PROJECT MANAGEMENT PLAN

Blandville Bike Path Project

Charting a path for recovery.

BLANDVILLE BIKE PATH

Blandville Bike Path Project Management Plan

2018

Kamara Richards

Version	Date	Author	Change Description
1.0	04/27/20	Kamara Richards	Original

Acknowledgment

This Plan would not have been possible without the sterling contribution of the many who whole-heartedly pledged and delivered on their promise to help us throughout the planning process.

We are heartily thankful to the Chairperson of the Blandville City Council Board, Marjorie Caine, who provided direction and sourced funding for the project. We thank you for spearheading the creation of a new experience for both the City of Blandville and the Project Team throughout this project.

Timothy Jones, whose expert judgment made acquiring building cost and resource, quotes easily attainable. The enthusiasm he exudes was quickly transferred to the project team. We thank you Sir.

Functional organizations and mangers, whose encouragement, guidance and support from the initial to the final stage of planning enabled us to develop a greater understanding of the task at hand; we extend our gratitude to you all.

Project Team, their unrelenting resolve to complete the plan at the highest standard possible, their volunteerism and uncompromising attitude has made this plan what it is, a success.

We would also like to thank the citizens of Blandville and the business community for providing pertinent information required for the development of this plan

Lastly, we offer regards and blessings to all of those who supported this plan in any other area. The project team and members of the Blandville community are indebted to you.

Thank you!

Kamara Richards

Project Manager

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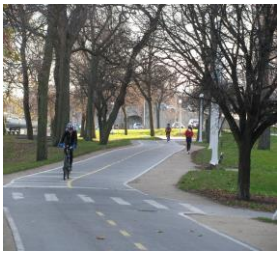


Executive Summary

Problem Statement

The city of Blandville has failed to attract tourists and new residents which are needed to renew its dormant economy. One primary reason for this is the limited recreational activities. As the first phase of a 10-year revitalization plan, the City Council is considering a project to build a bike path along the White Cap River for the entire length of the city.

Major Deliverables

The Blandville Bike Path project team will partner with stakeholders to fulfil the requirements of seven (7) major deliverables defined to successfully complete this project.

- Project Management
- Volunteer Recruitment
- Public Relations & Advertising
- Ground Breaking
- Fundraising Campaign
- Bike Path Construction
- Grand Opening Ceremony

Schedule Duration

The bike path should be constructed within 7 months after approval of the project management plan. The project will begin on May 30, 2018 and be completed on November 30, 2018.

Major Deliverables	Duration (days)
Project Management	34
Volunteer Recruitment	17
Public Relations & Advertising	25
Ground Breaking	26
Fundraising Campaign	31
Bike Path Construction	172
Grand Opening Ceremony	89

Budget

The sum of USD $104,173 is budgeted for the construction and promotion of the bike path. This budget will be funded by the City Council and through grants and fundraising activities.

Deliverable	Cost ($)	Percentage
Bike Path Construction	74,727	72
Grand Opening Ceremony	10,870	10
Fundraising Campaign	7,200	7
Volunteer Recruitment	5,016	5
Public Relations & Advertising	3,840	4
Ground Breaking	2,520	2
Total	**104,173**	**100**

Cost drivers associated with this project are equipment, material and labour. Labour is the highest cost driver and is attributed to the labour charges from the Construction Company and public relations and advertising.

Cost Drivers	Cost
Equipment	7,936
Labour	48,953
Material	47,284
Total	**104,173**

This budgeted amount will be distributed over the scheduled period as follows with $4,946.34 allocated to contingency reserves.

Month	Cost ($ US)	Cumulative Cost ($ US)
May	18,096	18,096
Jun	480	18,576
Jul	11,958	30,534
Aug	4,210	34,744
Sep	8,880	43,624
Oct	53,889	97,513
Nov	6,730	104,243

Risks

During the planning of the project thirteen (13) potential risks were identified. Risks were considered to fall into three categories namely: high, medium or low.

Risk response plans were developed for all risks and the requisite resources allocated. Below are the top 5 risks that were identified and their corresponding risk score.

Identified Project Risk	Risk Category	P	I	RS
Project delayed due to inclement weather.	Weather	0.9	0.7	0.63
Changes in construction costs.	Funding	0.7	0.7	0.49
Volunteers providing subject matter expertise may have to withdraw during the planning, managing, controlling or executing phase of the project.	Labour Skills Availability	0.5	0.7	0.35
Insufficient money raised from fundraising activities	Funding	0.5	0.7	0.35
Utility companies fail to follow project schedule.	Project Schedule	0.5	0.7	0.35

Request for approval

We are requesting an expenditure of USD $104,000.00 to construct the bike path.
The city will benefit from this project as it will provide needed recreational activities to spur economic growth in the City.

Team Roles and Norms

The project is driven by the work of volunteers some of whom have limited time and/or specialized skills. The process of human resource management is designed to make the most effective use of the human capital invested in the project.

The human resource requirements for the creation of the project team have been confirmed. All 5 members of the project team will be providing voluntary service. The Project Team members are shown below.

Team Members:

Name	Telephone	E-mail

1. Team Member Roles

- **Team Member Functions**

The team project requires that team members perform different roles; they are assigned as follows:

Project Manager

Communications Manager

Toolsmith

Presenter

Timekeeper

- **Project Deliverables Assignment**

Roles are assigned based on previous skills and experience. Assignments may change based on the inability of team member to complete task or if there are changes to the project itself

2. Team Decision-Making

The team will work for consensus but in the event consensus cannot be achieved the Project Manager will make final decision.

3. Team Operating Procedures (Norms)

For efficient execution of the project deliverables the team will operate by the following procedures.

a) Face to face meetings on Fridays or when necessary
b) Phone meetings on Saturdays or when necessary.
c) Project Manager will convene meetings.
d) Meeting reports will be made by the Communications and published no later than 5pm the following day. See Appendix 3.
e) Meetings will commence on time.
f) Team members will complete meeting evaluation form after meetings. Appendix 4.
g) Team members must inform Project Manager of being late at least 1hour prior to the scheduled start time.
h) Team members will complete a Leave /Withdrawal Request Form two weeks before the Leave /Withdrawal Request date.

Redirection or changes will be handled as follows:

a) Record requested change in the Change Request Form
b) Review change, determine impact to project and make recommendations
c) Forward to Steering Committee for consensus
d) If consensus is not reached by Steering Committee, change request will be forwarded to the Project Sponsor for ultimate resolution
e) Project Manager will notify the original requestor of the action taken. There is no appeal process.

Conflict resolution

a) As soon as the conflict is recognized it will be addressed.
b) Identify the commonalities and differences of the issues causing the conflict. Develop a plan for resolving differences that impact team work. Team will agree to move on from those differences that are not significant.
c) The project manager will act as mediator.
d) Respect each team member, and allow him/her to articulate point of view.
e) Take a break from the environment.

Progress will be reported as follows:

a) Via email and telephone.
b) Action Log (See Appendix 1)
c) Meetings
d) Project Performance Report (See Appendix 2)

Track accomplishments using:

a) Action Log
b) Project Performance Report

Celebrating success

Project team members will socialize at a convenient location. Each team member will bear individual costs for food or refreshment. The Project Manager will also send email commending the team on any milestones reached.

4. Project Management Tools

To produce the necessary deliverables the following tools will be used:

a) Microsoft Projects
b) Microsoft Power Point
c) Microsoft Word
d) Microsoft Excel
e) and Microsoft Office Visio

Deliverables will be assigned on a rotating role. Using the PARIS model, person accountable will produce deliverable. The team will provide close guidance as required. Team will consult Subject Matter Experts (SME's) or read relevant materials in cases where the team lacks expertise.

5. Collaboration Tools

a) Mikogo
b) Skype
c) Teamworkzone.com
d) Gotomeeting.com
e) Basecamphq.com
f) Webex.com
g) E-mail
h) Telephone

Tools are free, have conferencing capabilities and facilitate real time communication. Members will be able to talk, IM, share files and update project information.

The tools are very user friendly. Accounts can be created in 5 minutes. Installation will take 5 minutes.

Access Requirements:

a) Computer
b) Internet access
c) the application/software,
d) an account

Team members are familiar with:

a) Mikogo – Free. User friendly. Can schedule meetings with unique meeting IDs. Desktop and file sharing with ability to record what happens during meeting (for desktop sharing aspect only). Ability to switch presenters. No voice capability.
b) Gmail – Free. User friendly. Get signed out of chat periodically

c) Skype – PC to PC calls are free. User friendly. Ability to share files. Call drops after a period of time
d) Messenger – Free. User friendly. Ability to share files. PC to PC calls are free. Get signed out periodically
e) Broadsoft – Conference bridge application.

Decision

The team will be using Mikogo in conjunction with Skype. The reasons for this decision include:

a) Mikogo allows real time communication by being able to view desktops and share files.
b) Skype will allow us to talk to each other during sessions. Also enables file sharing.
c) Both applications are free.

Collaboration will be further augmented through the use of e-mail and telephone calls.

Other collaborative tools listed previously can be used as secondary tools in the event the two preferred tools are out of service or cannot be accessed from work computers. Therefore team members will set up accounts for these other applications.

BLANDVILLE CITY COUNCIL

ADMINISTRATION BUILDING,
WYNTER STREET,
BLANDVILLE

All communications to be addressed to:
The Chief Executive Officer
Administration Building
Wynter Street, Blandville
Telephone: (954) 978 9000
email:citycouncil@blandville.com

Project Charter

Project Name: Blandville Bike Path

Project Number: BVBP_001

Project Justification

Incorporated in 1908, the City of Blandville once had a population of 120,000 residents. However, due to pollution and the end of the industrial revolution, the city saw its population and the number of visitors to the town dwindle drastically. They have successfully cleaned up their river and the population has grown to 40,000. However, the small number of residents and lack of tourists has resulted in a decline in tax revenue and local businesses not doing well. A recent survey has found that a primary reason, contributing to the lack of growth, is the limited recreational services to support an increasingly active population. In order for the City to remain viable, it will need to attract new residents and increase tourist arrivals.

Project Description

- A safe, inviting and challenging 3 mile bike path along the White Cap River to be completed within one year.
- Develop and launch a promotional campaign encouraging initial use of the bike path.
- Execute a fundraising campaign to raise funds to cover additional costs.

Objectives and Success Criteria

- Completed bike path, within one year, which meets City & EPA requirements.
- A bike path, with the appropriate amenities to enhance/encourage family and recreational activities.
- Money collected through fundraising activities will cover all additional costs.
- 90% of labour requirements to be carried out by volunteers.
- Promotional activities will commence at groundbreaking and continues for the duration of the project.

