**PLEASANTVILLE PARK PROJECT**

Brady Todd

Verner Roberts

University of Oklahoma

MIT 5662: Project Management

Dr. Teresa Shaft

December 8, 2023

**Project background and context:**

A community-driven initiative is starting in Pleasantville, CA to revitalize a vacant parcel of city-owned land. After years of seeing unattractive and hazardous trash accumulate in this lot, many of the southern California city’s 80,000 residents are ready to volunteer, fundraise, and build a public space consisting of a tennis court, four pickleball courts, two volleyball courts, a children’s playground, and a vendor and dining area. Because the vacant lot is already paved, the construction cost will be relatively low for the equipment types we have selected. The project environment includes a large number of stakeholders who are eager to beautify the derelict lot and prevent serious accidents as children have been playing in the streets due to the lack of play-appropriate spaces.

The project plan will be delivered to the City Council on March 7th at Noon and includes an estimated budget of $30,000 and a project completion date of September 1st. To meet the project requirements with these parameters, the project plan relies heavily on volunteer support and donated resources, both of which create significant risks for the project’s success.

The project activities will include obtaining donated materials and other resources from local businesses; recruiting volunteers; raising funds; and finally, construction of the planned equipment. At the project’s completion, the city will dedicate the new area with a gala event held on City Founders Day, September 1st. If successful, the community will replace a dangerous eyesore with a beautiful, safe public space that will generate revenue for local food vendors and new tax dollars for the city.

**A vision statement:**

By September 1st, the Pleasantville Park Project will transform the identified vacant lot into a public space complete with leisure activity equipment and a space where vendors can sell goods for parkgoer consumption.

**Prioritizing Project Objectives:**

The success of the Playground Project is reliant upon the strategic prioritization of project objectives. This section is intended to outline the priorities for those project objectives addressing budget, function, reliability, as well as discuss how conflicts between those priorities will be addressed.

**Priorities:**

1. **Schedule:**

* Scheduling is identified as the highest priority objective. The project’s deadline is set by the city for September 1st. Timely completion of all aspects of the park is critically important to project success, meeting community expectations, and avoiding reputational damage. The completion must coincide with the Founder’s Day celebrations, including a gala for the park’s opening, occurring on September 1st. Meeting this deadline ensures community engagement, the success of planned events, and the opening of the park as a centerpiece for Founder's Day celebrations.

1. **Functionality:**

* The functionality of the park is considered a very high priority as the establishment of a safe and functional space for residents to spend their time is the main purpose of the project. Functionality is a non-negotiable objective and aligns with the mission of the project. Compromising functionality flies in the face of the project’s purpose.

1. **Budget:**

* The budget is considered a high priority as it represents a hard cap mandated by the city. Exceeding the budget would likely result in financial consequences that could include the failure of the project. Budget management will be painstakingly monitored throughout the life of the project to maintain compliance.

1. **Community Satisfaction:**

* Community satisfaction would be a moderate priority for this project. Community satisfaction is integral to the success of the project and can be maintained via transparent communication and engagement. Through these processes, the project will meet the needs and expectations of the community.

1. **Reliability:**

* Reliability is considered a low priority objective. This is due to the flexibility that is inherent in playground equipment selection. Should constraints arise from resource scarcity or budget constraints, resources can be adjusted by selecting fewer or more basic equipment without compromising functionality and safety.

**Conflict Resolution:**

Should conflict arise between objectives the following strategies shall be utilized, prioritizing scheduling:

1. **Scheduling Takes Precedence:**

* The highest priority in conflict resolution will be given to scheduling concerns, especially with the requirement for the park to be open by September 1st for the Founder’s Day Gala. Decisions will prioritize maintaining the project timeline and ensuring the park’s availability for the celebration.

1. **Trade-Off:**

* Should a conflict occur, it might prove useful to perform a trade-off analysis. The impact of possible compromises on budget, schedule, or functionality will be assessed and decisions will be made to maintain or accelerate scheduling as the highest priority.

1. **Communication with Stakeholders:**

* Clear and exact communication will be made with stakeholders throughout the life of the project. This will ensure that the timeline is maintained as the project reaches the September 1st deadline. Adjustments made to the project in case of conflicts or otherwise will be communicated as soon as possible. This ensures that stakeholders are kept informed of any changes to the plan and are able to provide input.

1. **Development of a Contingency Plan:**

* A robust contingency plan, with a focus on scheduling contingencies related to Founder's Day, will be in place. This plan will include built-in buffers, rapid response strategies, and additional resources earmarked specifically for addressing scheduling risks associated with the gala and Founder's Day.

**Conclusion:**

By emphasizing scheduling as the highest priority and integrating the requirement for the park's opening by September 1st into the conflict resolution strategies, the project team aims to align the construction timeline with the city's Founder's Day celebrations, maximizing community impact and engagement. Regular monitoring, trade-off analyses, and proactive communication will be critical to effectively manage conflicts and ensure the successful completion of the playground project in time for the gala and festivities.

