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1000 Pound Food Drive

Group Project

University of Utah

David Eccles School of Business

Assignment for Class

Class OIS 6660

Professor Adam Tidwell

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List of Group Member

The 1000 Pound Food Drive Project Group consisted of seven students from OIS 6660, Summer Semester (Section 001, Class Number 3664). The members of the group were:

1. Levi de Oliveira (UNID 00614654)
2. Alexandros Nipirakis (UNID 00996360)
3. Jaden He (UNID 00567695)
4. Tianxiao Yang (UNID 00521690)
5. Preethy Joy (UNID 00946027)
6. Hina Jain (UNID 001022555)
7. Martin Evans (UNID 00758943)

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Section 1 - Charter

This Project Charter was created to outline a project to conduct a food drive at the University of Utah at a number of locations over the summer semester 2015. The food drive will be held on behalf of the Utah Food Bank. Bins will be placed at two locations at the Spencer Fox Eccles Building on the University of Utah campus from the 19th of June until the 10th of July. The bins will be emptied on a weekly basis and food will be delivered (or a pickup scheduled) to the Utah Food Bank each week.

The project team has established 1000 pounds of food as the measurable success criteria.

Section 1.1 - Why the project is being done?

According to the Utah Food Bank, 20% of Utah children and 17% of all Utahs are food insecure. The Utah Food Bank helps to address this issue by providing food to those in need. Our project was created to run a food drive with the intention of providing food to the food bank by asking for donations from the students of the David Eccles Business School. It is our belief that by conducting this food drive we can make a difference in the lives of Utahns who are food insecure. Additionally, our project will raise awareness to the hunger problem in the state of Utah.

Section 1.2 - Measurable Success Criteria

Our goal for this project is to collect 1000 pounds of non-perishable food items by 7/10/2015 and deliver them to the Utah Food Bank.

Section 1.3 - Assumptions

- The Utah Food Bank will coordinate with the project team to conduct the food drive.
- University of Utah will allow the placement of bins in the desired locations
- Students will donate non-perishable food items

Section 1.4 - Description of the Project

We will contact the Utah Food Bank and coordinate the creation of a food drive. The project team will also contact the University of Utah for authorization to place bins at the Spencer Fox Eccles Business Building at the entrances on the first and second floors. The bins will be collected on three scheduled occasions, being quality checked prior to each collection at which time an empty bin will be left in its place.

Section 1.5 - High Level Risks

Some of the risks associated with this project include but are not limited to:

- The Utah Food Bank may choose not to coordinate with the project team
- University of Utah may not allow the placement of bins in the desired locations
- We might not receive any food donations
- Donations may be of unacceptable types (e.g. perishable, expired items, dented cans)

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Section 1.6 - High Level Milestones

The High Level Milestones in Table 1-1 are intended to facilitate timely execution of the project objectives by establishing finite points in time at which certain tasks should be completed.

High Level Milestones	Due Date
Food drive created with Utah Food Bank	05JUN2015
University of Utah granted permission for placement of bins	12JUN2015
Bins placed	19JUN2015
1 st Collection completed	26JUN2015
2 nd Collection completed	03JUL2015
3 rd Collection completed	10JUL2015

Table 1-1 High Level Milestones

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Section 1.7 - High Level Budget

We believe that the project should require no purchased materials and will require 100 hours of work by the project team, and each project team member's rate is \$25 per hour. The project team also believes there will be about \$200 worth of material costs (for advertisements, extra bins, and other miscellaneous costs). The project team has collectively decided that there will be a per trip charge of \$15 for any member that must travel in support of the project. The project team estimates that there may be as many as 10 trips by team members during the project.

Budget Line Item	Budget Cost
Labor (100 hours at \$25/hour)	\$2500
Material Costs	\$ 200
Transportation Costs	\$ 150
TOTAL	\$2850

Table 1-2 High Level Milestones

The total high level budget for this project is \$2850.

Section 1.8 - Stakeholders

The stakeholders that have been identified are:

- The Sponsor (Adam Tidwell)
- The Project Team
- Utah Food Bank
- Patrons of the Utah Food Bank
- The University of Utah David Eccles School of Business

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Section 1.9 - Roles and Responsibilities

Roles and responsibilities identified at this stage are:

- Project Manager: Manages the project and project team to ensure that the project is completed successfully
- University Communication Manager: Coordinates with the University of Utah to get approval for the placement of bins
- Utah Food Bank Communication Manager: Coordinates with the Utah Food Bank to create the food drive
- Advertisement Specialist: determine the most efficient way to advertise the food drive and then produce the advertisements and distribute them.
- Quality Analyst: Evaluates and ensures that donated items conform to quality standards
- Operations Manager: Coordinates and oversees the execution of bin placement and collection

Section 1.10 - Official Sign Off

Date:

Executive Sponsor

Printed Name and Title

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Section 2 - Timeline

The original timeline for the 1000lbs project was developed early on in the planning process. The timeline was developed with the knowledge of a hard stop date of 10 July (to give the team time to close the project out before the end of the semester). This hard stop date is a major constraint of the project.

This original timeline was based on the assumption that the key contacts at both the Utah Food Bank and the University of Utah would be available and respond in a quick fashion. It was assumed from the beginning that the contacts at both Utah Food Bank and the University of Utah would respond to the project team no later than 12 June 2015.

For a variety of reasons this didn't occur. Neither the University of Utah nor the Utah Food Bank had responded by the 22nd of June (approximately half way through the project). This meant that bins were could not be placed, which meant that a three-week collection timeframe would not be possible. As a result, the project team decided two things:

1. The project team would re-baseline both the timeline and the budget to reflect a compressed collection timeframe
2. The project team would fast track the project by providing six bins instead of two at three buildings instead of one

The repercussion of point 2 is that more resources were needed to deploy the bins (in other words, in order to deploy the bins for a start date with enough time to collect food, it was necessary to crash the deployment process). The details of each timeline are included before. Further investigation into the cost and resource repercussions of the project delay are described in Section 2.2.2 -.

To understand the project history, both the original timeline and the re-baselined timelines are presented here (Sections 2.1 and 2.2 respectively). The project status reports are based off of the un-baselined timeline as the re-baselining was a result the analysis of the project which occurred at approximately half way through the project.

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Section 1.1 - Original Timeline and Explanation

The Original Timeline was broken up into Three Main Phases:

1. Preparation (1-June-2015 until 13-June-2015)
2. Run Food Drive (15-June-2015 until 9-July-2015)
3. Food Drive Close Out (11-July-2015 until 20-July-2015)

The project was scheduled to start on 1 June 2015 and was scheduled to complete on 20-July-2015.

There are three primary milestones:

1. Bins Placed
2. Food Drive Complete
3. Project Complete

The Bins Placed milestone is related to the completion of Phase 1 and the beginning of Phase 2 (the Bins Placed milestone occurs in Week 1 of the Food Drive). The Food Drive Complete milestone is dependent on the Week 3 collection being completed. Finally, the Project Complete milestone requires the Food Drive to be complete and all project documentation to have been coalesced into one master document. This document could then be used for future projects as needed.

The full timeline is presented on the following page (Figure 2-1). Each phase is broken out into its own sub-section for clarity.

