PM	11
13		**1.3.2 Stakeholder Matrix**	**2 days**	**1/25/23 4:00 PM**	**1/27/23 4:00 PM**	
14		Determine stakeholder Power and Interest	1 day	1/25/23 4:00 PM	1/26/23 4:00 PM	11
15		Map stakeholders on matrix	1 day	1/26/23 4:00 PM	1/27/23 4:00 PM	14
16		**1.4 Requirements**	**11 days**	**1/25/23 4:00 PM**	**2/9/23 4:00 PM**	
17		**1.4.1 Requirements List**	**8 days**	**1/25/23 4:00 PM**	**2/6/23 4:00 PM**	
18		Gather Requirements	5 days	1/25/23 4:00 PM	2/1/23 4:00 PM	11
19		Validate Requirements	3 days	2/1/23 4:00 PM	2/6/23 4:00 PM	18
20		**1.4.2 Requirements Matrix**	**3 days**	**2/6/23 4:00 PM**	**2/9/23 4:00 PM**	
21		Categorize Requirements	2 days	2/6/23 4:00 PM	2/8/23 4:00 PM	19
22		Create Matrix	1 day	2/8/23 4:00 PM	2/9/23 4:00 PM	21
23		**1.5 Scope Statement**	**15 days**	**2/9/23 4:00 PM**	**3/2/23 4:00 PM**	
24		Define Scope Statement	10 days	2/9/23 4:00 PM	2/23/23 4:00 PM	16
25		Review and Approve Scope	5 days	2/23/23 4:00 PM	3/2/23 4:00 PM	24
26		**1.6 Work Breakdown Structure**	**10 days**	**1/20/23 4:00 PM**	**2/3/23 4:00 PM**	
27		Identify Deliverables	5 days	1/20/23 4:00 PM	1/27/23 4:00 PM	5
28		Define Work Packages	5 days	1/27/23 4:00 PM	2/3/23 4:00 PM	27
29		**1.7 Schedule**	**8 days**	**2/3/23 4:00 PM**	**2/15/23 4:00 PM**	
30		Define Project activities	5 days	2/3/23 4:00 PM	2/10/23 4:00 PM	28
31		Create Timeline	3 days	2/10/23 4:00 PM	2/15/23 4:00 PM	30
32		**1.8 Cost Estimate**	**15 days**	**1/19/23 4:00 PM**	**2/9/23 4:00 PM**	
33		Breakdown WBS into components	1 day	1/27/23 4:00 PM	1/30/23 4:00 PM	27
34		Determine cost of each component	2 days	1/30/23 4:00 PM	2/1/23 4:00 PM	33
35		**1.9 Communications Plan**	**2 days**	**1/25/23 4:00 PM**	**1/27/23 4:00 PM**	
36		Identify Communication needs	1 day	1/25/23 4:00 PM	1/26/23 4:00 PM	11
37		Define Communication Channels	1 day	1/26/23 4:00 PM	1/27/23 4:00 PM	36
38		**1.10 Risk Probability / Impact Matrix**	**5 days**	**1/20/23 4:00 PM**	**1/27/23 4:00 PM**	
