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 Stakeholder Management Plan

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Introduction

This stakeholder management plan will help our project team and our many external partners work together effectively and in accordance with the rest of our project management plan. This document will outline how our team will approach and execute the four planning processes associated with the stakeholder management knowledge area: identifying stakeholders, planning how to manage those stakeholders, managing those stakeholders' engagement with the project and controlling their engagement over time.

Goals

This plan will specify how the project team, its sponsor and its steering committee will execute the stakeholder management knowledge area. To this extent it will identify project team members' responsibilities, describe the inputs and outputs of each stage, and explain how each output relates to the project's progression. The project manager and his or her team should be able to use this document to easily craft a winning stakeholder management plan for RapidTrak's project.

Objectives

The objective of this plan is to guide project staff as they:

- Identify and classify project stakeholders, including those inside the RapidTrak organization as well as in city-level, California and nation-wide public spheres.
- Analyze stakeholders' powers, levels of interest, engagement, expectations and attitudes towards the project.
- Engage with stakeholders, in accordance with communications management plan, in order to drive engagement and gather feedback and change requests.
- Develop project planning outputs. This document offers exploitable examples of certain deliverables expected of the stakeholder management plan.
- Discover and resolve emergent issues and change requests.
- Keep project documentation up to date in reflection of these changes.

Roles & Responsibilities

The project management plan will be executed by the following stakeholders, according to the following responsibilities:

Name	Project Role	Responsibilities
Tommy Tressle <i>RapidTrak CEO</i>	Project Sponsor	<ul style="list-style-type: none"> Identifies and assesses stakeholders in conjunction with steering committee. Seeks partners for steering committee Helps to evaluate stakeholder engagement levels Engage with high-power-high-interest stakeholders as executive face of RapidTrak
Gavin Newsom <i>Lt. Gov. of California</i>	Steering Committee	<ul style="list-style-type: none"> Identifies and assesses stakeholders based on their mix professional, political and geographic expertise. Works in conjunction with project sponsor. Uses that expertise to advice on how changes and risks might affect project. Validates change requests in conjunction with project manager. Evaluates stakeholder engagement levels.
Sylvester Stussy <i>RapidTrak EVP of Planning</i>		
Malcolm Dougherty <i>CalTrans Director</i>		
Charles Moorman <i>Amtrak CEO</i>		
John Henry, Jr. <i>RapidTrak Project Manager</i>	Project Manager	<ul style="list-style-type: none"> Facilitates stakeholder analysis and rates engagement levels. Communicates with stakeholders according to communication management plan. Monitors low-interest stakeholders. Regularly checks that low interest/high power and high interest/low power are satisfied and informed. Gathers change requests and facilitates changes in concert with steering committee. Evaluates stakeholder engagement. Owns stakeholder management plan and issues log documents.

Deliverables

The stakeholder management plan will require the following inputs, employ the following techniques and produce the following outputs. Some of these inputs, like the project charter, have been produced and approved earlier in RapidTrak's planning process; others are drawn from other sections of our project management plan.

Planning Process	Inputs	Techniques	Outputs
<i>Identifying Stakeholders</i>	<ul style="list-style-type: none"> • Project charter • Project business case • Enterprise environmental factors (relating to RapidTrak's position as a federally-owned corporation doing a project in California) 	<ul style="list-style-type: none"> • Expert judgement, including from steering committee • Meetings with stakeholders and project team • Analysis of stakeholders in context of project environment 	<ul style="list-style-type: none"> • Stakeholder register • Stakeholder Power/Interest analysis
<i>Plan Stakeholder Management</i>	<ul style="list-style-type: none"> • Project management plan • Stakeholder register • Enterprise environmental factors 		<ul style="list-style-type: none"> • Stakeholder management plan • Project document updates
<i>Manage Stakeholder Engagement</i>	<ul style="list-style-type: none"> • Stakeholder management plan • Communications management plan • Change log (from project integration mgmt.) 	<ul style="list-style-type: none"> • Chosen communications methods • Managerial skills 	<ul style="list-style-type: none"> • Issue log • Change requests (to be vetted by steering committee) • Project mgmt. plan updates • Document updates
<i>Control Stakeholder Engagement</i>	<ul style="list-style-type: none"> • Project management plan • Issue log • Work performance data about progress of project • Project documents 	<ul style="list-style-type: none"> • IT systems • Expert judgement from steering committee and project team • Meetings with stakeholders and project team 	<ul style="list-style-type: none"> • Work performance information (distinct from data) ready to be communicated to stakeholders • Change requests (to be vetted by steering committee) • Project mgmt. plan updates • Document updates