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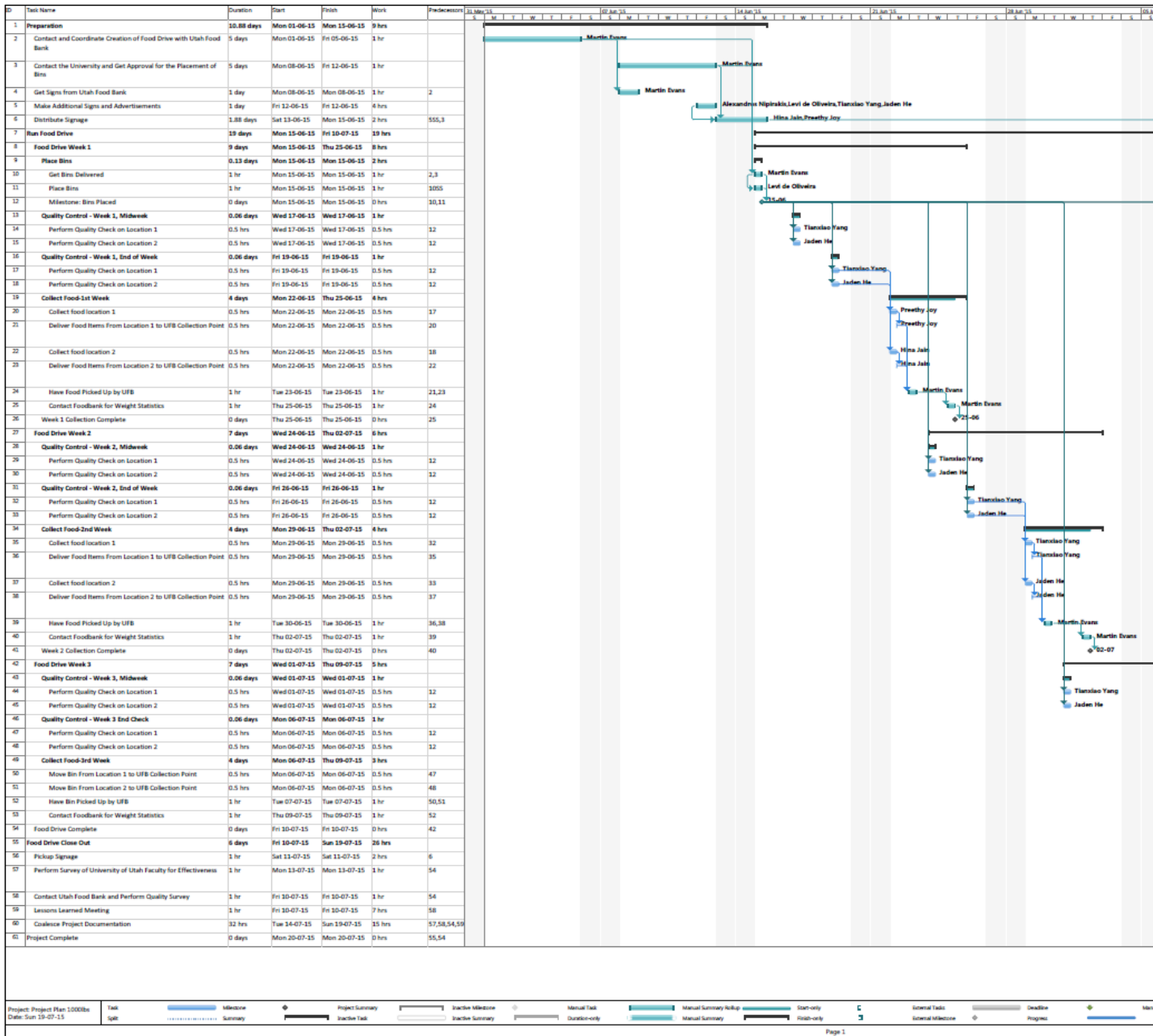


Figure 2-1 Full Project Timeline (Before Re-Baseline)

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Section 1.1.1 - The Preparation Phase

The Preparation Phase is shown in Figure 2-2. The Preparation Phase is Task 1.

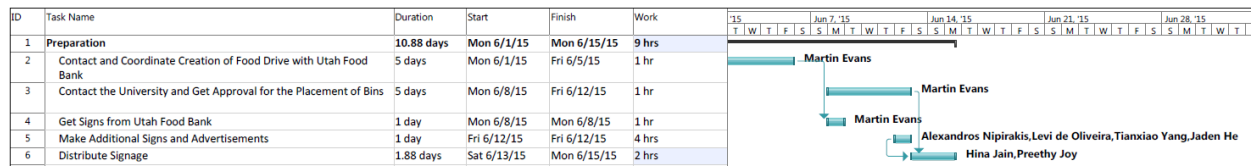


Figure 2-2 Preparation Phase of Project

The start of the preparation phase was to contact and Coordinate the Creation of the Food Drive with Utah Food Bank and to Contact the University and Get Approval for the Placement of Bins (Tasks 2 and 3). Martin volunteered to contact the Utah Food Bank and the University of Utah.

The other three tasks (4,5, and 6) are concerned with advertising. The group decided that it would contract with a printer to create fliers that could be placed in strategic places for people to pick up (to be determined after University Approval was granted). The team also decided that it would hand make some signs for placement in the Graduate Lounge and the pegboards around the business school.

The creation of the advertisements was not dependent on anything (the group arbitrarily picked a Friday to actually create the signage), but the Get Signs from Utah Food Bank (Task 4) was dependent on Task 2 (Contact and Coordinate Creation of Food Drive with Utah Food Bank) as the Food Bank would need to provide signs.

Task 6 (Distribute Signage) was actually dependent on two tasks to start. The University would need to give approval for the placement of advertisements (this would be negotiated as part of Task 3). Task 3 had to complete before any signs could be placed. As well, Task 5 would need to at least start in order to distribute the signs (after the task had started, as soon as the first sign was complete it could be distributed). It was not (strictly speaking) required that Task 4 need start or end to start distributing signs as the group could distribute its own self-made materials as soon as they were available.

Martin volunteered to get the signs from the Utah Food Bank. Alexandros and Levi would go to the printers and get the printed fliers produced, while Jaden and Tianxiao would work on making the large signs for the pegboards and Graduate Lounge. Hina and Preethy would then take the signs and fliers and distribute them.

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Section 1.1.2 - The Run Food Drive Phase

The Run Food Drive Phase is shown in Figure 2-3. This view is only of each header task for each collection, so many of the links will not be shown in Figure 2-3.

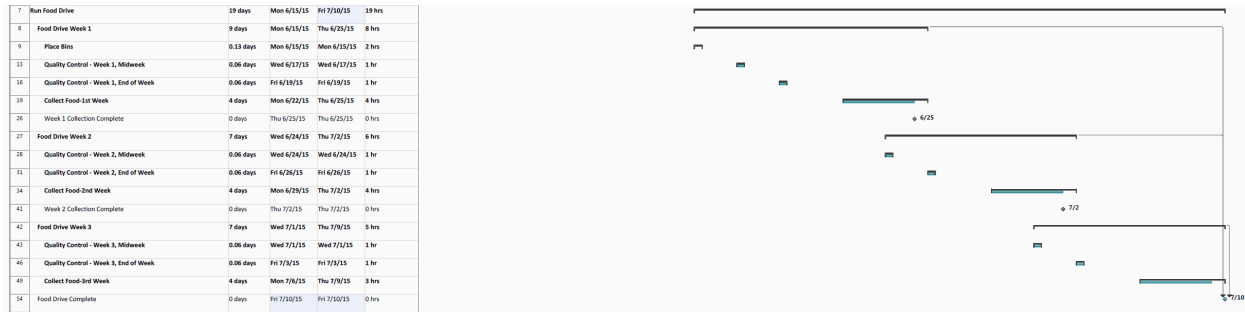


Figure 2-3 Run Food Drive Phase

The basic plan was to run three weeks of food collections. In Week 1, the bins (barrels) would need to be placed. In Week 3 they would be picked up. Each week, certain actions would be carried out. The first task that would occur each week on Wednesday was a mid-week quality check. Likewise, another check would be performed on Friday. Finally, each Monday food would be collected by a team member and given to the food bank. As part of the Collect Food task, the team would communicate with the Utah Food Bank to determine the weight of the items collected.

Section 1.1.2.1 - Place Bin Task

The first major milestone of the project (at Task 11) was to place the bins. In order for this milestone to be completed, the bins would need to be delivered and the bins would need to be placed (tasks 10 and 11 respectively). In order for the bins to be ordered and delivered, Tasks 2 and 3 would need to be completed (the Utah Food Bank Food Drive would need to be created, and the University of Utah would need to give approval for bin placement). In Figure 2-4, only the Place Bins part of the project is shown.

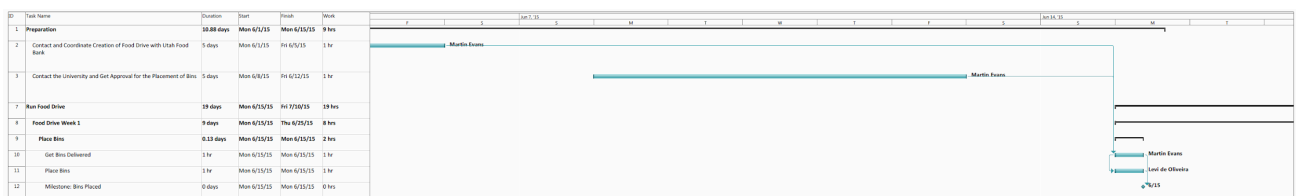


Figure 2-4 Place Bin Task

Martin volunteered to contact the Utah Food Bank and coordinate a drop off. Levi volunteered to meet Martin at the drop point and start unloading the bins as soon as the truck arrived. The predecessor Tasks 2 and 3 have a finish to start relationship with the Get Bins Delivered Task (Task 10), but there is a Start to Start relationship between Tasks 10 and 11 (as the bins would be placed as soon as delivery began, or put differently, as soon as the delivery began bins could be placed – but no earlier). As soon as the bins are placed, the milestone is complete, and the food drive has officially begun.