Project Requirements

- Project plan approved by the City Council.
- A bike path with appropriate amenities (benches, picnic tables, water fountains, challenge elements and distance markers) to attract a wide range of users (bicyclists, walkers and picnickers).
- Entry/Exit points with pay phone service at least every half-mile.
- Safety and comfort of users incorporated into design in order to ensure an enjoyable experience for users and also to reduce liability to the city.
- City ordinances are adhered to in construction of paths (i.e. must be minimum of 8 feet wide and allow extra 4 feet on either side of path to be clear of all brush).
- The path will not extend beyond city limits or be designed in such a way as to require approval from another municipality.
- Volunteers will provide support for project management, planning, promotional activities, fundraising, construction and landscaping.
- Bike park area to chain/secure bikes.
- Electricity, safety lighting and plumbing for water fountains, bathrooms and landscaping maintenance.
- Upgrade bathroom facilities.
- Promotional campaign.
- Proof that city owns designated 3-mile bike path land.

Anticipated Risks

- Not getting the relevant skill set required for properly planning, managing, controlling and executing the project, as there is a heavy reliance on volunteers.
- Delay in receiving City council approval for project plan, which will cause delay in the execution of the project.
- Environmentalists may remove volunteers from the project if they believe the environment is being negatively impacted.
- There may not be enough volunteers to work on the project.
- Fund raising efforts, to pay for project expenses, may fall short of amount needed.
- Project not completed in a year.
- Re-allocation of City Council funds.
- Inclement weather.
- Changes in construction costs.
- Non-approval of completed bike path by EPA and City Council.
- Utility companies fail to follow project schedule.
- Vandalism of property and equipment.
- City Council may not have full rights to designated land.

Organizational, Environmental, and External Assumptions:

- The project will have $55,000 from the City Council.
- Continued sponsor support.
- Sufficient volunteers will be acquired and retained for the duration of the project.
- Project will receive permits and approvals in a timely manner.
- Compliance with city ordinances and EPA requirements.
- Constant inflation rate of 6%.
- Designing and planning expertise will be received from Blandville's Government Ministry and Agency.
- Utility companies will put in infrastructure in accordance with project plan.
- Land belongs to the City.
- Jones Asphalt will provide asphalt and pour an 8' wide path at a cost of $1.25 per linear foot.
- Necessary funds to cover additional costs associated with the project will be raised through fundraising activities.
- Existing facilities can be refurbished.

Constraints:

- The project has to adhere to EPA regulations.
- The project has to adhere to city ordinances and receive City Council approvals.
- Budget of $55,000, which can only be used for actual construction of the path and promotional expenses.
- City funds have to be used within one year.
- Availability of skilled volunteer labour.

Functional Organizations

Organization	Participation
Citizens of Blandville	Volunteers. Promote bike path and use bike path and associated amenities.
City Council	Sponsor and partial funding. Provide permits and approvals. Provide government services and technical services (e.g. police, ambulance, engineering, fire department, planning & design expertise, etc.)
Environment Agency	Volunteers, approvals.
Utility companies	Water, phone and lighting.
Blandville Advertising Agency	Promotions and Public Relations (PR)
Blandville Landscaping Company	Landscaping design & implementation.

Approval Requirements

- Permits to carry out necessary work.
- Planning and design to be passed by necessary authorities (e.g. City Council, EPA, etc)
- Sign off on light, water and telephone infrastructure.
- Sign off on completed bike path by relevant authorities.

Project Manager: Kamara Richards

Project Manager's Authority level

The Project Manager has the support of the City Council for the following:

- Construction of a 3 mile bike path, and necessary amenities, along the White Cap River running the length of the city's eastern border.
- Fundraising activities to cover costs required to completing the approved scope and plan of the project.
- Managing and directing the work of all volunteers and contractors associated with the project.
- Procuring equipment and construction materials.
- Requesting services from City Council Departments.
- Managing issues and communications among all stakeholders.
- Interpreting and applying policy direction.

Project sponsor: Blandville City Council

Summary Milestone	
Milestone	**Date**
Approval of Project Plan	April 30, 2018
Approval of Bike Path Design	June 18, 2018
Initiate Promotional Activities	June 28, 2018
Ground Breaking	July 10, 2018
Complete Ground/Pathway Preparation	August 13, 2018
Funds raised to complete project	September 10, 2018
Pouring of Asphalt	December 10, 2018
Complete Landscaping and Path Facilities	January 21, 2019
Grand opening	January 29, 2019

Summary budget	
Expenditure type	**Cost ($ US)**
Ground Preparation For Bike Path	15,000
Bike path material (Asphalt)	20,000
Landscaping	5,000
Fixtures & Amenities (picnic tables, benches, garbage receptacles, water fountain, bicycle parking facilities, upgrade bathroom and signage)	20,000
Promotional Materials & Activities	20,000
Labour (Contingency)	8,500
Miscellaneous	5,000
Total	**93,500**

AUTHORIZATION SIGNATURE:

Marjorie Caine	City Council Chairperson	03/17/18
Sponsor, Signature	Title	Date
Kamara Richards	Project Manager	03/17/18
Project Manager, Signature	Title	Date

Project Scope Statement

Business case

The City of Blandville was Incorporated in 1908 and once had a population of 120,000 residents. However, due to pollution of the river caused by the industrial revolution, the city saw its population and the number of visitors to the town dwindle drastically. The river has successfully been cleaned and the population has grown to 40,000. However, the small number of residents and lack of tourists has resulted in a decline in tax revenue and local businesses not doing well. A recent survey has found that a primary reason, contributing to the lack of growth, is the limited recreational services to support an increasingly active population. The city has embarked on a 10 year programme to revamp the city and its economy and the first step is a bike path along the river. They have set aside $55,000 to begin the construction of the bike path as well as to promote the initial use of the path. Funding for other activities as well as needed park amenities associated with the project will be raised through fundraising activities.

Objectives

- Build a 3.118 mile bike path, to be used by bicyclists, walkers and picnickers, with the appropriate amenities to enhance/encourage family and recreational activities, along the White Cap River running the entire length of the city by November 8, 2018.
- Raise US$41,819, through fundraising activities, by July 2, 2018 to cover all other costs not associated with the actual construction of the bike path and the promotion to encourage initial use of the path.
- Fulfill at least 90% of labour requirements through the use of volunteers.
- Conduct at least five promotional activities throughout the duration of the project, with an aim of drawing at least two thousand residents and tourists for the Grand Opening and Bike Race events.

Scope description

- A safe, inviting and challenging 3.118 mile bike path with appropriate amenities (benches, picnic tables, water fountains, garbage receptacles, challenge elements and distance markers) to attract a wide range of users (bicyclists, walkers and picnickers) built within the city borders.
- Volunteers will provide support for project management, planning, promotional activities, fundraising, construction and landscaping.
- Bike park area to chain/secure fifty bikes.
- Upgrade existing bathroom facilities.
- Promotional campaign throughout the project, incorporating a groundbreaking ceremony, a grand opening ceremony and bike race, to encourage the initial use of the bike path.
- Fundraising activities to raise money to cover all other costs not associated with the actual construction of the bike path and the promotion to encourage initial use of the path.

Acceptance criteria

Bike Path

- Project plan approved by the City Council.
- Construction and design of bike path to have minimum impact on environment as stipulated by Environmental Protection Agency (EPA).
- Amenities must include benches, picnic tables, garbage receptacles and water fountains.
- Design of bike path must attract wide range of users such as bicyclists, walkers and picnickers.
- Bike path design must incorporate challenge elements.
- Distance markers must be displayed along bike path.
- Planning and project management to be accomplished by volunteers.
- Entry/Exit points with pay phone service at least every half-mile.
- Safety and comfort of users incorporated into design in order to ensure an enjoyable experience for users and also to reduce liability to the city.
- Bike path must be at a minimum 8 feet wide and allow extra 4 feet on either side of path to be clear of all brush.
- The path will not extend beyond city limits or be designed in such a way as to require approval from another municipality.
- Electricity, safety lighting and plumbing for water fountains, bathrooms and landscaping maintenance to be provided.
- Permits applied for and granted to carry out necessary work.
- Bike path to be diverted away from contaminated site by at least one acre on all sides.

Promotional Activities

- Groundbreaking ceremony must take place 5 weeks after City Council has approved project plan.
- Grand opening must take place by November 30, 2018.
- Both groundbreaking and grand opening events must have seating for at least 5% of attendees and necessary sound, electrical and lighting equipment.
- Temporary bathroom facilities to be provided at groundbreaking and grand opening events.
- Media to be present.
- At least 50 persons, representing City Council, media, citizens, environmental group, and the business community to be in attendance at groundbreaking ceremony.
- Grand opening to attract at least 2000 residents and visitors.
- Other promotional activities to be conducted throughout project to encourage initial use of bike path.

Deliverables

- Approved Project plan
- 3.118 mile long 8 feet wide bike path with four feet of clearance on either side running along the White Cap River, spanning the length of Blandville.
- Amenities to include benches, picnic tables, water fountains, garbage receptacles, challenge elements, distance markers, entry/exit points, pay phone service at least every half mile and a bike park area to chain/secure bikes.
- Grand Opening and kickoff event to encourage initial use of bike path.
- Groundbreaking ceremony.
- Ongoing promotional campaign to promote initial use of bike path.
- Bike path designed to attract bicyclists, walkers and picnickers
- Safety and comfort of users incorporated into bike path design in order to ensure an enjoyable experience for users and also to reduce liability to the city.
- Electricity, safety lighting and plumbing for water fountains, bathrooms and landscaping maintenance.
- Upgraded bathroom facilities.
- A workforce where 90% consists of volunteers.
- An environmental study showing that construction and design of bike path has minimum impact, as stipulated by EPA, to the environment.

Exclusions

- No car park will be constructed.
- Maintenance costs are not included in the project.
- No insurance or legal costs have been considered as part of the budget.
- Security costs will not be covered by the project.
- An administrative building will not be constructed.
- No vendor kiosks will be built.

Constraints

- The project has to adhere to EPA regulations.
- The project has to adhere to city ordinances and receive City Council approvals.
- Budget of $67,000, which can only be used for actual construction of the path and promotional expenses.
- City funds have to be used within one year.
- Skilled labour to be provided by volunteers.
- Additional costs, not covered by the City Council, to be paid for through fundraising activities.
- Funds provided by the City Council to be used only for the actual construction of the bike path and to promote the initial use of the bike path.
- Funds provided by City Council to be spent within one year.

Assumptions

- Continued sponsor support.
- Sufficient volunteers will be acquired and retained for the duration of the project.
- Project will receive permits and approvals in a timely manner.
- Project will comply with city ordinances and EPA requirements.
- Constant inflation rate of 6%.
- Designing and planning expertise will be received from Blandville's Government Ministry and Agency.
- Utility companies will put in infrastructure in accordance with project plan.
- Land belongs to the City.
- Jones Asphalt will provide asphalt and pour an 8' wide path at a cost of $1.25 per linear foot.
- Necessary funds to cover additional costs associated with the project will be raised through fundraising activities.
- Existing facilities can be refurbished.
- Disaster Plan and Environmental Impact Assessment (EIA) produced before initiation of project.