Identifying Stakeholders

In the project's **Initiating** stage, the project sponsor and the steering committee will work together to identify stakeholders critical to the project. The committee boasts a diverse range of professional positions, political clout and industry knowledge so that they have a more holistic appreciation of the kinds of people who will be impacted by our project, that might impact the project in their own right, and that may even perceive themselves as being a stakeholder. The already-approved project charter includes a preliminary list of stakeholders, identified in a basic scan of the national and California transportation field. Some of these stakeholders have joined our steering committee.

This team will ultimately use this kind of analysis to produce a stakeholder register. **A preliminary register can be found in this plan's Appendix**, but additional analysis of existing and yet-to-be-found stakeholders by the steering committee and project sponsor will produce a complete, official deliverable. The register expands upon the list provided in the project charter by adding new layers of analysis:

- What are each stakeholder's requirements of the project?
- What stages of the product most interest them?
- Are they supporters of the project, or are they neutral or even resistant to it?
- Are they internal to RapidTrak or are they from outside the organization?
- What are each stakeholder's levels of interest and power relative to the project?

As part of this analysis, the team will classify stakeholders by their relative power and interest, in order to determine how closely those stakeholders will need to be managed throughout the project. See the figure below for an example, based on the same stakeholders identified in the preliminary register. Stakeholders found to have high interest and high power must be managed closely. The project sponsor should be active in engaging with this group as the executive face of RapidTrak. Stakeholders with high interest but low power, and vice versa, should be diligently informed and serviced by the project manager. Stakeholders with low power and low interest should be monitored by the project manager on a regular basis to ensure that their status has not changed.

Power	High	Keep Satisfied <ul style="list-style-type: none"> • Elaine Chao, US Secretary of Transportation • Gavin Newsom- Lt. Governor of California • Bridget Smith – General Manager of LADOT • Grace Crunican – General Manager of BART • Bondholders, investors & lenders • Labor Unions 	Manage Closely <ul style="list-style-type: none"> • Tommy Tressle, RapidTrak CEO and Sponsor • John Henry, Jr., RapidTrak Project Manager • Sylvester Stussy, RapidTrak EVP of Planning • Penelope Pearl, RapidTrak EVP of Operations • Jerry Brown, Governor of California • Malcom Dougherty – Director of CalTrans • Eric Garcetti – Mayor of Los Angeles • Edwin Lee – Mayor of San Francisco
	Low	Monitor <ul style="list-style-type: none"> • Taxpayers • Commuters • Tourists and visitors to California • Andy Kunz – President & CEO, US High Speed Rail Assoc. 	Keep Informed <ul style="list-style-type: none"> • Molly McGee, RapidTrak CFO • Charles Moorman, President & CEO of Amtrak • Daniel Mitchell – Asst. GM for Project Delivery, LADOT • Aaron Peskin – Chair, SFCTA • Karen Goh – Mayor of Bakersfield • Lee Brand – Mayor of Fresno • Sam Liccardo – Mayor of San Jose • California landowners
		Low	High
		Interest	

Figure 1: Stakeholder Power/Interest Analysis

This preliminary analysis is based on the sponsor's and committee's expert judgement and past experience with similar kinds of stakeholders. To refine the current field and add to it a host of valuable stakeholders, the team will also have to schedule meetings with stakeholders to discuss their positions on the project. All findings should be recorded in the register, which itself should be reviewed on an ongoing basis by the project manager during the planning processes that follow.

Plan Stakeholder Management

In the **Planning** stage, the project team must establish what exactly they have to do with their stakeholder to ensure project success. The completed stakeholder register will be a critical input, necessary for planning and performing the analysis necessary for completing the project's stakeholder management plan.

The team will deploy similar tools and techniques in this stage as during the Identifying Stakeholders process. Following the format recommended by PMBOK, the project team will create a stakeholder engagement assessment matrix in order to chart each stakeholder's **current** level of engagement in the project against the **desired** level of engagement that our project requires of them. Below is an example of the exercise, based on a cursory accounting of who in California would be aware of this project at this point based on their general awareness of RapidTrak. The project manager, sponsor and steering committee will collaborate closely on this analysis and will not share the resulting matrix outside of this core team.




Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Jerry Brown				C 	D
Malcolm Dougherty			C 	D	
Eric Garcetti	C 			D	

Figure 2: Sample Stakeholder Engagement Assessment Matrix

The stakeholder management plan that results from this planning process will follow the guidelines recommended by PMBOK. This means that the stakeholder register will be expanded further to include additional layers of analysis, beyond what is present in the preliminary stakeholder register in the Appendix:

- Current and desired levels of engagement, as demonstrated above
- Considerations of how changes in the project might impact stakeholders
- Considerations of any interrelationships between stakeholders; for instance, most of the currently-identified stakeholders are California public servants, and all of these individuals are also commuters taxpayers.
- Communication requirements for each stakeholder or stakeholder group, as outlined in the communications management plan. This includes what kinds of information to share with stakeholders, the timing and frequency of that communication, and a rationale for why that stakeholder needs to receive that information.

The project manager will own the stakeholder management plan, and will be responsible for making sure that it is up to date, effective, and feasible.

Manage Stakeholder Engagement

By this point the project will be well underway, in its **Execution** stage, when project management staff have to engage with stakeholders, in the manner outlined by the stakeholder management plan, in order to increase their levels of engagement. As a result, stakeholders should be happier and more willing to provide feedback to project staff, including change requests.

The project manager will have to be especially diligent that all necessary protocols are being followed at this juncture. This process relies heavily on several deliverables from elsewhere in the project landscape, including the communications management plan, the change log created during integration management and scope management, and of course the deliverables outlined earlier in this stakeholder management plan.

Keeping stakeholders engaged will require a broad range of interpersonal and managerial skills and a clear communications protocol, which would be established by the communications management plan. The project manager and sponsor will be expected to be empathetic to stakeholders' needs, but without giving undue ground to their demands for changes or concessions, in order to preserve project scope.

As a result of the Manage Stakeholder Engagement process, the project manager, in concert with the sponsor and steering committee, should be able to respond to risks and resolve conflicts with stakeholders, validate and integrate changes that stakeholders may recommend, and make regular updates to vital project documentation based on these interactions. One of the outputs of the process is an issues log, which allows project management staff to keep track of any stakeholder-related problems or events of note that arise throughout the project. Below is a typical example of an issue log document.

Issue	Description	Priority (H/M/L)	Category	Reported By:	Assigned To:	Status	Date resolved	Comments
001	Local residents assoc. is launching an activist campaign against our project	H	Land acquisition	Director of Land Survey Ops.	John Henry, Jr.	Closed	July 23, 2022	We bought their land at 3X the original price
002	Gov. Brown lost re-election	H	California Public Sphere	News events	Tommy Tressle	Open	N/A	Making inroads to incoming governor's administration to generate support for RapidTrak project

Figure 3: Example Issues Log (contents are purely illustrative)

The project manager will be responsible for maintaining this log and ensuring that all issues are appropriately monitored, escalated or resolved based on their priority.

Control Stakeholder Engagement

In the **Monitor & Control** stage, the project team must continue sustain stakeholder's engagement. However, because the project will be well underway at this stage, and in keeping with the current process group, the project staff will have a wealth of project work performance data that informs their communication to stakeholders.

Project leaders should use this performance data to gauge key stakeholders' interest and engagement. This interaction will outline how and if stakeholders should be re-classified or the plans for keeping them engaged altered. For instance, let's return to the hypothetical issue illustrated in the example issues log. If a local property owner's coalition were in fact waging a local political campaign to stop our project, then in our communications to this group we could cite real data about how many people our train line has or has not displaced. This puts our project on an honest, informed position that helps us negotiate with this stakeholder and resolve conflict.

The output goal of this process is to ensure that stakeholder management documents are regularly updated to reflect changes in the project environment, and that changes requests are continually sourced from stakeholders and vetted by the steering committee. This keeps the dialogue open between both parties and sustains stakeholders' engagement. Again, the project manager will own this process area.