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Section 1.1.2.2 - Weekly Tasks

In each week, there are three routine tasks:

1. The quality check on Wednesday (mid-week quality check)
2. The quality check on Friday
3. Collecting the Food on the following Monday (which culminates in the data collection task on Thursday)

Tianxiao and Jaden volunteered to do the first routine task (Tianxiao checking Location 1, and Jaden checking Location 2). The third routine task was to be done by different people each week:

1. Week 1:
 - a. Location 1 Pickup: Preethy
 - b. Location 2 Pickup: Hina
2. Week 2:
 - a. Location 1 Pickup: Tianxiao
 - b. Location 2 Pickup: Jaden
3. Week 3:
 - a. Location 1 Pickup: Martin
 - b. Location 2 Pickup: Levi

Week 1 and Week 2 had very similar tasks (the only difference being Week 1 had the Place Bins Task). Week 3 had tasks related to completing the project and retrieving the bins and placing them in a single place to be picked up by the Utah Food Bank. Each week, Martin would need to coordinate with the Utah Food Bank to get the pickup scheduled, and by Thursday Martin would have the weight numbers for that particular collection.

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Week 2's tasks are shown in Figure 2-5.

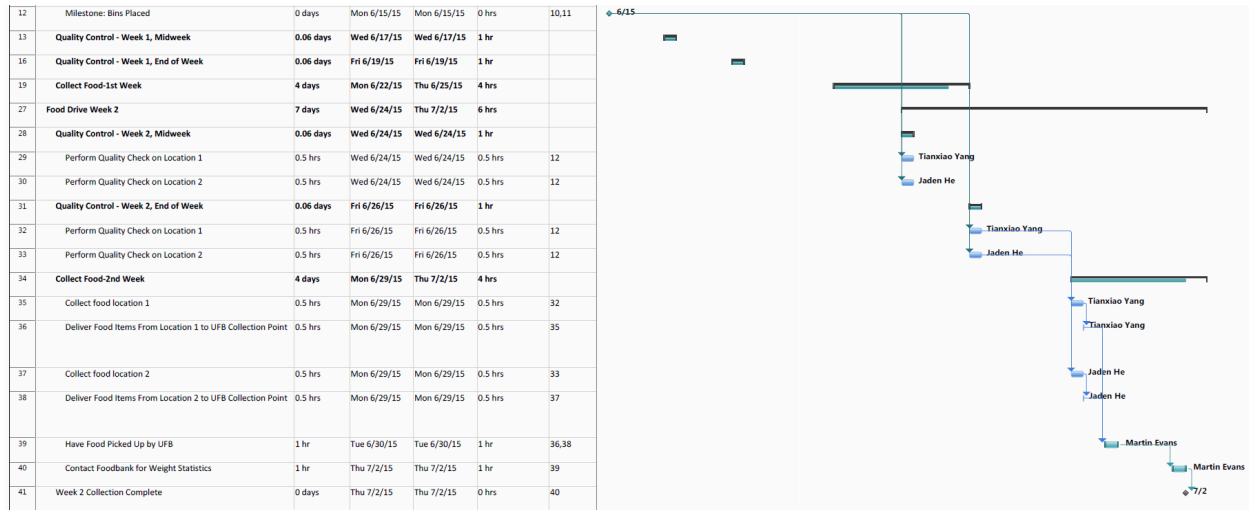


Figure 2-5 Week 2 Routine Tasks

Each week, the two quality control checks are dependent on Task 12 (the bins must have been placed for items to be in them for the quality checks). This is a finish to start dependency. In order for the food to be collected on Monday, at least one quality check would have had to been done (the most critical of these being the last check of the week on Friday). Only items that have been quality checked (this being noted by the items having a check mark) would be picked up on Monday.

As stated earlier, Tianxiao (Location 1) and Jaden (Location 2) would check the items for conformance to Quality Standards (Section 4 -).

On Monday, the team assigned to that particular week's pickup would go to each location and get retrieve the marked items and place them in a central point (probably somewhere at the library). Martin would then call the Utah Food Bank and have them come and pickup the items from that week (or if there was not a large number of items, Martin would drive them to the food bank). Finally, Martin would contact the Utah Food Bank to get the weight statistics for that particular week.

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Section 1.1.1.2 - Week 3 Final Bin Pickup

The only difference between the weeks is that Week 1 has the placement of the bins as part of the task, and Week 3 has the bin pickup as part of the task. In Week 3, the quality check would need to be done right before the bins were picked up. Then, the bins would need to be transported from the two locations at the Spencer Fox Eccles Building to a pickup point coordinated with the Utah Food Bank. Tianxiao and Jaden would perform their normal check as usual on each location (1 and 2 respectively), and Martin and Levi would physically move the bins to the central collection point. In Figure 2-6 the Week 3 collection is shown.

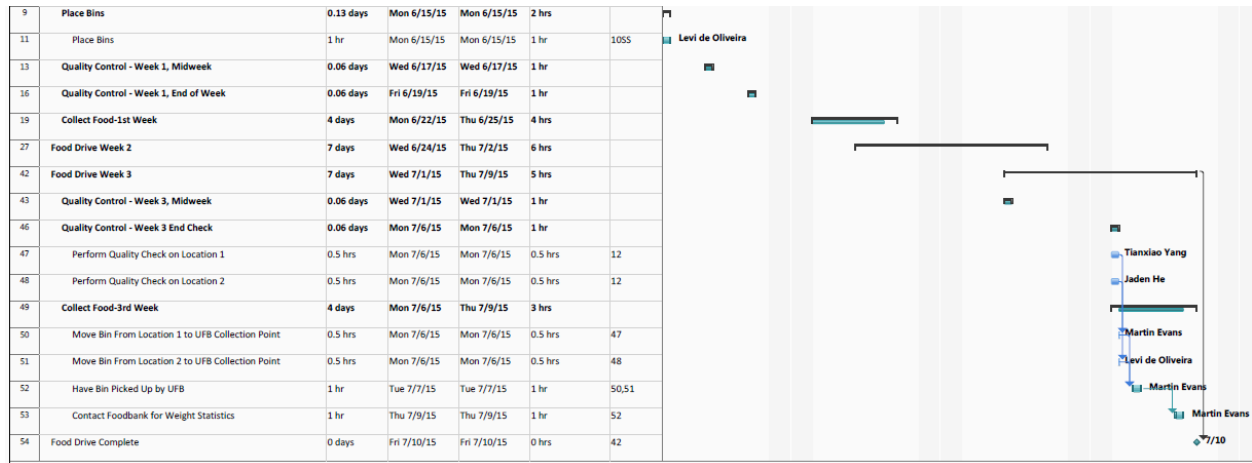


Figure 2-6 Week 3 Collection

As before, the Quality Check Tasks (in the sub-set of the timeline above, these are Tasks 47 and 48) are dependent on the finish of Task 12 (Place Bins). If no other collection was ever done, Week 3's collection (which is the most critical of the project) could go forward as long as the bins had been placed. The pickup of the bins is dependent on the quality checks having been completed.

The Food Drive Complete task (Task 54) is dependent on the Week 3 collection being complete (Task 42). As described earlier, the key (critical) tasks for the food drive are:

1. Bins Placed (Task 12)
2. At least one quality check occurs at the end of the food drive (Header Task 46, child tasks 47 and 48)
3. Bins are picked and placed at central collection point (Tasks 50 and 51)
4. Bins are picked up by Utah Food Bank (Task 52)
5. Weight Statistics are gathered from Utah Food Bank (Task 53)

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Section 1.1.2 - The Food Drive Closeout Phase

As discussed previously, the project has 3 major milestones:

1. Bins Placed (Task 12)
2. Food Drive Complete (Task 54)
3. Project Complete (Task 60)

The first milestone occurs during the first week of the food drive, but represents the completion of work from The Preparation Phase (Section 2.1.1 -). The second milestone (as described in Section 2.1.2.3 -) is dependent on the completion of the first milestone (the bins must have been placed) and the completion of Week 3’s activities (and of those, the last quality check and bin pickup parts are most important). At that point, the food drive is considered complete.