Milestone

Milestone	Date
Project Start	March 16, 2018
Volunteer Recruitment Complete	May 25, 2018
Advertising Campaign Initiated	June 4, 2018
Fundraising Campaign Complete	July 2, 2018
Construction Process Started	July 9, 2018
Utilities and Amenities Installed	October 18, 2018
Bike Path Complete	October 28, 2018
Safety and Security Features Installed	November 4, 2018
Grand Opening Ceremony Conducted	November 29, 2018
Project Complete	November 29, 2018

Budget

Expenditure type	Cost ($ US)
Volunteer Recruitment	5,016
Public Relations & Advertising	3,840
Ground Breaking	2,520
Fundraising Campaign	7,200
Bike Path Construction	74,727
Grand Opening Ceremony	10,870
Total	**104,173**

Note: Budget Grand Total covered by assumption of raising US$41,819.48 by July 2, 2018.

Communications Planning Matrix

Disseminating knowledge about the project is essential to the project's success. This project is highly dependent on volunteer input. Project participants desire knowledge of what the status of the project is and how they are affected. Furthermore, they are anxious to participate. The more informed they are the more they are likely to participate and benefit.

This plan provides a framework for informing, involving, and obtaining buy-in from all participants throughout the duration of the project.

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
Project Team	To initiate, plan, execute and monitor project	Environmental Impact Assessment	Project Team	Blandville Consultants Inc.	By 6:00 pm on March 2	Hardcopy	Acceptance, Feedback
		Feasibility Study	Project Manager	Blandville Consultants Inc.	By 6:00 pm on March 2	Hardcopy	Acceptance, Feedback
		Project Charter	Project Team	City Council	By 6:00 pm on March 2, 2018	Hardcopy	Acceptance
		Project Management Plan	Project Team	Project Manager	By 6:00 pm on April 2, 2018	Hardcopy	Acceptance, Feedback
		Project Brief	Project Manager	Project Team	Two days after issue of Project Management plan	Hardcopy, Email	Approval
		Drawings, Photographs	Project Team	Civil Engineer, Architect, Mechanical and Electrical Engineer	By the middle of the second week within the scheduled Design Process	Hardcopy	Acceptance, Feedback, Execution of Work
		Construction Schedule	Project Manager	Contractor, Scheduler	Three days after award of contract	Hardcopy, Email	Review, Approval
		Cost Plan	Project Manager	Quantity Surveyor	Two weeks after approval of Project Charter	Hardcopy, Email	Acceptance, Feedback

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
Project Team	To initiate, plan, execute and monitor project	Bills of Quantity	Project Team	Quantity Surveyor	9 days after approval of detailed design drawings	Hardcopy, Email	Acceptance, Feedback
		Tender Opening Form	Quantity Surveyor	Procurement officer	5:00 pm on the day of tender opening	Hardcopy	Acceptance
		Tender Report	Project Manager	Procurement Officer	4:30 pm, 2 days after tender opening	Hardcopy	Acceptance, Feedback
		Project Performance Report	Project Team	Project Manager	At 9:00 am on Monday of each week	Face-to-Face, Conference, hardcopy	Attendance, Participation, Feedback
		Leave/Withdrawal Request Form	Project Manager	Project Team	Two weeks before leave/withdrawal request date	Hardcopy	Acceptance
		Minutes of Meeting	Project Team	Secretary	By 5:00 pm on the next day following the convening of any meeting.	Hard Copy	Confirmation of Minutes at Next Meeting
		Variation Order	Project Team	Engineer, Architect	As required	Hardcopy	Feedback
		Site Diary	Project Manager	Contractor, Site Supervisor	At 6:00 pm on Friday of each week.	Hardcopy, Email	Approval by Project Team

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
All Stakeholders	Exert positive influence over the project and its deliverables	Stakeholder Meetings	All Stakeholders	Project Manager	Twice throughout the project. Once before recruitment , and then 6 days before start of construction	Face-to-Face,	Feedback, Updates
City Council	Sponsor, approve project plan	Proof of Ownership of Land	Project Manager	City Council	5 days after approval of Project Charter	Hardcopy	Acceptance
		Project Management Plan	Marjorie Cain	Project Manager	By 8:30 am one day after sign off of Project Management Plan by Project Team	E-Mail, Hardcopy	Approval
City Council	Sponsor, approve project plan	Project Brief	Marjorie Cain	Civil Engineer, Architect	1 week after approval of the Project Management Plan	Hardcopy, Email	Approval
		Project Performance Report	Marjorie Cain	Project Manager	Every other Monday of each month at 4:00 pm	E-Mail, Hardcopy	Acknowledge Receipt, Provide Feedback
		Performance Bond	Marjorie Cain	Contractor	Same day as contract award	Hardcopy	Acceptance
		Payment Certificates	City Council	Contractor	The last business day of the month	Hardcopy	Cheque or Money Transfer

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
		Change Request Form	Marjorie Cain	Project Manager	As is Required	Hardcopy, Email	Approval
Contractor	Carry out construction works	Letter of Acceptance/Intent	Contractor	Procurement officer	2 weeks after tender opening	Hardcopy	Acceptance
		Mobilization Bond (10% of Contract Sum)	Contractor	City Council	3 days after contract signing	Managers Cheque, Bank Guarantee, Insurance Certificate	Acceptance, Construction Works Started
		Defects List	Contractor	Civil Engineer, Architect	Within 14 days of the expiration of the defects liability period	Hardcopy, Email	Acceptance
		Making Good Defects Certificate	Contractor	Civil Engineer, Architect	1 day after correcting all defects	Hardcopy	Acceptance
Contractor	Carry out construction works	Invoices	Contractor	Quantity Surveyor	1 day after completion of works	Hardcopy	Acceptance
		Design Variation Notice	Architect, Engineer, Project Manager	Contractor	During Construction as is required	Hardcopy	Variation Order
		Variation Order	Contractor	Civil Engineer,	5 days after receiving design variation	Hardcopy	Acceptance

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
				Architect	notice		
		Certificate of Sectional Completion	Contractor	Civil Engineer	1 day after completion of works	Hardcopy	Acceptance
		Certificate of Practical Completion of Works	Contractor	Civil Engineer	1 day after completion of works	Hardcopy	Acceptance
		Certificate of Completion of Making Good Defects	Contractor	Civil Engineer	1 day after completion of works	Hardcopy	Acceptance
Industry Professionals	Provide required services	Invitation to Tender	Industry Professionals	Procurement Committee	2 days after completing Request for proposal (RFP)	Hardcopy	Request Prequalification Document
Procurement Committee	Encourage and promote competition in the purchases of goods and services	Prequalification Documents and Questionnaires	Tenderer	Procurement officer	1 day after invitation to tender	Hardcopy	Completed Questionnaire
		Prequalification Data	Procurement Committee	Procurement officer	3 weeks after issuing invitation to tender	Hardcopy	Approved Short List of Contractors
		Tender (All Required	Procurement	Tenderer	2 weeks after issuing	Hardcopy	Acknowledge Receipt, Prepare

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
		Documentation)	officer		tenders		Tender Receipt Form
Tenderers	Submit bids	Tender Receipt Form	Tenderer	Procurement officer	Within the same day of receiving tender	Hardcopy	Acceptance
		Tender Documents	Tenderer	Project Team	one day after completing tender documents	Hardcopy	Acknowledge Receipt
		Addenda to Tender Documents	Tenderer	Procurement officer	By 9:00 a.m. no later than 2 weeks before tender closing	Hardcopy	Acknowledge Receipt
		Tenderers Query Form	Procurement Committee	Tenderer	By 3:00 pm no later than 2 weeks before tender closing	Hardcopy	Acknowledge Receipt, Provide Reply
		Rejection of Bid Letter	Tenderer	Procurement Officer	2 days after tender opening	Hardcopy	Acknowledgement
Local Planning and Building Authority and government agencies/government regulator	Provide permits	Design Drawings, Local Planning and Building Authority Submission Form and Payments	Planning/Building officer	Civil Engineer, Architect, Mechanical and Electrical Engineer	1 day after completing final drawings	Hardcopy	Permit/License/Approval
Local Planning and Building Authority and government agencies/government	Provide permits	Licenses and Permits, Stamped Documents, List of Conditions of	Project Manager	Local Planning Authority	1 week after submission of drawings	Hardcopy	Acceptance

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
regulator		Approval					
Fire Department	Review and approve safety of design drawing	Design Drawings	Fire Chief	Civil Engineer Mechanical, Architect and Electrical Engineer	1 day after completing final drawings	Hardcopy	Approval, Acceptance
Environmentalists	Provide Volunteers	Project Proposal, Environmental Impact Assessment	Cindy Bierwagan	Project Manager	Two weeks before start of the first stakeholder meeting	Hardcopy	Acceptance
Business owners	Customer, Volunteers	Project Proposal	Business Owners	Project Manager	At the start of the first stakeholder meeting	Town hall meetings, Print (Newspapers/Flyers), Radio, TV	Funding
Telephone Company	Provide Payphone Service	Payphone Service Request Form	Customer Service Department	Civil Engineer	1 day after completing final drawings	Hardcopy	Acceptance, Telephone Service Request Number
		Telephone Service Agreement	Project Manager	Telephone Company Engineer	1 week after submitting service request form	Hardcopy	Sign off and Installation

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
		Site Plan	Customer Service Department	Civil Engineer	1 day after completing final drawings	Hardcopy	Acceptance
Electricity Company	Provide power	Request Document	Electrical Company Customer Service Department	Mechanical and Electrical Engineer	8 days after receiving Government Certification For Service	Hardcopy	Electrical Company Engineer Assigned
		Government Certification For Service	Electrical Company Customer Service Department	Government Electrical Inspectorate	1 day after completing final drawings	Hardcopy	Approval
		Electrical Scope of Work, Sketch and Estimated Cost	Project Manager	Electricity Company Engineer	1 week after submitting service request form	Hardcopy	Sign off and Installation
Water Company	Provide water	Application For Service	Water Company Customer Service Department	Civil Engineer	1 day after completing final drawings	Hardcopy	Application Processed
		Proof of Property Ownership	Water Company Customer Service Department	City Council	1 day after completing final drawings	Hardcopy	Acceptance
		Diagram of the Lot	Customer Service Department	City Council	1 day after completing final drawings	Hardcopy	Acceptance