**Composition of the Core Project Team**

**Job Title:** Project Manager

**Responsibilities:**

* Serve as the primary liaison with the city authorities, ensuring compliance with regulations and deadlines.
* Guide the overall project, coordinating efforts across different teams and stakeholders.
* Organize and manage the levels of effort required for each phase of the project.
* Facilitate communication between team members, stakeholders, and city officials.
* Foster positive relationships and engage stakeholders regularly to gather feedback, address concerns, and ensure alignment with project goals.

**Job Title:** Budget and Finance Manager

**Responsibilities:**

* Organize fundraising efforts, seek grants, donations, and community support.
* Perform or oversee basic cost estimates for the project components.
* Develop and manage the project budget, ensuring financial discipline and adherence to the city-mandated cap.
* Collaborate with community stakeholders, businesses, and potential donors to identify funding opportunities and partnerships.
* Perform detailed cost estimations for all aspects of the playground project, providing accurate and transparent financial projections.

**Job Title:** Master Planner

**Responsibilities:**

* Liaise with city parks and recreation experts, civil engineers, and other specialists to gain technical expertise.
* Develop the master plan for the playground, including the placement of equipment and structures.
* Ensure the design aligns with safety standards, community needs, and city regulations.
* Liaise with city parks and recreation experts, civil engineers, and other technical specialists to gain expertise on the optimal placement of park features.
* Ensure that the overall park design aligns with the community's vision, functional requirements, and aesthetic preferences.

**Job Title:** Permitting Manager and Compliance Officer

**Responsibilities:**

* Work closely with city officials to ensure all necessary permits are obtained.
* Understand and navigate local regulations to modify the lot within the parameters of a public playground.
* Manage the documentation and application process for permits.
* Ensure that the playground project adheres to all relevant local regulations, safety standards, and building codes.
* Act as the point of contact for any external audits or inspections related to the project's compliance.

**Job Title:** Construction and Maintenance Supervisor

**Responsibilities:**

* Oversee the construction phase, coordinating contractors and volunteers.
* Schedule and organize maintenance days for ongoing upkeep.
* Provide expertise on construction efforts, ensuring they align with safety and design standards.
* Collaborate with the Safety Officer and Compliance Officer to ensure that all construction processes comply with safety regulations and project specifications.
* Collaborate with the Project Manager to develop resource plans and schedules that optimize productivity and minimize downtime.

**Job Title:** Communications Coordinator

**Responsibilities:**

* Reach out to the community, engaging with residents, local businesses, and organizations.
* Develop and implement a communication plan to keep the public informed about the project's progress.
* Communicate scheduling information, project milestones, and volunteer opportunities to maintain community involvement.

**Job Title:** Safety Officer

**Responsibilities:**

* Ensure that all construction activities comply with local safety regulations, building codes, and industry standards.
* Develop and implement a comprehensive safety training program for all project team members, contractors, and volunteers.
* Establish a robust incident reporting system to promptly document and investigate any accidents, near misses, or safety concerns.
* Develop and communicate emergency response plans, including evacuation procedures, first aid protocols, and contact information for emergency services.

The project manager will be the centralized point of communication for this project. Regularly having team meetings and progress updates will ensure the maintained alignment of the project to its goals. Collaboration among team members will be integral to efficiency and addressing challenges. Each role is essential to the success of the project and the community’s expectations for a safe and functional space.

**Stakeholder diagram:**

The stakeholders of this project are: the project team; the volunteers who will work on the project; community members who will benefit from the new park; local vendors who will be able to sell their goods in the new public gathering space; and the city council who are the final approval authority and who will benefit from increased tax revenue and a reduction in hazardous conditions on city-owned property. The following diagram depicts these stakeholders with the largest stakeholders (those who are most closely tied to the project) in the center.

City Council

Local vendors

Volunteers

Community members

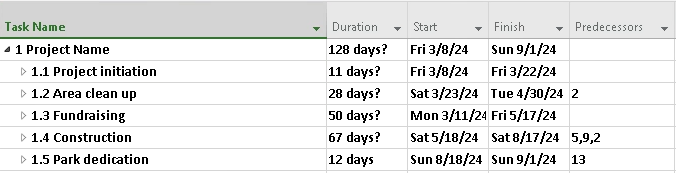
Project team

**Governance Structure:**

The governance structure for this project is a Pure Governance Structure. In this structure personnel are specifically assigned to the project and report directly to the project manager. This affords the project manager strong project controls and a more centralized line of communication. For the size of this project, this will lead to more rapid reaction time and improved responsiveness. It will also be effective in establishing a level of accountability as it makes clear who is responsible for what aspects of the project. Because of the temporary nature of the project team, the team will be needed over the entire course of the project which will develop a sense of loyalty to the goals and completion of the project. Due to the nature of the project, the main risk of this governance structure is a certain level of uncertainty as priorities can potentially shift as the project reaches closure. This can be remedied by the project manager as they maintain a strong level of communication with each member of the project team as priorities shift throughout project implementation.