After the food drive is complete, the Food Drive Closeout phase begins. This is the phase of the project concerned with:

1. Cleaning up signs or other materials related to the food drive
2. Conducting surveys to gauge stakeholder happiness with the project
3. Compiling lessons learned
4. Creating project historical documentation

As part of the Food Drive Closeout, the signs placed in Task 6 will need to be picked up. Preethy and Hina will go about and pickup all the signs that they had previously placed.

Beyond simply cleaning up the signage, an important component of the Food Drive Closeout phase is looking back on the project and determining lessons learned and coalescing documentation for future projects. It is also important to determine if the two main external stakeholders (those being the Utah Food Bank and the University of Utah) were satisfied with Project Performance. Martin agreed to conduct the surveys with the two external stakeholders. The Food Drive Closeout Phase is shown in Figure 2-7.

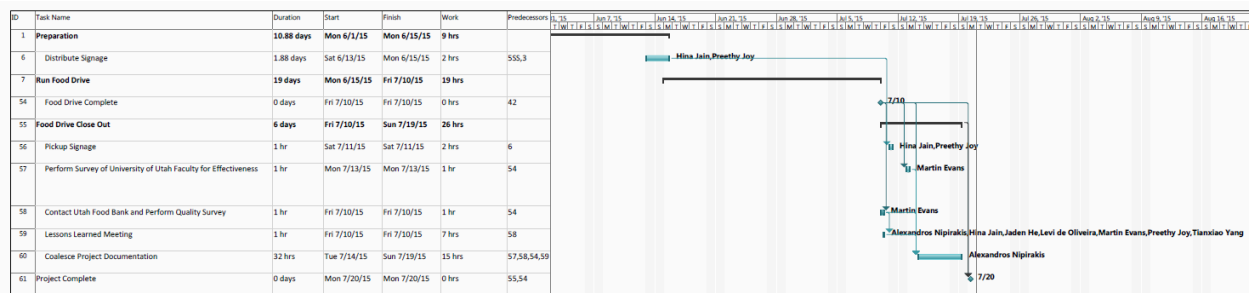


Figure 2-7 Food Drive Closeout Phase

After the surveys had been conducted, the group agreed to meet for an hour to discuss the lessons learned of the project. All documentation would then be coalesced into a single master document called the “Project Closeout Report” which would then be kept in the Organizational Knowledge Base for future

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projects. After the Food Drive had completed and the Project Closeout had completed, the Project would then be considered complete (final milestone, Task 61).

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Section 1.2 - Re-Base lined Timeline and Explanation

As described in the introduction to Section 2, a variety of factors caused major slippage in the schedule. A key milestone for the food drive to begin was the Bins Placed milestone (Task 12 in the original timeline shown in Figure 2-1 Full Project Timeline (Before Re-Baseline)). This milestone required the bins to actually be placed at the selected locations in the Spencer Fox Eccles Business Building. In order for that to occur, the communications with the Utah Food Bank and the University of Utah would have to be complete.

At approximately the half way mark (June 22nd), the Project Manager started working on the Project Status Report to give to the Project Sponsor. It became clear that adequate progress had not been made on placing the bins and the project was already a week behind in food collection. The resource that was supposed to have completed this task (Martin) had been trying very hard to complete this task. One problem that Martin was running into was that it was taking more time to actually attempt to get a response from each of the two organizations that he needed to contact. It was obvious that the best solution was to crash the preparation phase (specifically, the contact part of this phase) to get ahold of the appropriate people to actually start the project.

Levi volunteered to contact the food bank, allowing Martin to concentrate on contacting the University. This addressed the issue of placing the bins, but did not address the problem of achieving the measurable success criteria. Given that one week of the timeline had already been spent with no food collected (as there were no bins placed) it was now impossible to do three full weeks of collection. Furthermore, the general consensus was that it would be unlikely for the group to get a quick response from the stakeholders given past performance. For this reason, the team decided that the project would need to be drastically changed.

In order to collect a larger amount of food in a smaller amount of time, the team decided to fast track the project. Instead of three collections at two locations performed serially, a single collection (lasting about two weeks) would occur. Instead of only two locations, the group felt that expanding to six locations split amongst three buildings (two locations per building) might increase the number of potential drop off points, and hopefully increase the amount of food collected.

Originally, when only two bins were to be deployed, Levi had volunteered to deploy both bins. As this had significantly changed, Levi asked for volunteers to help him deploy the greater number of bins. Alexandros, Tianxiao, and Jaden volunteered to help Levi place the bins. Given these resources were supposed to be used on Task 5 (Make Additional Signs and Advertisements) this meant that this task would either need to be assigned (not possible given there were not enough left over resources) or abandoned completely. The communication strategy had to be changed in order to accommodate.

As a result of the drastic changes made to the project, the extant project timeline simply would not work. The fact that two locations had been changed to six and the fact that resources had been shifted from several tasks to accommodate the major changes to the project had invalidated much of the tasks. The group decided that the most appropriate course of action was to re-baseline the project. This

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section of the project documentation concentrates on the timeline re-baselining. The budget re-baseline is dealt with separately in Section 3.3 -

In general, the basic concepts of the project were kept the same. The project is still broken up into three primary phases (obviously, the dates have been moved to coincide with the re-baseline):

1. Preparation (1-June-2015 until 29-June-2015) (was 1-June-2015 until **15-June-2015**)
2. Run Food Drive (28-June-2015 until 13-July-2015) (was **15-June-2015** until 10-July-2015)
3. Food Drive Close Out (11-July-2015 until 19-July-2015) (remained the same)

As well, there are still three main milestones:

1. Bins Placed
2. Food Drive Complete
3. Project Complete

The main differences between the original project timeline (Figure 2-1 Full Project Timeline (Before Re-Baseline)) and the new re-baselined version (Figure 2-8, next page) are:

1. No additional signs will be produced for the project (Task 3 from original project is eliminated)
2. A single food collection, spanning two weeks will occur (eliminating the Header Tasks 27 and 42). The "Run Food Drive" phase is no longer broken out into weeks (old Task 9 is merged into the Phase Task of 8)
3. The milestones related to the three collections become one milestone for the completion of the food drive in total
4. Some additional tasks related to the shortened timeline and larger number of bins were added

Another change that happened between the at the half way mark was that the project team had developed the quality plan. The quality plan discussed the collection of various metrics to determine information needed for targeted advertising. The targeted advertising would be covered by a new Contingency Reserve that was instituted to deal with the known-unknown of unacceptable quality items being donated to the food drive. The Contingency Reserve is discussed in more detail in Section 3.4.

Each phase will be described in detail and the difference from the original phase will be explained in each sub-section.