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
		Cost of Installation Deposit	Water Company Customer Service Department	City Council	1 day after completing final drawings	Hardcopy	Supplies Installed
Local Government Agencies	Provide labour resources	Memorandum of Understanding	Project Manager	Government Agencies (Including City Council)	2 weeks after receiving approval of Project Management plan	Hardcopy, Softcopy	Acceptance, Feedback
		Resource Requests	Human Resource Manager	Project Manager	As Required	Meetings, Email, Telephone	Approval
Advertising and Public Relations Company	Raise awareness about the bike path, and promote its opening	Advertising Brief	Account Executive	Project Manager	Start of Project	Face-to-Face, Email	Acceptance
Citizens of Blandville	Provide voluntary service, end users of the bike path	Introduction of Project Team and the Project. Review of Project Objective In Relation to the Community	Citizens of Blandville	Project Manager	6 days after receiving approval of Project Management plan	Face-to-Face, Hardcopy, Mass Media	Support and Voluntary Goods and Services
Media	Print, Radio & TV advertisement	Press Kit	Community Service Reporter	Advertising and Public Relations Company	Initiation and Duration of Project	Hardcopy	Acceptance

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
		Advertising Campaign	Account Executive	Advertising and Public Relations Company	During Construction	Mini DVD, CD, Email, Hardcopy	Acceptance and Placement
Tourists	End user of the bike path	Brochures	Tourists	Advertising and Public Relations Company	14 days after Initiation of promotional campaign	Print (Magazines, Newspapers, Etc), TV, Radio Broadcast	Support
Travel Agency	Inform tourists to encourage visitor arrivals	Brochures, Pictures	Travel Agents	Advertising and Public Relations Company	14 days after Initiation of promotional campaign	Letters, Email, Face-to-Face	Acceptance
Jones Asphalt	Provides asphalt	Purchase Order	Tom Jones	Project Manager	3 days after start of construction process	Hardcopy	Acceptance
		Quotation	Project Manager	Jones Asphalt	1 day after receiving purchase order	Hardcopy	Acceptance
Police	Provide security	Request For Service	Chief of Police	Project Manager	6 days before kickoff event	Letter, Face-to-Face	Acceptance
Environmental Protection Agency (EPA)	Provide regulations and oversight	Project Proposal, Environmental Impact Assessment, Application Form For Bike path Approval	Regional Head	Planner, Project Manager, Architect	1 day after completion of detailed design drawings	Hardcopy	Acceptance

Communications Requirements				Communications Planning			
Stakeholders	**Role**	**What?**	**Who Receives**	**Who Produces**	**When?**	**How?**	**Response**
Suppliers/Vendors	Provide construction material and fixtures	Purchase Orders	Suppliers/Vendors	Procurement Officer	Two days after award of contract or as is necessary	Hardcopy, Email, Fax	Provision of Supplies, Invoice
Financial Institutions	Issue cheques for payments, Hold deposit from fundraising until required	Deposit Slips	Bank	Project Manager	On the day of commencing fundraising	Hardcopy	Receipt
		Requisition of Funds Letter	Bank	City Council	Monthly by 1:00 pm of the last business day of each month	Hardcopy	Cheque or Money Transfer

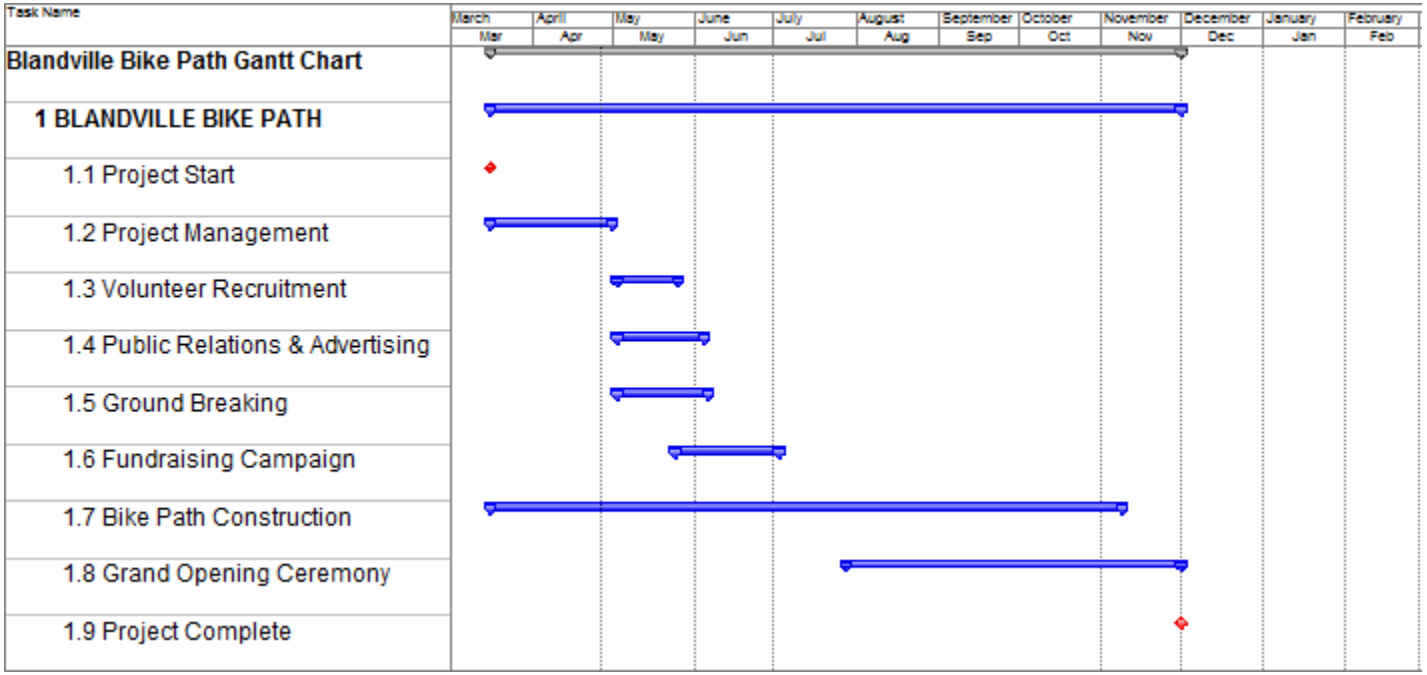
Work Breakdown Structure

A work breakdown structure was developed so as to subdivide the project work and project deliverables into components that can be individually managed.

Please see file named "BBP Work Breakdown Structure" on Blandville Bike Path CD

Figure 1 shows a summary of the schedule of the main project deliverables.

Figure 1: Gantt Chart of main project deliverables



Activity List

One constraint of this project is the need to have it completed in one year. The goal of the project team is to accurately estimate the time for the project activities, developing a reasonable and appropriate schedule and ensuring that the project is completed within the approved timeline.

Activities as used in this Project Management Plan refer to the individual pieces of work that need to be performed in order to accomplish project deliverables. The process of defining these activities is important in identifying all work to be performed to produce the project deliverables.

The applied the technique of decomposition and using expert judgement in creating the activity list for this project.

Please see file named "BBP_Activity List" on Blandville Bike Path CD

Project Schedule Network Diagram

There is a challenge in knowing the exact duration of the project activities before they are completed. Estimates are therefore used to determine what types and quantities of resources are required to perform the work of the project. This project utilizes a parametric estimating technique to ascertain the duration of activities.

The schedule network diagram is a schematic representation of the relationship among project activities. Expert judgment and the precedence diagramming method (PDM) were some of tools and techniques used in constructing the Schedule Network Diagram.

Please see file named "BBP_Schedule Network Diagram" on Blandville Bike Path CD

Activity Duration Estimates

In estimating the duration of activities the scope was evaluated along with the resource types and quantities for each activity in the activity list. Estimation techniques were then used to predict how long it will take to complete the activity.

The project is scheduled to last 7 months starting in March 16, 2018 and ending on November 29, 2018.

The three point estimating technique was applied to estimate activity duration. This approach was deemed suitable as it takes schedule risk into account. The estimates used in the calculation are from experts and historical data from a similar project that was done in the adjoining community of Florence.

Table 1 shows a representation of ten tasks falling on the critical path and the calculations used to arrive at a duration estimate using the Three – Point Estimating (PERT) formula.

Table 1: PERT calculation of 10 Critical Path Activities

Pert Calculation of Critical Tasks in days (Sample)				
Tasks	**Pessimistic Time (P)**	**Most Likely Time (M)**	**Optimistic Time (O)**	**Duration (PERT)**
Develop Project Charter	1.5	1	0.5	1
Prepare Detailed Designs	14	7	6	8
Prepare Bills of Quantity	6	5	4	5
Assemble Tender Document	13	6	5	7
Evaluate Tenders	9	2	1	3
Grade land	3	2	1	2
Create Challenge Elements	5.5	1.5	0.5	2
Pour Asphalt	1.3	1	0.7	1
Cleanup Area	8.5	4.5	3.5	5
Acquire Equipment and Amenities for Grand Opening Ceremony	7.5	3.5	2.5	4

Note: $\text{PERT} = \frac{O + 4M + P}{6}$

Resource Requirements

Resource Name	Group	Max Units	Std Rate	Cost	Scheduled Work
Project Manager	Project Team	100%	$0.00/hr	$0.00	332 hrs
Planner	Project Team	100%	$0.00/hr	$0.00	24 hrs
Architect	Project Team	100%	$0.00/hr	$0.00	136 hrs
Civil Engineer	Project Team	100%	$0.00/hr	$0.00	112 hrs
Quantity Surveyor	Project Team	100%	$0.00/hr	$0.00	40 hrs
Project Team	Project Team	500%	$0.00/hr	$0.00	488 hrs
Mechanical and Electrical Engineer	Project Team	100%	$0.00/hr	$0.00	20 hrs
Project Team Administrator 1	Administrator	100%	$0.00/hr	$0.00	80 hrs
Project Team Administrator 2	Administrator	100%	$0.00/hr	$0.00	48 hrs
Project Team Administrator 3	Administrator	100%	$0.00/hr	$0.00	12 hrs
Project Team Administrator 4	Administrator	100%	$0.00/hr	$0.00	8 hrs
Project Team Administrator 5	Administrator	100%	$0.00/hr	$0.00	48 hrs
Contractor-Labourer	Construction	800%	$25.00/hr	$1,400.00	56 hrs
Contractor-Berm	Construction	300%	$100.00/hr	$850.00	8 hrs
Contractor-Water Fountain	Construction	300%	$100.00/hr	$1,600.00	16 hrs
Contractor-Picnic Table	Construction	300%	$100.00/hr	$800.00	8 hrs
Contractor-park bench	Construction	300%	$100.00/hr	$800.00	8 hrs
Contractor-bathroom	Construction	500%	$100.00/hr	$2,400.00	24 hrs
Contractor-cycle rack	Construction	200%	$100.00/hr	$800.00	8 hrs
Contractor - Track Marker	Construction		$40.00	$320.00	8 hr.
Contractor- Backhoe	Construction		$100.00	$3,200.00	32 hr.
Contractor-Compressor	Construction		$70.00	$1,120.00	16 hr.
Contractor-Grader	Construction		$90.00	$1,440.00	16 hr.
Contractor-Front End Loader	Construction		$58.00	$1,856.00	32 hr.
Signage	Construction		$55.00	$1,650.00	30 ea.
Timothy Jones	Jones Asphalt	100%	$2,572.85/hr	$20,582.80	8 hrs
Advertising and PR Company	Support	1,500%	$30.00/hr	$13,560.00	452 hrs
Volunteer-Procurement	Core Team	100%	$0.00/hr	$0.00	72 hrs