Appendix

Preliminary Stakeholder Register

	Name	Title	Organization	Requirements	Project Stage of Interest	Internal or External	Supporter, Neutral or Resistor	Interest/Power
RapidTrak	Tommy “Trainiac” Tressle	CEO, President & Project Sponsor	RapidTrak	Project delivers proposed effect	All	Internal	Supporter	H/H
	Molly “Moneybags” McGee	CFO	RapidTrak	Project is on-time, on-budget	Planning Monitor & Control	Internal	Supporter	H/L
	Sylvester “Sy-borg” Stussy	EVP of Planning and Tech	RapidTrak	Projected is executed from start to finish to the highest standard	All	Internal	Supporter	H/H
	Penelope “Plan-it” Pearl	EVP of Operations	RapidTrak	Projected is executed from start to finish to the highest standard	All	Internal	Supporter	H/H
	John Henry, Jr.	Project Manager	RapidTrak	Projected is executed from start to finish to the highest standard	All	Internal	Supporter	H/H
State- and City-Level	Jerry Brown	Governor	State of California	Project delivers on CA mission to be greener and more innovative	Planning Closing	External	Supporter	H/H
	Gavin Newsom	Lieutenant Governor	State of California	Project delivers on CA mission to be greener and more innovative	Planning Closing	External	Neutral	L/H

	Malcolm Dougherty	Director	California DoT (CalTrans)	Project delivers proposed effect	Planning Executing	External	Supporter	H/H
	Eric Garcetti	Mayor	City of Los Angeles	Project is a major economic benefit to city; prestige	Planning Executing	External	Supporter	H/H
	Edwin Lee	Mayor	City of San Francisco	Project is a major economic benefit to city; attracts prestige	Planning Executing	External	Supporter	H/H
	Karen Goh	Mayor	City of Bakersfield	Project brings benefit to city that outweighs costs, inconvenience	Initiating Closing	External	Neutral	H/L
	Lee Brand	Mayor	City of Fresno	Project brings benefit to city that outweighs costs, inconvenience	Initiating Closing	External	Neutral	H/L
	Sam Liccardo	Mayor	City of San Jose	Project brings benefit to city that outweighs costs, inconvenience	Initiating Closing	External	Neutral	H/L
	Bridget Smith	General Manager	Los Angeles DoT (LADOT)	Project delivers proposed effect	Initiating Executing Closing	External	Supporter	L/H
	Daniel Mitchell	Asst. General Manger for Project Delivery & Operations	Los Angeles DoT (LADOT)	Project delivers proposed effect	All	External	Supporter	H/L
	Aaron Peskin	Board Chair	San Francisco County Transpiration Authority (SFCTA)	Project delivers proposed effect	Initiating Executing Closing	External	Neutral or Supporter	H/L

	Grace Crunican	General Manager	San Francisco Bay Area Rapid Transit (BART)	Project delivers proposed effect	Closing	External	Neutral or Resistor	L/H
National-Level	Elaine Chao	Secretary of Transportation	United States DoT (USDOT)	Project is responsibly managed, costs controlled and public good is realized	Monitor & Control Closing	External	Neutral	L/H
	Charles Moorman	President & CEO	Amtrak	Project is planned so as to complement Amtrak service, not impede	Initiating Planning	External	Neutral	H/L
	Andy Kunz	President & CEO	U.S. High Speed Rail Association	Project success inspires additional HS rail projects	Closing	External	Supporter	L/L
Aggregate Stakeholders								
Landowners – Land values will likely change with proximity to new rail lines; the project will have to purchase some land with eminent domain if necessary.				Project does not take over their land or damage values	Planning Executing	External	Resistor	H/L
Commuters – They stand to benefit from the line since they currently spend so much time stuck in traffic; they need to be sold on the idea of the line and informed of its progress.				End product shortens and simplifies commute times	Closing	External	Neutral or Supporter	L/L
Taxpayers – Nationwide and in CA; they need to be convinced that this is worth the state and federal attention.				Project is executed effectively; builds confidence in public works	Monitor & Control Closing	External	Neutral or Resistor	L/L
Bondholders, Investors & Lenders – RapidTrak's operating budget is provided by the U.S. government but the project is financed with additional outside funding.				Project finishes at or under budget; long-term operation of rail line keeps to ROI scheduled	Monitor & Control	External	Supporter	L/H

Labor Unions – Includes construction works and rail line employees and service providers.	Workers are employed and paid appropriately	Planning Executing	External	Neutral	L/H
Other Travelers & Tourists – The rail line will provide more travel options.	End product allows for faster travel in CA	Closing	External	Neutral	L/L