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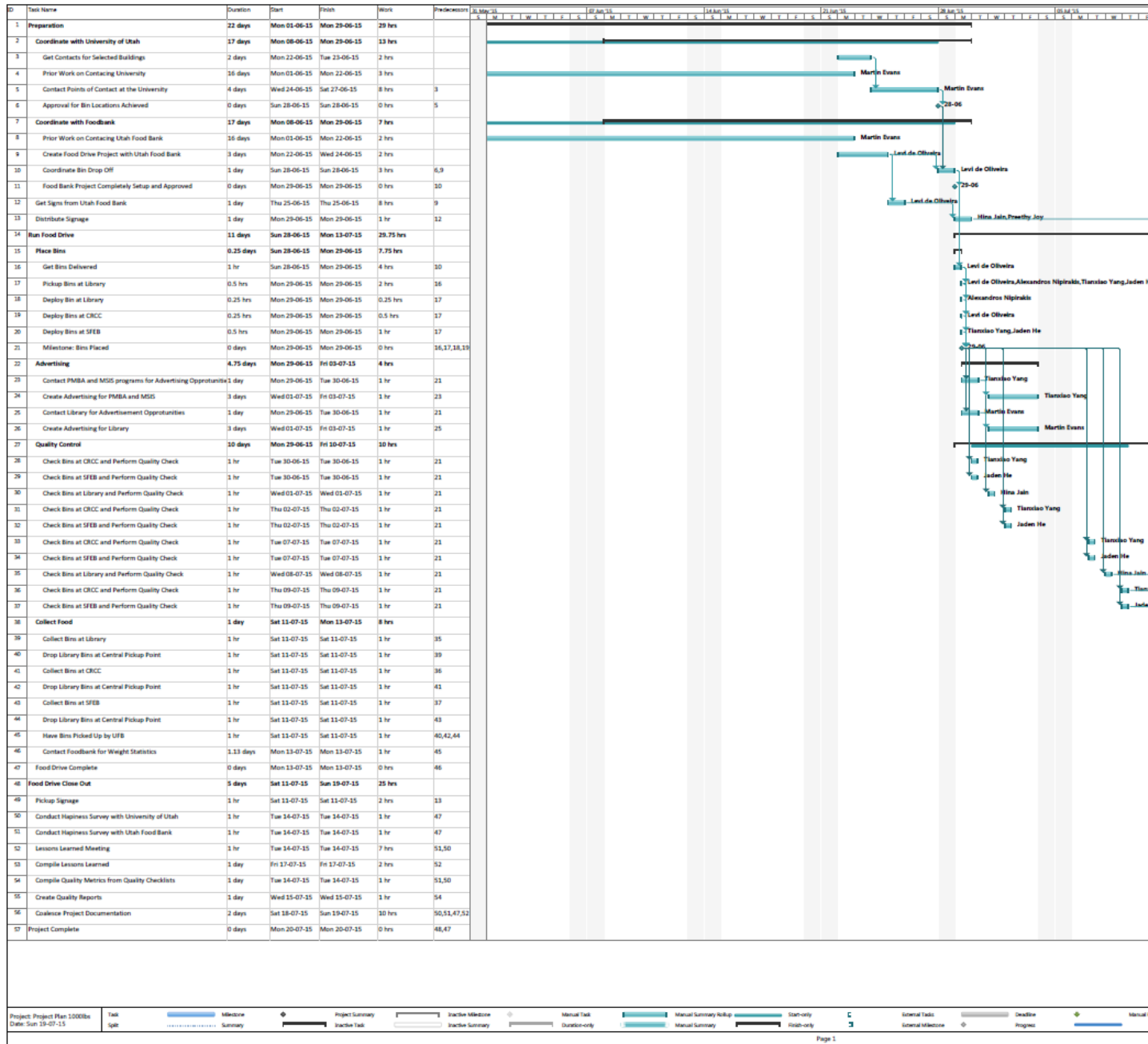


Figure 2-8 Re-Baselined Timeline

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Section 1.1.1 - The Preparation Phase

The Preparation Phase is shown in Figure 2-2. The Preparation Phase is Task 1.

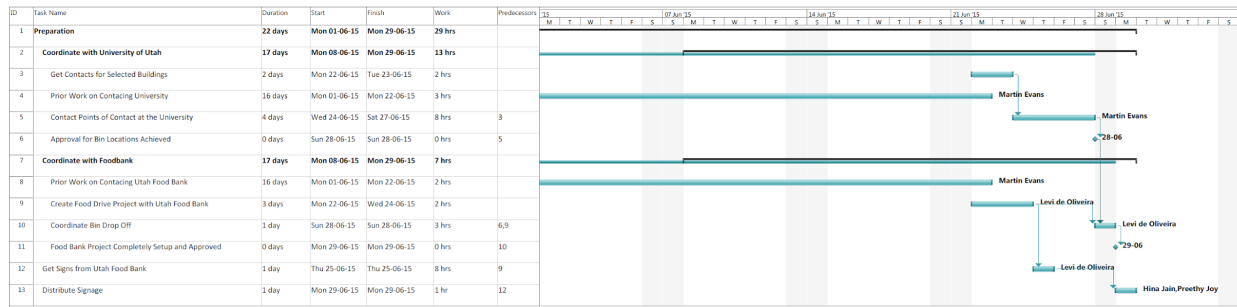


Figure 2-9 Re-Baselined Preparation Phase of Project

As part of the re-baseline, the Preparation Phase was broken out into two different header tasks. The first header task (Task 2) is concerned with securing the permission from the University for the placement of the bins on campus. In the original timeline this was a single task (Task 3, shown in Figure 2-10). In addition, the work that was already performed on contacting the University and the Utah Food were added as tasks with the number of hours that had already been spent on each.

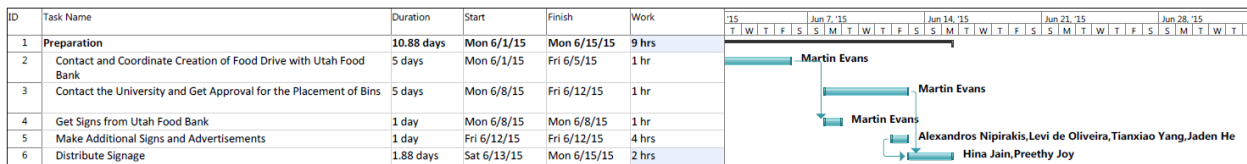


Figure 2-10 Preparation Phase of Project

As a result of the addition of several locations rather than one, Martin determined that it would be necessary first contact the university to get the contacts for each building (each one has an independent administrator who decides whether or not they want to allow items to be placed in their building). This is Task 3. After Task 3 has completed, Martin could then go about contacting each building administrator to get permission to place the bins. The three buildings the team decided they wanted to place bins in were:

4. The SFEB (Spencer Fox Eccles Building)
5. The CRCC (C. Roland Christensen Center)
6. The Library (Mariott Library)

Martin felt (given past experience with trying to get ahold of someone at the university to begin with) that each contact (including the initial contact to get the administrators of each building) would take a total of 8 hours to contact and coordinate the bin locations. The total time to contact the various locations are placed in a single task (Task 5). A milestone that was added in the re-baselined timeline was that the approval had been given for bin placement (this has become a major point in the project timeline).

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At the same time Martin was contacting the University for approval to place bins, Levi decided he would contact Utah Food Bank to begin the process of setting up the Food Drive. Once the project was created, Levi could then begin the process of getting advertisements from Utah Food Bank (Task 12). There is a finish to start relationship between creating the food drive with Utah Food Bank and getting the signs. Although this same relationship exists for Coordinating the Bin Drop off (Task 10), Task 10 has the additional predecessor relationship with Task 7 (actually a milestone, Approval for Bin Locations Achieved). Before Levi could setup a drop off of bins, the University would have had to give approval for the bins to be placed in the first place.

The final task in the Preparation Phase is to distribute the signage. As the team decided no self-made signs would be created (because of resource constraints) the only signs that would be distributed are the signs from the Utah Food Bank. Hina and Preethy would be responsible for doing this (this is the same as the original project timeline).

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Section 1.1.3 - The Run Food Drive Phase

The Run Food Drive Phase is shown in Figure 2-11.