Resource Name	Group	Max Units	Std Rate	Cost	Scheduled Work
Officer					
Volunteer-Procurement Committee	Core Team	500%	$0.00/hr	$0.00	40 hrs
Cindy Bierwagan	Volunteer	100%	$0.00/hr	$0.00	64 hrs
Volunteer-Car Wash	Volunteer	800%	$0.00/hr	$0.00	16 hrs
Volunteer-Bake Sale	Volunteer	600%	$0.00/hr	$0.00	40 hrs
Volunteer-Grand Opening	Volunteer	1,000%	$0.00/hr	$0.00	80 hrs
Volunteer-Clean Up	Volunteer	100%	$0.00/hr	$0.00	40 hrs
Volunteer-Race Preparation	Volunteer	500%	$0.00/hr	$0.00	80 hrs
Volunteer - Signage	Volunteer	400%	$0.00/hr	$0.00	56 hrs
Volunteer-Amenities	Volunteer	400%	$0.00/hr	$0.00	8 hrs
Volunteer-Race Day	Volunteer	5,000%	$0.00/hr	$0.00	16 hrs
Contractor - Plant Grass	Volunteer	600%	$11.00/hr	$88.00	8 hrs
Volunteer - Plant Flowers	Volunteer	600%	$0.00/hr	$0.00	24 hrs
Volunteer-Site Works	Volunteer	3,000%	$0.00/hr	$0.00	56 hrs
Volunteer-IT	Volunteer	100%	$0.00/hr	$0.00	8 hrs
Pay Phones	Amenities		$0.00	$0.00	5 ea.
Water fountain	Amenities		$150.00	$600.00	4 ea.
Picnic Tables	Amenities		$100.00	$800.00	8 ea.
Park Bench	Amenities		$120.00	$2,400.00	20 ea.
Cycle Racks	Amenities		$100.00	$400.00	4 ea.
Bathroom Amenities	Amenities		$500.00	$2,500.00	5 ea.
Garbage Receptacles	Amenities		$60.00	$1,440.00	24 ea.
Water Pipes	Utility		$30.00	$240.00	8 ea.
Electrical Company	Utility	400%	$0.00/hr	$0.00	40 hrs
Electrical Company Engineer	Utility	100%	$0.00/hr	$0.00	4 hrs
Water Company	Utility	400%	$0.00/hr	$0.00	16 hrs
Telephone Company	Utility	400%	$0.00/hr	$0.00	16 hrs
Registration Form	Race Day		$20.00	$4,000.00	200 ea.
Bibs	Race Day		$50.00	$5,000.00	100 ea.
Safety Pins	Race Day		$0.25	$100.00	400 ea.
Packaged water	Race Day		$5.00	$1,500.00	300 ea.
Timer	Race Day		$60.00	$60.00	1 ea.
Microphone	Race Day		$0.00	$0.00	1 ea.
Race Day Equipment	Race Day		$0.00	$0.00	4
Race Day Amenities	Race Day		$0.00	$0.00	60
Police	Race Day	1,000%	$0.00/hr	$0.00	8 hrs

Resource Name	Group	Max Units	Std Rate	Cost	Scheduled Work
Emergency Personnel	Race Day	1,000%	$0.00/hr	$0.00	8 hrs
Ground Breaking Equipment	Ground Breaking		$0.00	$0.00	4
Ground Breaking Amenities	Ground Breaking		$0.00	$0.00	1
Grand Opening Equipment	Grand Opening		$0.00	$0.00	3
Grand Opening Amenities	Grand Opening		$0.00	$0.00	50
Grass	Landscaping		$0.00	$500.00	1
Flowers	Landscaping		$0.00	$1,000.00	1
Cleaning Material	Fundraising		$0.00	$0.00	30
Consolidated fill	Construction		$0.00	$10,000.00	1
Subbase Material	Construction Material		$0.00	$6,000.00	1
Drain pipes	Construction Material		$60.00	$420.00	7 ea.
Stationary	Miscellaneous		$0.00	$350.00	195
Contractor-Fencing	Construction		$8.00	$3,360.00	420 feet
Marjorie Caine	Sponsor	100%	$0.00/hr	$0.00	8 hrs
Florida Environmental Company	Construction	100%	$110.00/hr	$6,160.00	56 hrs
Money	Miscellaneous		$0.00	$4,946.34	1

Project Schedule with Critical Path

The activities which determine the total project duration are on the critical path, and are called critical activities. A delay in the completion of any activity on the critical path will delay completion of the project unless corrective action is taken.

The tools and techniques used in developing the schedule are organizational process assets and scheduling network analysis combined with what if scenario analysis.

Please see file named "BBP_Schedule with Critical Path" on Blandville Bike Path CD

Risk Register

Risk assessment attempts to identify, characterize, prioritize and document a strategy in dealing with project risks. In executing this project the goal is to maximize the probability and impact of any opportunities and minimize the probability and impact of possible threats.

Risk triggers will be continuously monitored and risk registers updated throughout the life of the project. Monthly assessments will be included in the status report. Table 2 summarizes the identified risks for this project

Table 2: Risk Log of Project Risks

Identified Project Risk	Risk Category	P	I	RS	Rating
Project delayed due to inclement weather.	Weather	0.9	0.7	0.63	
Changes in construction costs.	Funding	0.7	0.7	0.49	
Volunteers providing subject matter expertise may have to withdraw during the planning, managing, controlling or executing phase of the project.	Labour Skills Availability	0.5	0.7	0.35	
Insufficient money raised from fundraising activities	Funding	0.5	0.7	0.35	
Utility companies fail to follow project schedule.	Project Schedule	0.5	0.7	0.35	
There may not be enough volunteers to work on the project	Labour Availability	0.3	0.9	0.27	
Not meeting EPA guidelines surrounding distance of bike Path from identified superfund area.	EPA Guideline Failure	0.5	0.5	0.25	
Environmentalist volunteers may leave the project	Labour Availability	0.3	0.7	0.21	
City Council may not have ownership of designated land.	Site Ownership	0.3	0.7	0.21	
Delay in receiving City Council approval of Project Plan	Political	0.3	0.5	0.15	
Project not completed in a year.	Time/Funding	0.1	0.9	0.09	
Non-approval of bike path design by Local Planning and Building Authority.	Regulatory Involvement	0.1	0.9	0.09	
Re-allocation of City Council funds.	Budgetary	0.1	0.9	0.09	

The following probability/impact matrix was used to determine the major risks:

Probability	Threat					Opportunity				
0.9	0.09	0.27	0.45	0.63	0.81	0.81	0.63	0.45	0.27	0.09
0.7	0.07	0.21	0.35	0.49	0.63	0.63	0.49	0.35	0.21	0.07
0.5	0.05	0.15	0.25	0.35	0.45	0.45	0.35	0.25	0.15	0.05
0.3	0.03	0.09	0.15	0.21	0.27	0.27	0.21	0.15	0.09	0.03
0.1	0.01	0.03	0.05	0.07	0.09	0.09	0.07	0.05	0.03	0.01
	0.1	0.3	0.5	0.7	0.9	0.9	0.7	0.5	0.3	0.1
	Impact									

Key

Rating	Code	Frequency
High Risk		
Moderate Risk		
Low Risk		

Please see Appendix 5 for detailed risk responses

Quality Management

Customer satisfaction is the ultimate goal of this project. This quality management plan seeks to document, measure, monitor and adjust expectations to meet requirements. The Project Manager will be responsible for planning, overseeing, auditing and controlling quality activities so that the project will be completed in accordance with requirements.

Blandville Bike Path Project Team Quality Policy:

We are committed to maintaining a quality standard that satisfies our customer's expectations. We aim at maintaining their full confidence in the services we provide through professional competence, dedication and continuous improvement on our processes and standards.

Project Customer(s)	Customer Requirements
Blandville City Council	Promote the initial use of the bike path.
	Bike path must be 8 feet in width and 4feet on either side of bike path to be clear of all brush.
	City council funds to be spent within one year.
	Planning and project management must be accomplished by volunteers.
	Bike path to have appropriate amenities to attract a wide range of users (bicyclists, walkers, picnickers, etc).
	Bike path to have entry and exit points with telephone service every half mile.
	Bike path must be safe and comfortable and not extend beyond city limits.
	Bike path to be directed around contaminated area with a distance of an acre away on all sides.

Relevant Standards and Regulations

1. **The International Public Relations Association (IPRA) Procedures Manual**

   Section 5(a) – The agency will use Weighted Media Cost (WMC) to calculate the number of print placements. (WMC takes into account the total space an article has on a given page or within a given space, the size of the publication's audience and the credibility of the source.)

2. **The International Public Relations Association (IPRA) Code of Ethics Professional Standards Advisory PS-14 (February 2018)**

   The PR Agency will not use "Pay for Play" (PFP), (the undisclosed compensation of reporters or media for the placement of editorial material) to secure placement in the print media.

3. **Blandville Road Standards and Specifications (Ordinance 461)**

   Section 4 (iii) – All recreational pathways must be a minimum of 8 feet in width. An extra 4 feet on either side of the path must be cleared of all brush.

4. **National Cycling Association – Racing Procedures:**

   1.10.2 – Confirmation of 50% of expected competitors is to be done three weeks prior to start of event.

5. **Blandville City Council Handbook of Public Sector Procurement Policies (March 2008):**

   5 (b) (iv) Tender policy

   All orders are to have, at a minimum, two tender quotes submitted to the Procurement officer for review within specified deadline.

6. **Blandville City Council Project Management Governance (Operations Manual):**

   Performance Review (pg 101 paragraph 4a (ii)):

   Grade (A-): 85% - 89% on time completion of project activities.

7. **Blandville City Council Project Management Governance (Operations Manual):**

   Scope Management (pg 55) – All project changes are to be submitted for review to the Approval Board using the supplied template (Appendix 1-11). All project changes are to be accompanied by an approved change request.

8. **Blandville City Council 10 Year Revitalization Plan Handbook:**

2 (b) (i) Fundraising

Due to limited tax revenue, it is estimated that for any project, 90% of the budget will need to be raised through fundraising activities.

9. Blandville City Council 10 Year Revitalization Plan Handbook:

4 (a) (v) Volunteer Recruitment – SME's
In an effort to minimize costs and foster community participation 80% of SME's are to be recruited as volunteers.