**Work Breakdown Structure:**

The Work Breakdown Structure (WBS) contains 5 main WBS elements: Project Initiation, Area clean-up, Fundraising, Construction of the park equipment, and the Park dedication ceremony. Each of these elements can be decomposed into more granular elements that are attached to specific deliverables. For instance, 1.4 (Construction) can be broken down into 1.4.1 construction of the playground area, 1.4.2 the vendor and dining area, and 1.4.3 the volleyball, tennis, and pickleball courts. Construction of the pickleball court can be further decomposed into 1.4.3.1 repairing concrete, 1.4.3.2 erecting fences, 1.4.3.3 installing the net, and 1.4.3.4 painting the court. Finally, painting the court can be decomposed into 1.4.3.3.1 placing painter’s tape, 1.4.3.3.2 applying the first coat of paint, 1.4.3.3.3 applying the protective layer of sealant, and 1.4.3.3.4 removing the painter’s tape and touching up. Beyond this level, the work cannot be meaningfully decomposed, and each activity meets the six completeness criteria. That is: they are measurable in status and completion; they are bounded with a defined start and end; they have a deliverable; they have easily estimated time and cost; they have activity duration within acceptable limits; and they have independent work assignments.



**Earned Value Management:**

The project manager will employ Earned Value Management (EVM) to monitor and control project progress. EVM helps a project stay on track by listing the estimated budget for each task in the WBS and phasing that budget across the estimated schedule for that task. At regular intervals, actual progress is tracked and the project ‘earns’ the dollars that were initially budgeted for that level of work. These earned dollars (again, derived from the initial budget) are then compared against the actual dollars spent. If the project has earned a surplus (earned value is greater than the actual cost) then the project is under budget and saving money compared to estimates. If the actual costs are greater than the earned value, however, the company is over budget and corrective actions need to be considered. Similarly, EVM can also keep a project task on schedule. The actual progress on the project task is measured against the initial schedule. In this case, the project still earns value as work is completed, but the earned value is compared against the budgeted value at this point in the schedule (not the actual costs). If there is a surplus of earned value (earned value is greater than the planned value on the schedule) this implies that we are ahead of schedule. If the planned value from the schedule is greater than the earned value, however, this implies that we are behind schedule, and intervention steps should be considered.

Lastly, these metrics (budget variance and schedule variance) can be used to update the estimate for the rest of the project. By dividing the variance by the budgeted/scheduled value, we get a percentage that we can apply to the project moving forward. For example, $11 earned value / $10 planned value = 1.1 = 110%, implying that we are 10% ahead of schedule. These metrics allow us to update our estimated schedule and budget moving forward.

**Risks for the Playground Project:**

1. **Scheduling Delays:**

* Scheduling delays as defined within this project are delays to the construction and completion of the playground beyond the determined timeline.
* The project has a definite end for its timeline with the playground needing to be opened by September 1st to coincide with Founder’s Day and the planned Gala celebrating the opening of the park.
* To ensure that the timeline is prioritized, it will be necessary to implement a well-defined contingency plan with built-in buffers, rapid response strategies, and additional resources set aside for addressing scheduling risks.

1. **Budget Overrun:**

* Budget overrun is defined as the risk of exceeding the allotted budget for the playground project.
* Budget overrun is relevant to the project as adhering to the budget is crucial to ensure efficient resource allocation and financial sustainability.
* Risk response will include regularly monitoring expenditures against the budget, implementing cost control measures, and engaging in proactive fundraising activities such as traditional fundraising as well as applying to grants and reaching out to local businesses for equipment donation.

1. **Safety Concerns:**

* The risk of safety concerns is defined in this project as safety incidents and non-compliance with safety regulations during the construction of the playground.
* Safety in this project is a top priority to protect the well-being of project team members, contractors, and the community.
* To respond to risks, a safety officer will be appointed to enforce safety compliance, conduct regular safety training, establish an incident reporting system, and ensure emergency preparedness.

These risks reflect the balance between urgency of project completion, the safety of all stakeholders, and the financial considerations essential for the successful completion and sustainability of the playground project.

**Project Success Criteria for the Playground Project:**

1. **Increase Revenue:**

* The introduction of revenue-generating elements, such as the farmer’s market and food vendors/trucks will contribute to the financial sustainability of the playground project. These lines of revenue can support ongoing maintenance of the park and its facilities. This will help to create a self-sustaining community space. These elements not only provide financial benefits but also enhance the overall experience for the community, making them appropriate criteria for success.

1. **Avoid Costs:**

* Utilization of donated and volunteered goods and services will help to control project costs. By minimizing expenses through community outreach, the project can handle resources more efficiently ensuring the budget remains within its limits. This criterion is appropriate because it emphasizes community engagement and shared responsibility.

1. **Improve Service:**

* The improvement of service is gauged through pre- and post-project surveys of neighborhood citizens. These surveys assess the community's satisfaction with the playground project, including aspects like safety, cleanliness, and overall quality. Additionally, measuring reductions in litter and safety hazards further ensures the strength of the community space. Improving service aligns with the community-centric goals, making it a pertinent criterion for evaluating the overall impact of the playground project.

These identified project success criteria provide a comprehensive foundation for evaluating the success of the playground project, ensuring financial sustainability, community engagement, and the creation of a well-utilized community space.