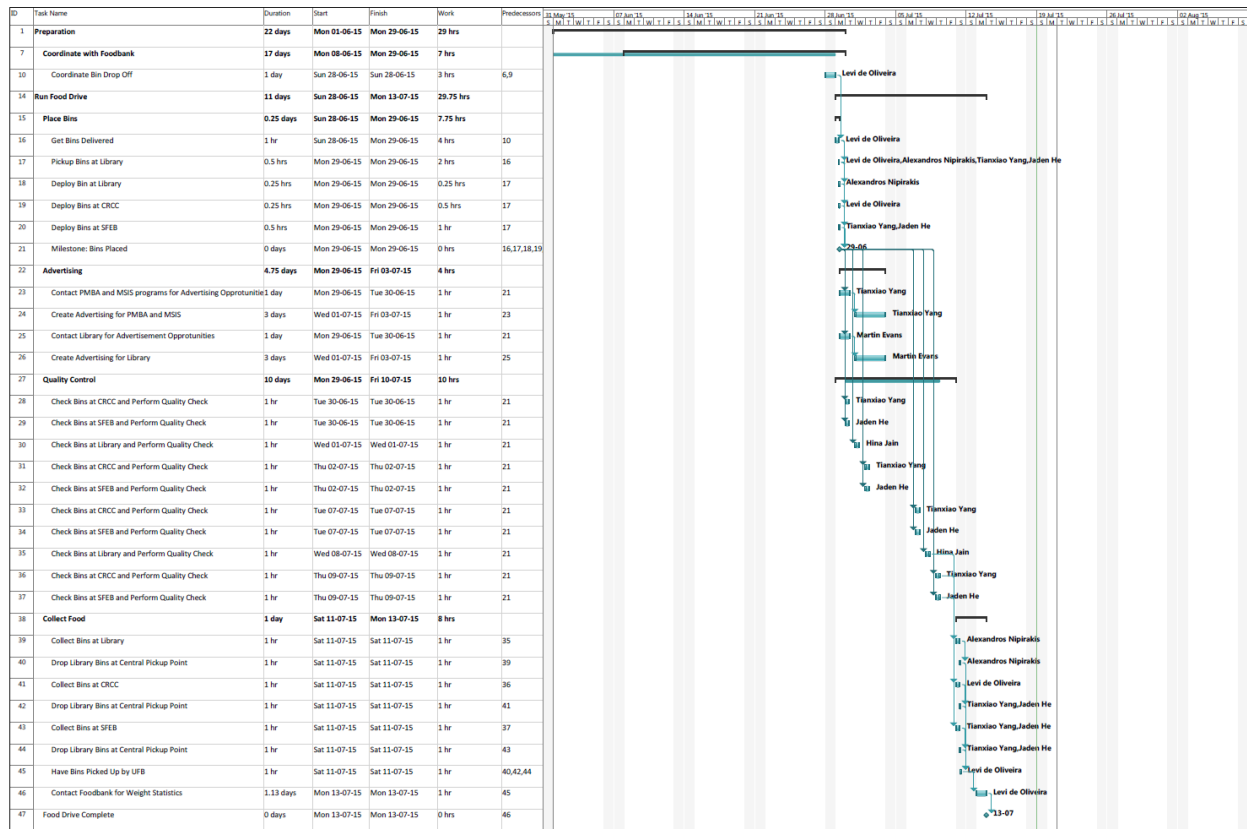


Figure 2-11 Re-Baselined Run Food Drive Phase

This is where most of the re-baselining was done. The first major difference is that as opposed to the original timeline, there are no repetitive tasks, and there are no sub-phases. The header tasks of the Run Food Drive phase are those things necessary to conduct the food drive its self (in the original plan, there were three one week sub-phases for the three separate collections). Each of the header tasks is placed directly under the Run Food Drive phase of the project. For comparisons sake the original timeline (header sections only) is shown in Figure 2-12.

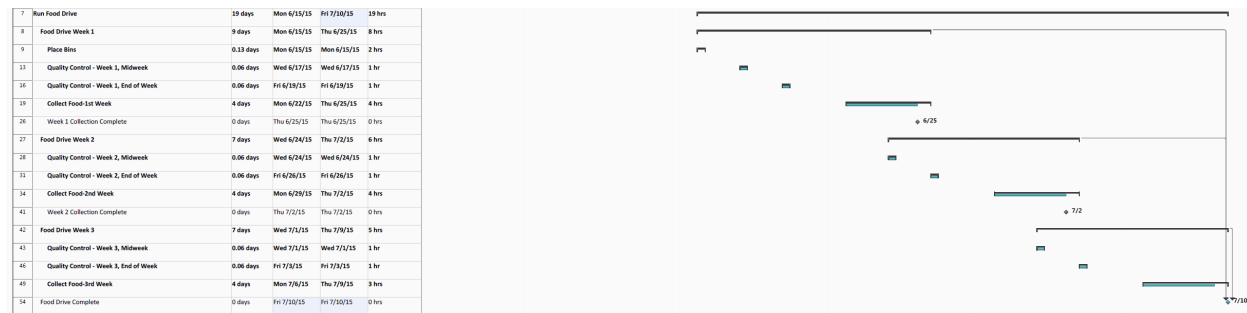


Figure 2-12 Run Food Drive Phase (original timeline)

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As compared to the original timeline, the Run Food Drive phases closely resembles the first and third weeks bunched together. The common parts between the original and re-baselined timelines are:

1. Place the Bins
2. Quality Control
3. Collect Food

A difference between the original timeline and the re-baselined timeline is that an advertising sub-phase was added. The advertising phase was added in order to notify students that the food drive was occurring. This was done in lieu of the self-made advertisements in the original project.

Section 1.1.1.1 - Place Bins Task

The first major milestone of the project was Tasks 7 and 11 from the Preparation Phase. These are the milestones that gives the group permission to:

1. Conduct the food drive
2. Place bins on Campus

After the approval from both the Utah Food Bank and the University of Utah was gained, Levi could then contact the Utah Food Bank and coordinate the bin drop off (Task 10). Levi would then need to be at the drop off location and ensure that the bins had been dropped off (Task 16). After the bins were delivered, the team would then need to deploy the bins. After the bins are placed, the food drive has officially begun. In the re-baselined project this is Task 21. The Place Bins task of the Run Food Drive Phase is shown in Figure 2-13.

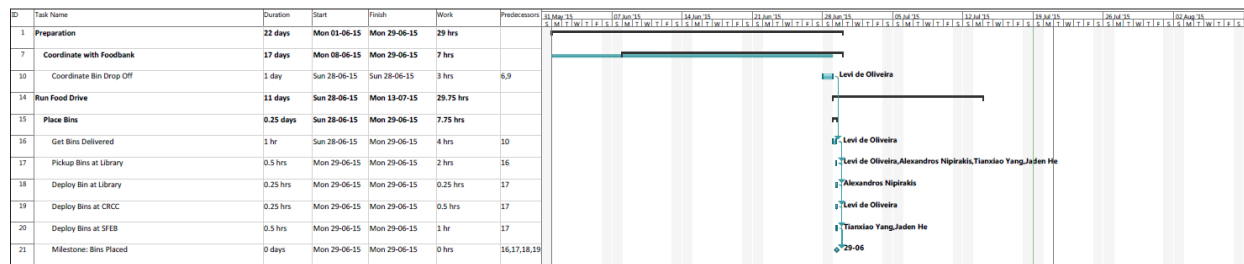


Figure 2-13 Re-Baselined Place Bins Task

Basically, the process of placing the bins is very similar to the original timeline (Figure 2-14).

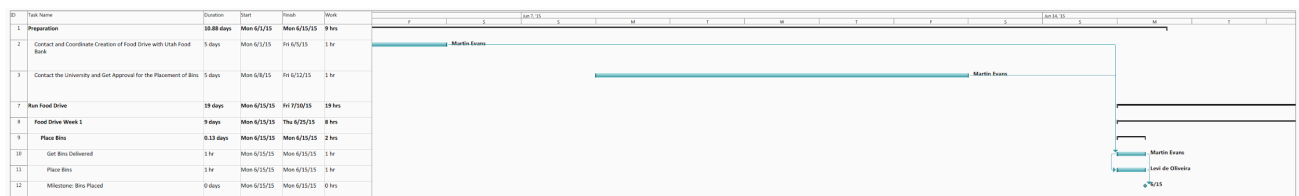


Figure 2-14 Place Bin Task

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In the original timeline, the process of ordering and having delivered the bins was not separated (given communication challenges, it was felt that these two should be shown separately to track exactly how long it took to actually order the bins from the Utah Food Bank). Originally, there were to be only two bins at one building. More than likely, in that case, the bins would have been delivered to the building where they were going to be placed (this was originally only going to be the SFEB), reducing the amount of work down to a level that one team member could place the bins (Originally, this was Levi). Just as with the re-baselined project, the bins placed milestone represented a major milestone in the project that allowed the Food Drive to go forward.

One of the biggest changes in the re-baselined timeline is that it was no longer practical for one person to deploy the bins. As the bins were likely to be dropped off at a single building, the bins would need to be moved around campus (manually). A single person could physically do this, but it would take a great amount of time to complete this task in that way. For that reason, the team decided to crash this particular task by assigning multiple people to the task. Levi, Alexandros, Tianxiao and Jaden would now deploy the bins. As there are many people deploying bins, it was felt that splitting up the task into individual tasks was a good way to separate work on the project.

All of the deploy steps required that the bins had been delivered. All team members on the deployment team would meet at the drop off point and deploy the bins. There is a finish to start relationship between Get Bins Delivered (Task 16) and the three deployment steps (18,19, and 20). At Task 21 (Milestone: Bins Placed) the food drive can actually begin.

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Section 1.1.1.2 - Advertising Task

As discussed in the introduction to this section (Section 2.1.2 -), a result of the team deciding not to place self-made advertisements around campus was that the team felt that not very many students would know about the food drive. The team discussed various options to advertise the food drive that were easy to do and required few resources to accomplish. Tianxiao is a member of two class groups (both the MSIS and PMBA groups), and as a result he has more contacts that could send out emails about the food drive. Martin also had a contact at the library that could send out an email and post a simple print out notice about the food drive.