10. Superfund Amendments and Reauthorization Act of 1986 (SARA)

Section 1 (ac) (ii) – Definition
A Superfund site is an uncontrolled or abandoned place where hazardous waste is located, possibly affecting local ecosystems or people. Such sites cannot be used for recreational or residential purposes.

Section 6 (c) (ix) – Rectification
There can be no recreational or residential construction within a superfund area. All construction activities must be given a wide berth no less than an acre on all sides of the superfund area.

Product Quality

Main Project Deliverables	Metrics	Goals	Responsibility	Baseline	Assurance Actions
Grand Opening Ceremony attendees	Number of attendees confirmed.	50% of expected attendees confirmed two weeks prior to start of ceremony.	Project Team Administrator	60% of expected attendees confirmed two weeks prior to start of ceremony.	Two weeks prior to opening ceremony review confirmation list.
PR	Number of editorial pieces that appear in print media.	80 pieces of PR editorial support in print media.	Account Executive	100 pieces of PR editorial support in print media.	PR company to submit editorial clippings every two months.
Bike Path	Number of feet from shrub – 4 feet on either side	100% of bike path to have at least 4 feet on either side clear of brush.	Contractor	100% of bike path to have at least 4 feet on either side clear of brush. (City ordinances)	Engineer to verify distance of brush from bike path.
Bike Race Competitors	Number of competitors confirmed.	75% of expected competitors confirmed three weeks prior to start of bike race.	Race Preparation Team Manager	50% of expected competitors confirmed three weeks prior to start of bike race.	Review confirmation list three weeks prior to start of bike race.

Main Project Deliverables	Metrics	Goals	Responsibility	Baseline	Assurance Actions
Toxic Land Fill distance from Bike Path	Distance of Bike Path from toxic area.	Direct Bike Path away from toxic area with a distance of about an acre on all sides.	Engineer	Recreational land must be a distance of one acre away from toxic areas on all sides.	Engineer to verify distance of bike path from toxic area.

Process Quality

Project Process	Metrics	Goals	Responsibility	Baseline	Assurance Actions
Procurement	No. of Tender quotations received per order	100% of orders should have at least 2 tender quotes	Procurement Officer	100% of orders should have at least 2 tender quotes	Review Tender report from Procurement officer.
Construction	Time taken	95% on time completion of project activities	Contractor	85% - 89% on time completion of project activities	Review weekly construction status reports.
Scope Management	Percentage of changes going through agreed change management process.	100% of changes must be accompanied by approved change requests	Project Manager	100% of changes must be accompanied by approved change requests	Review change management log.

Project Process	Metrics	Goals	Responsibility	Baseline	Assurance Actions
Fundraising	Amount of funds collected.	Raise 100% of monies needed to complete project.	Project Manager,	Raise 90% of monies needed to complete project.	Review bank account statement.
Volunteer Recruitment (SME)	Number of volunteer SME (Subject Matter Experts) recruited.	90% of SME's to be recruited as volunteers.	Project Team administrator	80% of SME's to be recruited as volunteers.	Review list of required skilled labour vs. skilled labour confirmation list.

Time Phased Budget

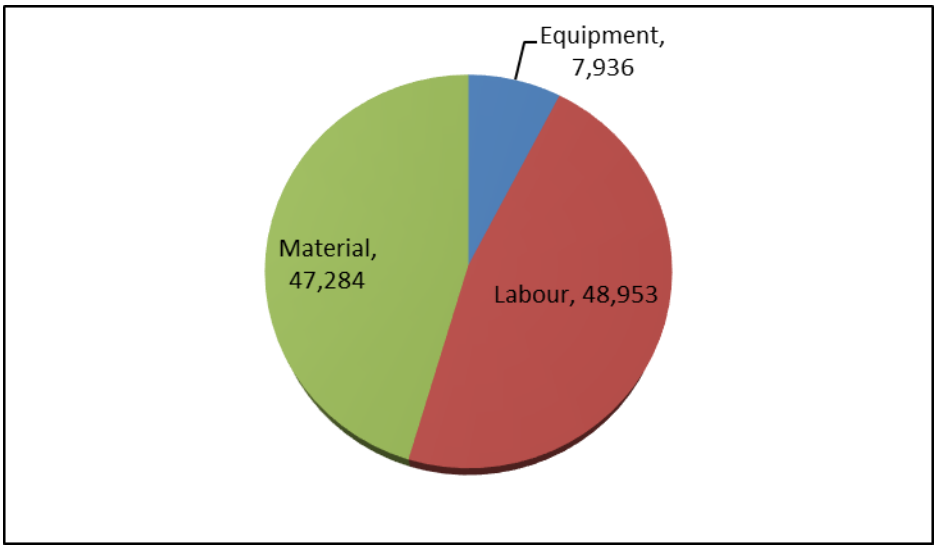
Below is the cost estimate break down for the one hundred and four thousand dollars (104K) allocated for the Blandville Bike Path project.

Table 3: Cost breakdown by project deliverable

Deliverable	Cost ($)	Percentage
Bike Path Construction	74,727	72
Grand Opening Ceremony	10,870	10
Fundraising Campaign	7,200	7
Volunteer Recruitment	5,016	5
Public Relations & Advertising	3,840	4
Ground Breaking	2,520	2
Total	**104,173**	**100**

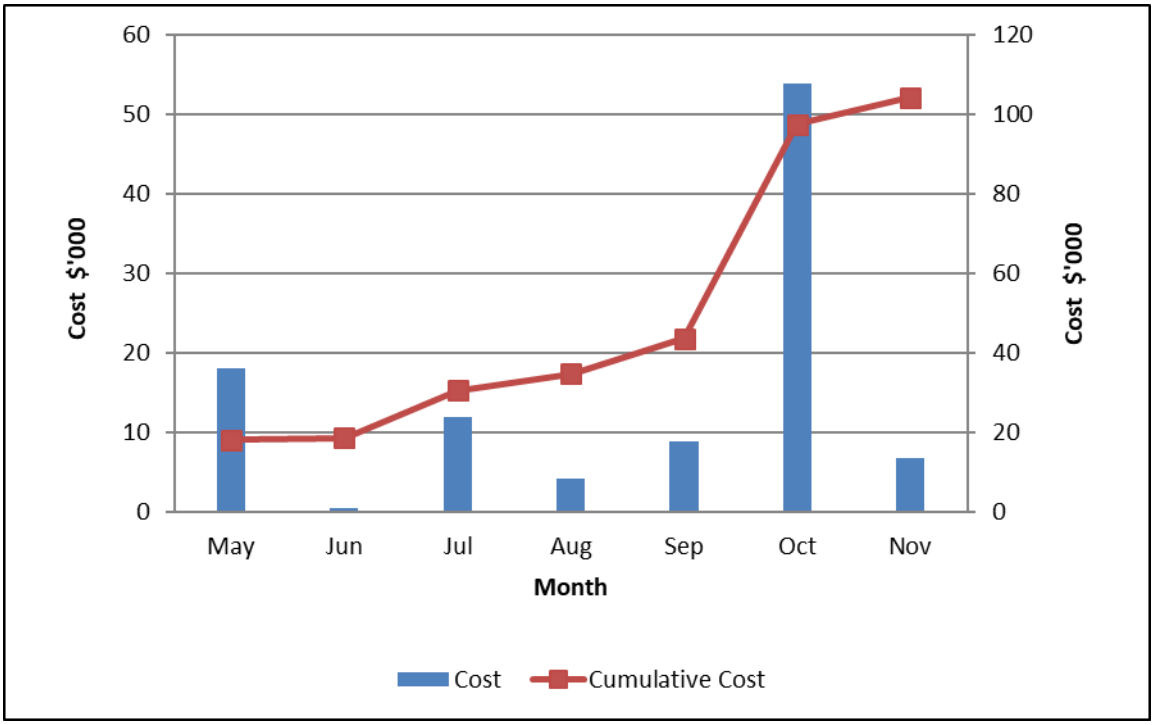
Figure 2 shows the contribution of the three cost drivers to the budget. Labour, which is the main cost driver, is slightly higher than the material costs as the project depends on the Public Relations and Construction which are both labour intensive.

Figure 2: Distribution of Expenditure by cost drivers



The time-phased budget below projects the expenditure for the period March to November 2018. The highest rate of expenditure is noticeable in the month of October where the construction process will be occurring.

Figure 3: Project Time phased budget



Change Control Documents

As the project progresses it is expected that the information contained within the Project Plan will likely change. While change is both certain and required, it is important to note that any changes to the Project Plan will impact at least one of three critical success factors: budget, schedule or quality.

The decision by which to make modifications to the Project Plan should be coordinated using the following process:

Step 1: As soon as a change which impacts project scope, schedule, or quality is identified, the Project Manager will document the issue.

Step 2: The Project Manager will review the change and determine the associated impact to the project and will forward the issue, along with a recommendation, to the Steering Committee for review and decision.

Step 3: The Project Manager will then forward the issue, along with a recommendation, to the Steering Committee for review and decision.

Step 4: Upon receipt, the Steering Committee should reach a consensus opinion on whether to approve, reject or modify the request.

Step 5: Should the Steering Committee be unable to reach consensus on the approval or denial of a change, the issue will be forwarded to the Project Sponsor, with a written summation of the issue, for ultimate resolution. The Project Sponsor shall review the issue(s) and render a final decision on the approval or denial of a change.

Step 6: Following an approval or denial (by the Steering Committee or Project Sponsor), the Project Manager will notify the original requestor of the action taken. There is no appeal process.

Project Change Request

Project name: Blandville Bike Path		
Prepared by: Kamara Richards		
Date: April 18, 2018		
Person(s) requesting change:		
Change number: BPCN001		
Type of change requested (circle all that apply):		
a. Terms of Contract:	b. Termination of Contract	c. Description of product or service
d. Other (Specify): Drawing Design and Budget.	e. Other (Specify):	
Detailed description of requested change: Additional funds of US$12,000(twelve thousand dollars) required to re-direct the bike path around an acre on all sides from identified toxic landfill.		
Detailed reason for requested change: EPA has found a toxic landfill along the land bordering the White Cap River. This area is located at the one mile mark of the planned bike path. This site will be declared a national Superfund site and will be unsuitable for recreational use if the problem is not addressed appropriately.		

Impact of Change on Project	
Scope:	Will require re-work of the scope to include the new requirements to secure the contaminated area and change the initial design and location of path.
Budget:	The budget will have to be increased by US$12,000 (twelve thousand dollars) to secure the toxic landfill and cover additional construction costs for the bike path.
Schedule:	The construction period schedule will be extended by two weeks. However the project will still be completed before the one year deadline.
Quality Plan:	Quality Plan will be updated to include quality metrics and associated assurance actions regarding distance of bike path from landfill.
Risk:	Weather- responses already planned and documented in risk response plan Finance- Seek additional funding from Blandville City Council.