39		Identify Risks	3 days	1/20/23 4:00 PM	1/25/23 4:00 PM	5
40		Assess and Priotitize Risks	2 days	1/25/23 4:00 PM	1/27/23 4:00 PM	39
41		**1.11 Issue Log**	**15 days**	**1/19/23 4:00 PM**	**2/9/23 4:00 PM**	
42		Record Issues	3 days	1/19/23 4:00 PM	1/24/23 4:00 PM	4
43		Determine how issues could have been pre...	3 days	1/24/23 4:00 PM	1/27/23 4:00 PM	42
44		**1.12 Change Request**	**9 days**	**1/27/23 4:00 PM**	**2/9/23 4:00 PM**	
45		Document Changes	2 days	1/27/23 4:00 PM	1/31/23 4:00 PM	43
46		Incorporate changes	2 days	1/31/23 4:00 PM	2/2/23 4:00 PM	45
47		**1.13 Lessons Learnt**	**5 days**	**2/2/23 4:00 PM**	**2/9/23 4:00 PM**	
48		Review the course material	2 days	2/2/23 4:00 PM	2/6/23 4:00 PM	46
49		Implement best practices	3 days	2/6/23 4:00 PM	2/9/23 4:00 PM	48
50		**2 Project Process**	**68.75 days**	**1/19/23 4:00 PM**	**4/26/23 2:00 PM**	
51		**2.1 Brainstorm Project ideas**	**3 days**	**1/19/23 4:00 PM**	**1/24/23 4:00 PM**	
52		Discuss with team	1 day	1/19/23 4:00 PM	1/20/23 4:00 PM	4
53		Come to a Conclusion	2 days	1/20/23 4:00 PM	1/24/23 4:00 PM	52
54		**2.2 Draft Project Proposal**	**4 days**	**1/20/23 4:00 PM**	**1/26/23 4:00 PM**	

		Name	Duration	Start	Finish	Predecessors
55		Reasearch about the idea	2 days	1/20/23 4:00 PM	1/24/23 4:00 PM	52
56		SWOT analysis	2 days	1/24/23 4:00 PM	1/26/23 4:00 PM	55
57		**2.3 Initial Research**	**3 days**	**1/24/23 4:00 PM**	**1/27/23 4:00 PM**	
58		Search different sources	2 days	1/24/23 4:00 PM	1/26/23 4:00 PM	55
59		List relevant references	1 day	1/26/23 4:00 PM	1/27/23 4:00 PM	58
60		**2.4 Project Documents**	**55 days**	**1/26/23 9:00 AM**	**4/13/23 9:00 AM**	
61		**2.4.1 Collect templates**	**3 days**	**1/26/23 9:00 AM**	**1/31/23 9:00 AM**	
62		Research and Organize templates	2 days	1/26/23 9:00 AM	1/30/23 9:00 AM	4
63		Create template library	1 day	1/30/23 9:00 AM	1/31/23 9:00 AM	62