In figure 2-15, the Advertising Task is shown. The team decided that no advertisements should be sent out until the bins were in place. For this reason, there is a finish to start relationship between the Bins Placed milestone and the advertising tasks. Each advertising task starts with Tianxiao and Martin contacting their contacts to get information on how to advertise. Then, both would work on crafting an email or document to send to those groups. It was felt that this advertisement should be completed before the end of the first week in order to be effectual.

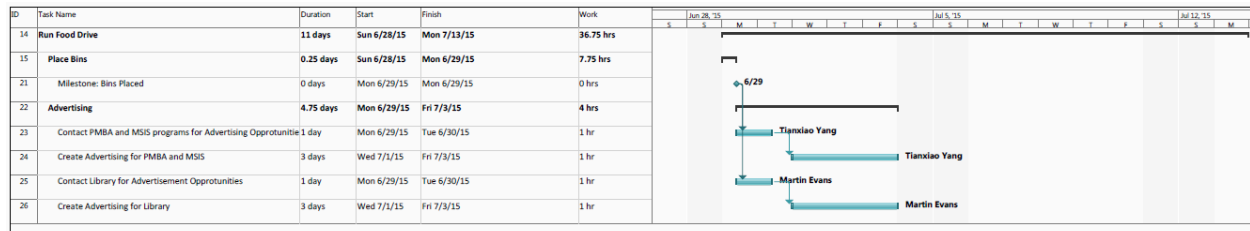


Figure 2-15 Advertising Task

Technically the additional advertising that may be required as a result of the quality management process should be covered in a Schedule Contingency Reserve. Even so, the Project Team felt that by creating a Budget Contingency reserve that could cover the labor as well as material costs that this would be most effective. The primary reason for this is the project team could not predict when (or even if) additional advertisements would be required. It was therefore necessary to place the costs in the project budget, but less important to guess when the Contingency Reserve was to be spent.

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Section 1.1.1.3 - Quality Control Tasks

In the original timeline, each week would have three recurring tasks:

1. The quality check on Wednesday (mid-week quality check)
2. The quality check on Friday
3. Collecting the Food on the following Monday (which culminates in the data collection task on Thursday)

The first two recurring tasks are concerned with quality control activities. In the original timeline, two people (Tianxiao and Jaden) would go and look at one bin each on Wednesdays and Fridays. In the re-baselined project, there are three buildings with two locations at each building. For this reason, additional tasks were created and additional people were needed. Each quality control associate would be responsible for both bins in the building they were assigned.

As discussed in Section 4.1.1 -, the three quality control associates were:

1. Tianxio (CRCC)
2. Jaden (SFEB)
3. Hina (Lirbary)

Over the life of the project, there would be six different check periods:

1. CRCC and SFEB would be checked on 30-June-2015 (Tuesday)
2. Library would be checked on 1-July-2015 (Wednesday)
3. CRCC and SFEB would be checked on 2-July-2015 (Thursday)
4. CRCC and SFEB would be checked on 7-July-2015 (Tuesday)
5. Library would be checked on 8-July-2015 (Wednesday)
6. CRCC and SFEB would be checked on 9-July-2015 (Thursday)

The Quality Control task is shown in Figure 2-16.

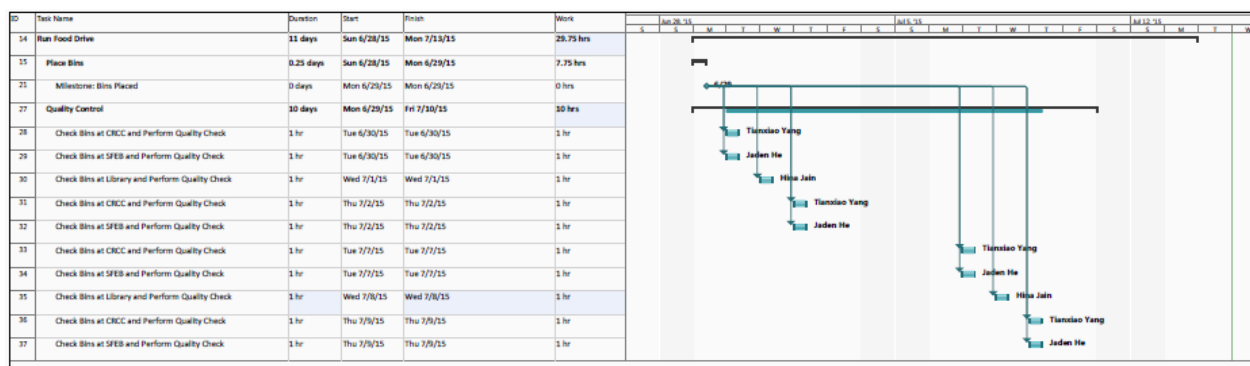


Figure 2-16 Quality Control Task

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All quality control tasks have a finish to start relationship with the Place Bins milestone (Task 21). The reason is obvious – if no bins are placed, no items can be donated. Without any items donated, a check cannot occur. The quality control procedure is documented in Section 4 -.

Section 1.1.1.4 - Collect Food Task

In the original timeline, every week items would be cleared out of the bins and placed in a central collection point. Depending on the amount of food donated, Martin would either call Utah Food Bank for a pickup or transport the items himself.

Given the compressed nature of the revised food drive, this was no longer necessary. In the event a bin was too full, the quality checks would note this and the team would decide on a course of action. The team felt that the bins were sufficient large enough to carry the food for the entire food drive (about two weeks).

As a result, there was a single pickup of food, which (like Week 3 Pickup in the original timeline) would simply be retrieving the bins and ordering a pickup from the Utah Food Bank. As the bins were too large for anyone’s personal vehicles, regardless of the amount of food collected the bins would need to be picked up by the Utah Food Bank.

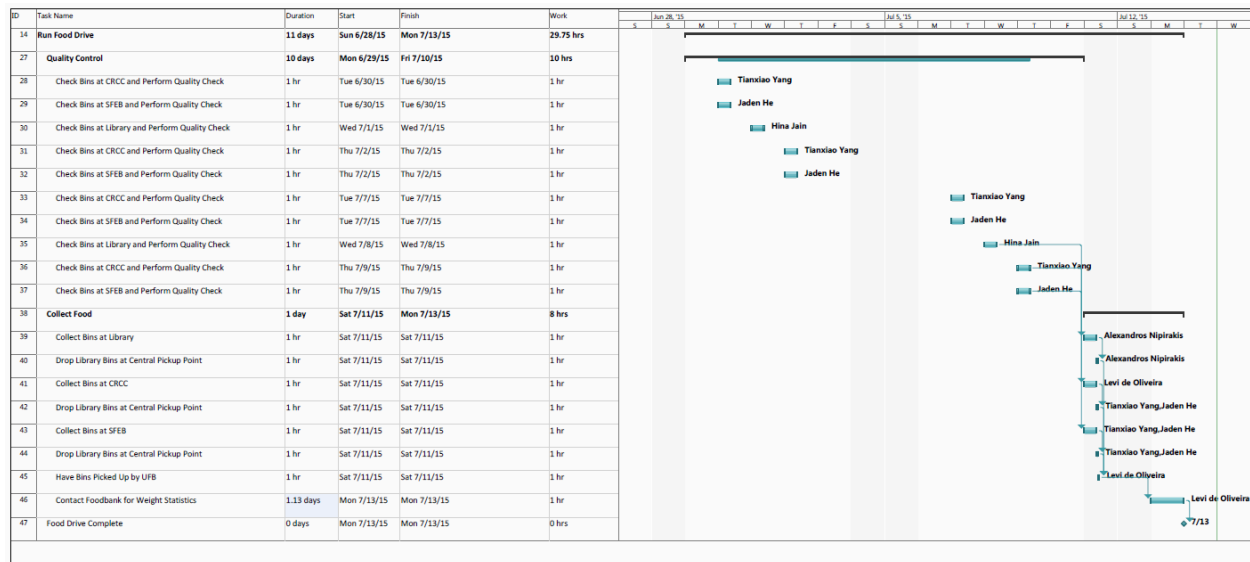


Figure 2-17 Collect Food Task (Re-Baselined)

As before, the number of bins made it impractical that a single person would perform the pickup. Again, the deployment team would be used to pickup all bins and place them in a single location to make it convenient for the Utah Food Bank to pickup the bins. The deployment team was Alexandros, Tianxiao, Levi, and Jaden.