New project completion date: **November 29, 2018**		
Additional comments: This change is unavoidable as it is due to environmental requirements. The adjustment to be made has beneficial impacts, as the curvature design will make the bike path interesting and contribute to an exciting experience by the users. Dealing with the toxic landfill problem now will prevent the City Council from having to contend with it at a future date while preserving the use of the remainder of the area around it. The Architect and Engineer of the Project Team are able to redesign the bike path around the toxic area, while maintaining its aesthetic appeal. The change should be incorporated in the Project Management Plan and is to be integrated in the design drawings of the bike path. It is recommended that this change request be approved urgently so the problem can be solved during this project and preserve the use of the area. Level or Urgency: Low ☐ Normal ☐ Critical ☑		
Resolution:	Approval granted. Budget from City council increased by US$12,000 (twelve thousand dollars). Total approved budget from City Council is now US$67,000(sixty-seven thousand dollars)	
Approval:	*Kamara Ricchards* Project Manager	Date: April 18, 2018
Approval:	*Marjorie Caine* City Council Chairperson	Date: April 21, 2018

Change Request Log

ID	Title	Status	Author	Open Date	Close Date	Comments
BPCN001	Blandville Bike Path	Approved	Kamara Richards	April 18, 2018	April 21, 2018	Approved budget of US$67,000.

Procurement

The project's procurement procedure governs the purchasing, leasing or otherwise acquiring of goods, services or construction works. The procurement management process is important in acquiring resources to complete the project and ensure the fulfillment of project requirements.

The project will rely of the Procurement committee to execute the procurement process. The Project Manager will provide appropriate information to guide the procurement committee and will participate when necessary.

In order to track the proceedings of the procurement process the Project Manager will be given a tender report which will encompass a Procurement Summary Sheet and the Procurement Checklist. See Appendix 6 and Appendix 7.

Approvals

Work Plan Endorsement Statement
By committing to this Work Plan the Project Team Members agree to undertake the duties, responsibilities and directives per Project Management Plan dated April 27, 2018.

“I endorse this Work Plan and am committed to actively supporting it. I accept responsibility for fulfilling any aspect of the plan that applies to me, including providing resources, actively participating, and effectively communicating. I know what to do and am prepared to act. My endorsement is an active and positive statement that I am committed to fulfilling the responsibilities designated in this Project Management Plan.”

Name	Role	Signature	Date
Kamara Richards	Project Manager	_____	_____
	Engineer	_____	_____
	Architect	_____	_____
	Planner	_____	_____
	Quantity Surveyor	_____	_____

Project Management Plan Approval
Signing-off the document approves the Project Management Plan as being complete and accurate. By signing below I acknowledge that I have read the entire content of this document and accept the document in this form as reasonably representing all issues, goals, and tasks intended for the scope of this project. Optionally I may attach modifications to the document and only apply my initials to indicate that this document needs revisions before it will represent final delivery.

Name	Role	Signature/Initial	Date
Marjorie Caine	Chairperson	_____	_____
Tom Jones	Vice Chairman	_____	_____

Appendices

Appendix 1: Open Action Log of Main Deliverables

OPEN ACTION LOG OF MAIN DELIVERABLES

Date Raised	Item No	Topic	Action	Owner	Due Date	Date Closed	Status	Notes

Appendix 2: Project Status Report

Status Report

Submitted By: Kamara Richards **Current Date**: April 2018

Contact Email: example@gmail.com **Contact Phone**: 555-5555

Project Name: Blandville Bike Path **Project Code**: BVBP_001

Status Details

Reporting Period: From: March 18, 2018 To: April 27, 2018
Classification: Internal **Report Type**: Team
Conclusion: Work proceeding according to plan, SPI=1

Authorized Costs: 12,000 + 55,000 = 67,000 **Incurred Costs**: $600 for preparation of presentation

Task Description	Start Date	Target Due Date	% Complete	Task Status
Project Management Plan			100	Awaiting City Council approval

Risk Analysis

Possible Risk	Trigger	Threshold Condition	Person monitoring trigger
Delay in City Council approval will affect project schedule	Number of days between submitting Project plan and receiving approval.	More than one week passed without receiving approval	Kamara Richards (Project Manager)

Notes

Objectives for the Next Reporting Period:

1. Project Management Plan presentation. Presenter is Kamara Richards.
2. Approval of project management plan

Lessons Learnt: Only Architects registered with the Florida Architect Association can work on Agency Projects.

Appendix 3: Project Meeting Record

PROJECT MEETING RECORD

TITLE	
MEETING CALLED BY	
TYPE OF MEETING	
FACILITATOR	
NOTE TAKER	
TIME KEEPER	
MINUTE RECORDER	
ABSENTEES	

OBJECTIVE	
DATE	
TIME STARTED	
TIME ENDED	
LOCATION	

DISCUSSION ITEM	STATUS/DISCUSSION	AGREED ACTION	RESPONSIBLE PERSON	DUE DATE

Appendix 4: Meeting Evaluation Form

MEETING EVALUATION FORM

Our Meeting on _____ **was:**

	1	2	3	4	
Focused	☐	☐	☐	☐	Rambling
Productive	☐	☐	☐	☐	A waste

The pace was:

Too Fast ☐ Just Right ☐ Too Slow ☐

Everyone got a chance to participate:

Yes ☐ Somewhat ☐ No ☐

Our purpose was:

	1	2	3	4	
Clear	☐	☐	☐	☐	Confused

We made good progress on our plan:

Yes ☐ Somewhat ☐ No ☐

At our next Meeting we should:

Do more of:

Do less of:

Appendix 5: Project Risk Register

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Delay in receiving City Council approval of Project Plan	.3	.5	.15	Political

Description of Identified Risk:

A delay in City Council's approval of the Project Plan will impede the execution of the project

Assumptions/Basis:

Bureaucratic procedures may delay approval by City Council.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☐ Accept ☑

Trigger measure to be monitored, and source: Number of days between submitting Project Plan and receiving approval.

Threshold condition: More than one week passed without receiving approval

Potential secondary risks (risks arising from implementing this plan):

1) Delay in recruitment of volunteers, potential time over run on project

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

(P=0.3) X (I = 0.3) = (RS = 0.09)

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Ensure Project Plan meets all requirements of the scope	Project Team		
Communicate every two days with Marjorie Caine regarding status of approval process	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Ascertain from Marjorie Caine reason for delay	Project Manager	
Inform Project Team	Project Manager	
Confirm new time of approval and reschedule activities	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Volunteers providing subject matter expertise may have to withdraw during the planning, managing, controlling or executing phase of the project.	0.5	0.7	0.35	Labour Skills Availability

Description of Identified Risk:

Subject matter expertise such as the project team will be provided by volunteers. Failure to retain these volunteers will result in a delay of the project and budget overrun.

Assumptions/Basis:

SME's are in high demand and may decide to leave the Bike Path Project to start working on other projects.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☑ Accept ☐

Trigger measure to be monitored, and source: Withdrawal Request submission

Threshold condition: One (1) SME submitting Withdrawal Request form

Potential secondary risks (risks arising from implementing this plan):

Filling the positions with paid persons will cause budget overruns. Using less skilled labour may jeopardize both time and quality.

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

(P=0.3) X (I = 0.5) = (RS = 0.15)

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Have SME's who are able to carry out more than one function	Project Manager		
Include contingency in budget to cover additional labour cost	Project Manager	$4946	
Retain list of possible replacements arising from recruitment process	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Recruit less skilled but knowledgeable volunteers	Project Manager	
Reassign tasks among remaining SME volunteers	Project Manager	
Recruit SME with similar skill set to fill position	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Environmentalist volunteers may leave the project	0.3	0.7	.21	Labour Availability

Description of Identified Risk:

Environmentalist volunteers will leave the project if the impact on the environment is deemed to be more than minimum. This loss of labour would result in the delay of the project.

Assumptions/Basis:

Cindy Bierwagan has not provided a clear outline of what constitutes a minimum risk.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☑ Accept ☐

Trigger measure to be monitored, and source: Number of environmentalist volunteers

Threshold condition: More than 30% of volunteers leaving the project

Potential secondary risks (risks arising from implementing this plan):

Protest by volunteers linked to environmentalist group will cause delay in project

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

(P=0.3) X (I = 0.3) = (RS = 0.09)

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Continuous environmental assessment	Project Manager		
Implement suggestion boxes and blogs for feedback	Project Manager		
Keep environmentalists informed through reports	Project Manager		
Have a contingency of possible volunteers to replace those who leave	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Stop work until extent of threat is ascertained	Project Manager	
Find solutions in partnership with the environmentalists and EPA	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
There may not be enough volunteers to work on the project	0.3	0.9	0.27	Labour Availability

Description of Identified Risk:

Failure to attract the required number of volunteers will result in project delay. Funding will be insufficient to cover the total labour cost

Assumptions/Basis:

The project requires 156 volunteers, 90% of which will be working during the construction phase. Not attaining the required number of volunteers will greatly hamper the timely completion of the project.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☑ Accept ☐

Trigger measure to be monitored, and source: Number of registered volunteers

Threshold condition: less than 65 volunteers registered by June 2018.

Potential secondary risks (risks arising from implementing this plan):

Incurring labour costs that the project cannot afford, therefore delaying project

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

(P=0.1) X (I = 0.3) = (RS = 0.03)

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Advertise the need for volunteers through PR company	PR Company		
Make registration form widely available through various means (online, newspaper, hardcopy at different locations)	PR Company		
Maintain a volunteer database	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Give more responsibility to registered volunteers	Project Manager	
Recruit new volunteers from database	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Project not completed in a year.	0.10	0.90	0.09	Time/Funding

Description of Identified Risk:

City Council funds must be used within one year. Any delay in meeting this one year deadline will result in the retraction of funds

Assumptions/Basis:

Delay in activities crucial to a timely completion of the project will result in the project taking longer than one year to complete.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☑ Accept ☐

Trigger measure to be monitored, and source: Schedule performance index (SPI)

Threshold condition: SPI ≤ 1

Potential secondary risks (risks arising from implementing this plan):

Bike Path may be constructed hastily and hence result in poor quality

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

(P=0.1) X (I = 0.1) = (RS = 0.01)

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Pay construction company incrementally, based on completion of phases	Project Manager		
Raise sufficient funds to cover at least 50% of construction cost.	Project Manager		
Use earned value management to measure schedule efficiency of the project	Project Manager		
Attain sufficient volunteers by generating awareness through Public Relations	PR Company		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Conduct remaining tasks simultaneously	Construction company, volunteers	
Increase number of resources	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Insufficient money raised from fundraising activities	0.5	0.7	0.35	Funding

Description of Identified Risk:

City Council funds are to be used exclusively for construction and initial use of the bike path. Money from fundraising activities is to be used to cover expenses not being paid for by the City Council. Insufficient funds will result in an inability to cover project costs.