64		**2.4.2 Draft documents**	**45 days**	**1/31/23 9:00 AM**	**4/4/23 9:00 AM**	
65		Identify needs	10 days	1/31/23 9:00 AM	2/14/23 9:00 AM	63
66		Organize the content	35 days	2/14/23 9:00 AM	4/4/23 9:00 AM	65
67		**2.4.3 Edit & Review documents**	**6 days**	**4/4/23 9:00 AM**	**4/12/23 9:00 AM**	
68		Identify Changes	3 days	4/4/23 9:00 AM	4/7/23 9:00 AM	66
69		Validate and proofread documents	3 days	4/7/23 9:00 AM	4/12/23 9:00 AM	68
70		**2.4.4 Finalize documents**	**1 day**	**4/12/23 9:00 AM**	**4/13/23 9:00 AM**	
71		**2.4.4.1 Print documents**	**1 day**	**4/12/23 9:00 AM**	**4/13/23 9:00 AM**	
72		Print 3 copies of final project managemen...	0.5 days	4/12/23 9:00 AM	4/12/23 2:00 PM	69
73		Collect and Organize documents in folder...	0.5 days	4/12/23 2:00 PM	4/13/23 9:00 AM	72
74		**2.4.4.2 Email Documents**	**1 day**	**4/12/23 9:00 AM**	**4/13/23 9:00 AM**	
75		Compose and Organize documents to be ...	0.5 days	4/12/23 9:00 AM	4/12/23 2:00 PM	69
76		Email project management documents to ...	0.5 days	4/12/23 2:00 PM	4/13/23 9:00 AM	75
77		**2.5 Project Presentation**	**10.5 days**	**4/12/23 9:00 AM**	**4/26/23 2:00 PM**	
78		**2.5.1 Outline presentation**	**3 days**	**4/12/23 9:00 AM**	**4/17/23 9:00 AM**	
79		Define structure	1 day	4/12/23 9:00 AM	4/13/23 9:00 AM	69
80		Design and finalize	2 days	4/13/23 9:00 AM	4/17/23 9:00 AM	79
81		**2.5.2 Draft Slides**	**3 days**	**4/17/23 9:00 AM**	**4/20/23 9:00 AM**	
82		Put in the content	2 days	4/17/23 9:00 AM	4/19/23 9:00 AM	80
83		Arrange slides	1 day	4/19/23 9:00 AM	4/20/23 9:00 AM	82
84		**2.5.3 Edit and Review Slides**	**2 days**	**4/20/23 9:00 AM**	**4/24/23 9:00 AM**	
85		Validate the changes	2 days	4/20/23 9:00 AM	4/24/23 9:00 AM	83
86		Incorporate feedback from professor	1 day	4/20/23 9:00 AM	4/21/23 9:00 AM	83
87		**2.5.4 Finalize Slides**	**1 day**	**4/24/23 9:00 AM**	**4/25/23 9:00 AM**	