Assumptions/Basis:

Fundraising Activities may fall short of target therefore delaying project

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☑ Accept ☐

Trigger measure to be monitored, and source: Amount of money raised

Threshold condition: Less than $15,000 raised by June 23, 2018

Potential secondary risks (risks arising from implementing this plan):

Quality of amenities and security and safety measures might be compromised

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

(P=0.3) X (I = 0.3) = (RS = 0.09)

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Let cost be a defining factor in writing the RFP	Project Manager		
Use PR to interact with a wide cross section of possible donors	PR company		
Provide no less than 4 medium through which to collect money (internet, bank account, contribution boxes, mail order)	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Reduce amount and type of amenities included in the project	Project Manager	
Buy less expensive materials (e.g. park bench and picnic table)	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	**P**	**I**	**RS**	**Risk Category**
Non-approval of bike path design by Local Planning and Building Authority.	0.1	0.9	0.09	Regulatory Involvement

Description of Identified Risk:

Failure of Bike Path design to meet Local Planning and Building Authority specifications may stop or delay the project

Assumptions/Basis:

Any breach of City ordinances and regulations which cannot be satisfactorily rectified may result in the project being delayed or halted. City boundaries and Design specifications are not clearly defined and accurately interpreted by the project team. Project will not start until approval has been granted.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☑ Accept ☐

Trigger measure to be monitored, and source: Timely Feedback from Regulatory Bodies / Non approval Clause/Document. Number of revisions demanded
Threshold condition: One (1) revision requested within a single week.

Potential secondary risks (risks arising from implementing this plan): Regulatory Agencies may not support project objectives hence making approval process long and difficult.

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

Preparatory Plan: Actions to take before risk materializes

Plan Description:	**Who Performs**	**Cost / Schedule Impact**	**Date Due**
Involve Regulatory Bodies in the Design Planning Process to verify specification and regulatory requirements	Project Team		

Contingency Plan: Actions if the risk is triggered

Plan Description:	**Who Performs**	**Cost / Schedule Impact**
Immediately Inform Major/ Influential Stakeholders (Mayor)	Project Manager	
Reschedule Project Duration	Project Team	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	**P**	**I**	**RS**	**Risk Category**
Utility companies fail to follow project schedule.	0.5	0.7	.35	Contractor Capabilities

Description of Identified Risk:

If the utility installation (phone, water and electricity) is delayed, the project dates and projected milestones will be pushed back.

Assumptions/Basis:

Due to the heavy workload at the utility companies, installation of utilities may not occur according to schedule. There will be no hindrances or delays in the project that will significantly prevent the utility companies from carrying out their contracted duties.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☐ Accept ☑

Trigger measure to be monitored, and source: Utility Companies inform of delays

Threshold condition: Delay in deliverables by two days

Potential secondary risks (risks arising from implementing this plan): Project will be delayed

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

Preparatory Plan: Actions to take before risk materializes

Plan Description:	**Who Performs**	**Cost / Schedule Impact**	**Date Due**
Ensure that the Utility companies are ready and coordinated in regards to their respective duties.	Project Manager		
Increase project time to account for their late start.	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	**Who Performs**	**Cost / Schedule Impact**
Fast track specific activities in the project after installation of utilities	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Not meeting EPA guidelines regarding distance of bike path from the contaminated area	0.5	0.5	.25	EPA Guideline Failure

Description of Identified Risk:

An identified area of toxic waste has been identified at the one mile mark along the path, EPA has clearly stated that the area will be declared a superfund site if the problem is not addressed. Experts recommend giving the area a wide berth of approximately one acre on all sides.

Assumptions/Basis:

The Contractor may not adhere to expert specifications regarding distance from the toxic area.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☑ Accept ☐

Trigger measure to be monitored, and source: Distance of bike path outline from toxic area less than one acre on all sides.

Threshold condition: Bike Path at least one acre from toxic waste on all sides

Potential secondary risks (risks arising from implementing this plan): Increase in project timeline and budget

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Ensure that the contractor is made fully aware of the distance that is to be adhered to.	Engineer		
Conduct checks to ensure distance specifications are being followed	Engineer		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Redo that section of the Bike Path		

Risk Owner: Engineer

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	**P**	**I**	**RS**	**Risk Category**
City Council may not have ownership of designated land.	0.3	0.7	.21	Site Ownership

Description of Identified Risk:

The City Council might not own the land designated for construction of the bike path, this may result in a cancellation or a delay of the project.

Assumptions/Basis:

The assumption is that there might have been oversight with regards to the land being fully owned by the City Council.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☑ Mitigate ☐ Accept ☐

Trigger measure to be monitored, and source: Unavailability of land title

Threshold condition: City Council not being able to produce any documentation regarding ownership

Potential secondary risks (risks arising from implementing this plan): Project being put on hold

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

Preparatory Plan: Actions to take before risk materializes

Plan Description:	**Who Performs**	**Cost / Schedule Impact**	**Date Due**
Check with Blandville Land Agency regarding ownership	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	**Who Performs**	**Cost / Schedule Impact**
Delay project until appropriate ownership is established	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Re-allocation of City Council funds.	0.1	0.9	.09	Budgetary

Description of Identified Risk:

The City Council may decide to re-allocate the Bike Path funds to other Government projects or programs.

Assumptions/Basis:

In order to conduct election activities in 2011, funds may be diverted to other projects deemed more politically beneficial. If the City Council experiences challenges in meeting other budgetary requirements, funds may be transferred to other projects/activities deemed more important.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☑ Accept ☐

Trigger measure to be monitored, and source: Delay in receipt of funds

Threshold condition: Non receipt of funds by May 13, 2018

Potential secondary risks (risks arising from implementing this plan):

Sufficient funds may not be raised to cover additional costs.

Delaying project start may also increase budget.

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Secure additional funding/donations.	Project Manager		
Secure City Council funds as quickly as possible.	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Revise/extend project schedule to allow for additional fundraising activities.	**Project Manager**	
Review and revise project scope (e.g. reduce amount of amenities in plan).	**Project Manager**	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Project delayed due to inclement weather.	.9	.7	.63	Weather

Description of Identified Risk:

The construction phase will occur during the Hurricane season. Significant amounts of rain, and high winds could cause a project delay

Assumptions/Basis:

There is a hurricane at least once every 3 years; there has been none for the last 2 years. The hurricane season runs from May 9th to November, which is the period slated for construction of the Bike path.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☐ Accept ☑

Trigger measure to be monitored, and source: Hurricane/Storm advisory reports from weather stations.

Threshold condition: Rainfall greater than 50 millimeters in one hour and winds greater than 39 mph

Potential secondary risks (risks arising from implementing this plan):

Fast tracking of project plan can increase budget.

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

(P = 0.9) X (I = 0.3) = (RS = 0.27)

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Review project schedule and determine if it's possible to fast track construction phase.	Project Manager		
Include time contingency in project schedule	Project Manager		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Review project schedule and determine if it's possible to fast track remaining tasks.	Project Manager	
Revise schedule and extend project date completion.	Project Manager	
Utilize schedule contingency	Project Manager	

Risk Owner: Project Manager

Project: Blandville Bike Path

Risk Register Worksheet

Risk Identification & Analysis

Identified Project Risk:	P	I	RS	Risk Category
Changes in construction costs.	0.7	0.7	0.49	Funding

Description of Identified Risk:

Variations in price, exchange rate and interest rate may directly impact cost of materials and labor thereby affecting the project budget and duration.

Assumptions/Basis:

Global economic conditions are expected to improve in the third quarter of 2018. This would result in an increase in the general price level.

Risk Response Planning

Strategy:

Opportunity: Exploit ☐ Share ☐ Enhance ☐ Accept ☐

Threat: Avoid ☐ Transfer ☐ Mitigate ☐ Accept ☑

Trigger measure to be monitored, and source: Inflation rate

Threshold condition: ±1% change

Potential secondary risks (risks arising from implementing this plan):

A fixed priced contract with selected vendor may cost us more if the economic conditions did not cause material costs to go up. The vendor would have ensured that they had protected themselves in the eventuality material costs had increased.

Residual risk (estimated remaining P, I, and RS after Risk Response is implemented):

(P=0.3) X (I = 0.3) = (RS = 0.09)

Preparatory Plan: Actions to take before risk materializes

Plan Description:	Who Performs	Cost / Schedule Impact	Date Due
Negotiate for fixed priced contract with selected vendor	Procurement Officer		
Include contingency in budget	Project Manager		
Purchase needed material and amenities early in project	Procurement Officer		

Contingency Plan: Actions if the risk is triggered

Plan Description:	Who Performs	Cost / Schedule Impact
Purchase less amenities	Procurement Officer	
Reduce the number of days for kickoff event		

Risk Owner: Project Manager

Appendix 6: Procurement Summary Sheet

NAMES OF SUPPLIERS	DESCRIPTION OF PURCHASE (Include Quantity and Specifications)	TOTAL COST (Inclusive of Tax)

Method of Purchasing: ☐ Purchase Order (P.O.)

☐ Small Contract

☐ Cash Payment

NAME OF SELECTED SUPPLIER: _____

REASON(S) FOR CHOICE OF SUPPLIER: _____

_____

_____

JUSTIFICATION (IF NECESSARY)

_____

_____

Prepared by: _____ Date: _____

Approved by Project Manager: _____ Date: _____

PROCUREMENT COMMITTEE IT USE ONLY:

Previous P.O. issued to selected supplier:

P.O. #: _____ Date on P.O.: _____

Description of Services/Works/Goods supplied: _____

_____

_____

Prepared by: _____ Date: _____

Reviewed by_____ Date: _____

Appendix 7: Project Procurement Checklist

PROCUREMENT CHECKLIST

1. PROJECT _____

2. CONTRACTOR/CONSULTANT/SUPPLIER _____

3. CONTRACT SUM / P.O. SUM _____

4. CONTRACT PERIOD _____

5. APPROVALS

Procurement Officer	☐	Date: ……
Project Manager	☐	Date: ……
Quantity Surveyor	☐	Date: ……

6. NATURE OF PROCUREMENT

- Goods ☐
- Works ☐
- Services ☐
- Other (Specify): _____

7. METHOD OF PROCUREMENT

- Limited tender ☐
- Open tender ☐
- Selective tender ☐
- Sole source (Justification required) ☐
- Other (Specify): _____

8. REQUIRED DOCUMENTATION (as appropriate)

TCC ☐

NCC ☐

(a) CERT. of Registration - Contractor ☐

(b) CERT. of Approved Supplier Status ☐

(c) Other (Specify): _____

9. Proposed Procurement in compliance with:

Policy and Guidelines Procedures ☐

_____

Reviewed by Procurement Officer

_____

Date