88		**2.5.4.1 Print Slides**	**1 day**	**4/24/23 9:00 AM**	**4/25/23 9:00 AM**	
89		Print all the slides in portait mode	0.5 days	4/24/23 9:00 AM	4/24/23 2:00 PM	84
90		Deliver the printout	0.5 days	4/24/23 2:00 PM	4/25/23 9:00 AM	89
91		**2.5.4.2 Email Slides**	**1 day**	**4/24/23 9:00 AM**	**4/25/23 9:00 AM**	
92		Compose the email with attachment	0.5 days	4/24/23 9:00 AM	4/24/23 2:00 PM	84
93		Email slides to herszon@business.rutgers...	0.5 days	4/24/23 2:00 PM	4/25/23 9:00 AM	92
94		**2.5.5 Prepare for presentation**	**3.5 days**	**4/20/23 9:00 AM**	**4/25/23 2:00 PM**	
95		**2.5.5.1 Divide Presentation**	**1 day**	**4/20/23 9:00 AM**	**4/21/23 9:00 AM**	
96		Discuss the slides	0.5 days	4/20/23 9:00 AM	4/20/23 2:00 PM	83
97		Divide equally amongst team members	0.5 days	4/20/23 2:00 PM	4/21/23 9:00 AM	96
98		**2.5.5.2 Rehearse Presentation**	**2.5 days**	**4/21/23 9:00 AM**	**4/25/23 2:00 PM**	
99		Practice presentation	2 days	4/21/23 9:00 AM	4/25/23 9:00 AM	97
100		Provide feedback to team	0.5 days	4/25/23 9:00 AM	4/25/23 2:00 PM	99
101		**2.5.6 Deliver Presentation**	**1 day**	**4/25/23 2:00 PM**	**4/26/23 2:00 PM**	
102		Come to presentation at 1WP	0.5 days	4/25/23 2:00 PM	4/26/23 9:00 AM	98
103		Complete the presentation on time and ans...	0.5 days	4/26/23 9:00 AM	4/26/23 2:00 PM	102
104		**3 Project Management**	**68.875 da...**	**1/19/23 4:00 PM**	**4/26/23 3:00 PM**	
105		3.1 Initiating	15 days	1/19/23 4:00 PM	2/9/23 4:00 PM	4
106		3.2 Planning	25 days	2/9/23 4:00 PM	3/16/23 4:00 PM	105
107		3.3 Executing	25 days	3/16/23 4:00 PM	4/20/23 4:00 PM	106
108		3.4 Monitoring & Controlling	25 days	3/16/23 4:00 PM	4/20/23 4:00 PM	106

	ⓘ	Name	Duration	Start	Finish	Predecessors
109		3.5 Closing	3.875 days	4/20/23 4:00 PM	4/26/23 3:00 PM	108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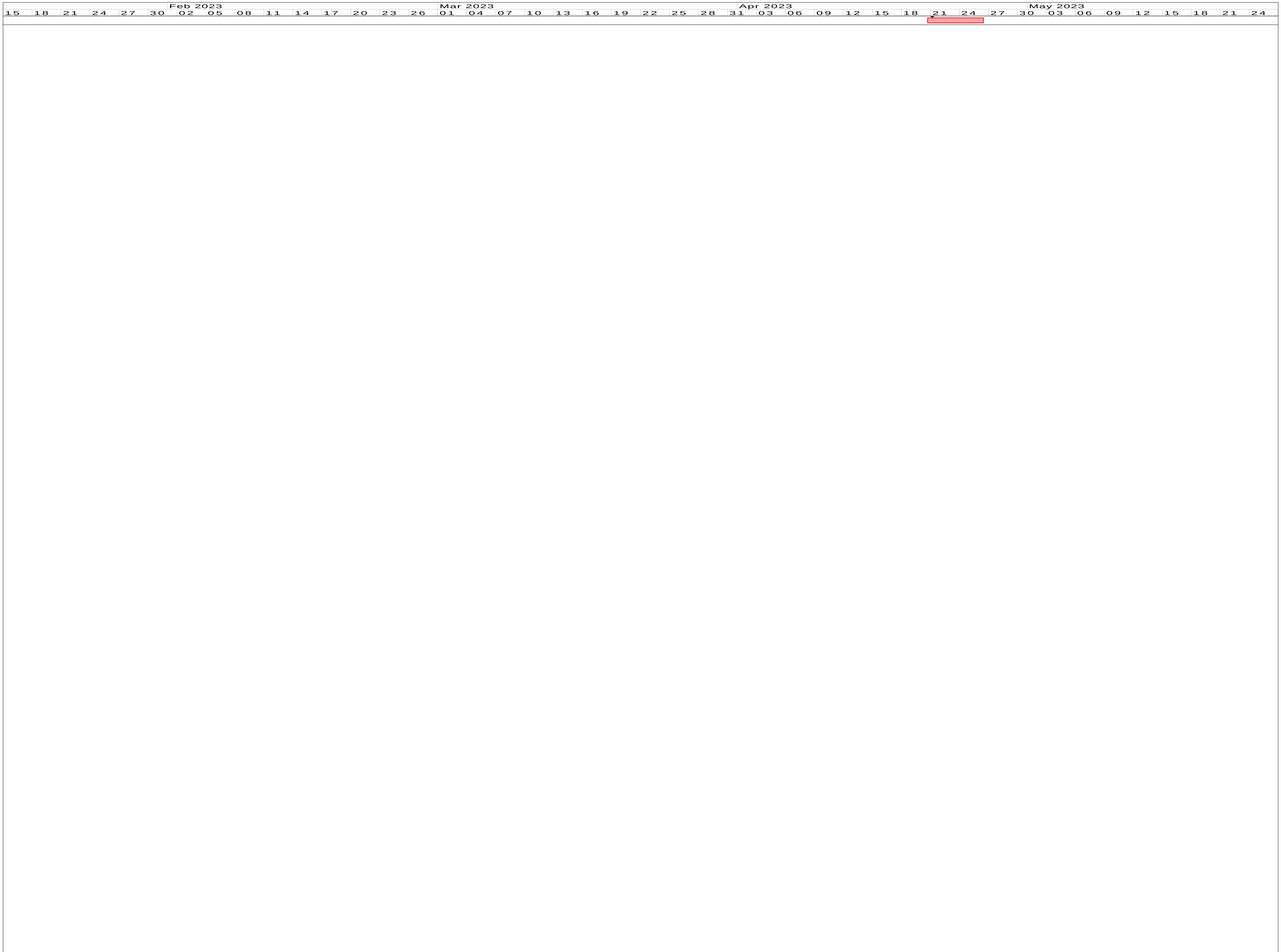
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