Each bin would be retrieved from the location it was placed and put in the central pickup point (to be determined). A final weight would be requested from the Utah Food Bank.

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A major pre-requisite to picking up the food is the last quality check for each location. As discussed in Section 2.2.3.3 -, there are six separate quality checks that were performed throughout the Run Food Drive phase of the project. The three critical checks are:

1. Task 35, Check of Library Bins on 8-July-2015
2. Task 36, Check CRCC Bins on 9-July-2015
3. Task 37, Check SFEB Bins on 9-July-2015

These checks serve as the ultimate quality check before food items are given to the Utah Food Bank. After the bins have been collected (which requires that the final quality check has been completed) the food drive is considered complete (this is a major project milestone, Task 47).

Section 1.1.2 - The Food Drive Closeout Phase

As discussed previously, the although the project has been re-baselined, the project still has 3 major milestones:

1. Bins Placed (Task 21)
2. Food Drive Complete (Task 47)
3. Project Complete (Task 57)

In the original project plan, the first milestone occurs during the first week of the food drive, and represented the completion of work from The Preparation Phase (Section 2.1.1 -). In the re-baselined timeline this is similarly placed in the beginning of the food drive, though it is not placed in a separate phase (for the week) from the rest of the timeline (Section 2.1.2.1 -).

In the original timeline, the second milestone (as described in Section 2.1.2.3 -) was dependent on the completion of the first milestone (the bins must have been placed) and the completion of Week 3's activities (and of those, the last quality check and bin pickup parts are most important). Similarly, the second milestone in the re-baselined timeline occurs after the bins had been placed (Task 21) and after the bins had been returned to the Utah Food Bank (after having been quality checked first). At that point, the food drive is considered complete.

After the food drive is complete,, the Food Drive Closeout phase begins. This is the phase of the project concerned with:

5. Cleaning up signs or other materials related to the food drive
6. Compiling quality data
7. Conducting surveys to gauge stakeholder happiness with the project
8. Compiling lessons learned
9. Creating project historical documentation

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The Food Drive Closeout Phase has only been modified slightly from the original timeline. Additionally, the way in which quality metrics are planned to occur mean that they will not be in an electronic form automatically. Preethy will need to digitize the manual quality form artifacts. Figure 2-19 shows the re-baselined Food Drive Closeout Phase.

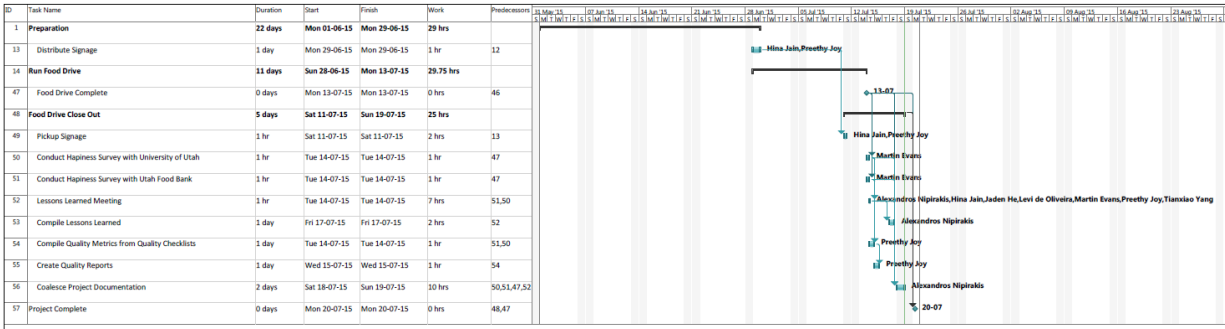


Figure 2-18 Food Drive Closeout Phase

Preethy and Hina will go pickup all the signs that they had previously placed (Phase 49) (this is the same as the original timeline).

Again, an important part of the closeout phase is to collect lessons learned and quality information. The first quality metrics that are gathered are the happiness surveys conducted by Martin (Tasks 50 and 51). The project team will then meet for a project closing discussion (Task 52) and Alexandros will compile the lessons learned into a single document (Task 53).

As discussed before, between the original project timeline being created and the re-baselining effort, the quality process was discovered to be quite manual. Paper documents will need to be transcribed into some digital form for processing. Preethy will need to do this at Task 54, and then compile the quality reports at Task 55. Finally, Alexandros will coalesce the project documentation into a single artifact for permanent storage in the organizational knowledge base (Task 56).

The project is considered complete at Task 57 (Project Complete Milestone).

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Section 2 - Budget

As described in Section 2 -, the original project timeline called for the first collection to have been almost complete by the 22nd of June (the date on which the budget status was calculated). On the 22nd of June, no collections had occurred. In fact, the Preparation stage was still underway and no approvals had yet been given.

The three tasks that were underway in the Preparation Phase on the 22nd of June were:

1. Task 2: Contact and Coordinate Creation of Food Drive with Utah Food Bank
 - a. Should have been complete by 5-June-2015 (17 Days Late)
2. Task 3: Contact the University and Get Approval for Placement of Bins
 - a. Should have been complete by 12-June-2015 (10 Days Late)
3. Task 5: Make Additional Signs and Advertisements
 - a. Should have been complete by 12-June-2015 (10 Days Late)

Given the fact that none of these tasks was significantly complete, (this is discussed in Section 3.3 - in more details), the project team decided:

1. It was no longer practical to run the Food Drive for three weeks
2. As a result, the number of collections had to be modified
3. As a result, modifications to the basic methodology had to be made in order to achieve the Measurable Success Criteria (Section 1.2 -)
4. In order to make progress on the three tasks that were already started, it would be necessary to make significant changes to how these tasks would be complete needed to be made (this is described in Section 2.2 -)
5. Other changes were necessary to the basic plan in order to accommodate these determinations

It was decided that the nature of the project had changed significantly since the original timeline (and original budget) were created. For this reason, both were re-baselined. As was done with the timeline in Section 2 -, the original budget is presented here as a point of comparison with the re-baselined version. The budget status is then presented, followed by the re-baselined budget.

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Section 1.2 - Original Budget and Explanation

The full original budget is available in Appendix A: Full Original Budget By Task. The budget presented in the appendix is linked to each actual task from the original timeline found in Section 2.1 - and is broken out according to resource. A summary budget by task is presented in Figure 3-1.

ID	Task Name	Cost	Start	Finish
1	Preparation	\$445.00	Mon 6/1/15	Mon 6/15/15
2	Contact and Coordinate Creation of Food Drive with Utah Food Bank	\$25.00	Mon 6/1/15	Fri 6/5/15
3	Contact the University and Get Approval for the Placement of Bins	\$25.00	Mon 6/8/15	Fri 6/12/15
4	Get Signs from Utah Food Bank	\$40.00	Mon 6/8/15	Mon 6/8/15
5	Make Additional Signs and Advertisements	\$275.00	Fri 6/12/15	Fri 6/12/15
6	Distribute Signage	\$80.00	Sat 6/13/15	Mon 6/15/15
7	Run Food Drive	\$561.00	Mon 6/15/15	Fri 7/10/15
8	Food Drive Week 1	\$256.00	Mon 6/15/15	Thu 6/25/15
9	Place Bins	\$76.00	Mon 6/15/15	Mon 6/15/15
10	Get Bins Delivered	\$51.00	Mon 6/15/15	Mon 6/15/15
11	Place Bins	\$25.00	Mon 6/15/15	Mon 6/15/15
12	Milestone: Bins Placed	\$0.00	Mon 6/15/15	Mon 6/15/15
13	Quality Control - Week 1, Midweek	\$25.00	Wed 6/17/15	Wed 6/17/15
14	Perform Quality Check on Location 1	\$12.50	Wed 6/17/15	Wed 6/17/15
15	Perform Quality Check on Location 2	\$12.50	Wed 6/17/15	Wed 6/17/15
16	Quality Control - Week 1, End of Week	\$55.00	Fri 6/19/15	Fri 6/19/15
17	Perform Quality Check on Location 1	\$27.50	Fri 6/19/15	Fri 6/19/15
18	Perform Quality Check on Location 2	\$27.50	Fri 6/19/15	Fri 6/19/15
19	Collect Food-1st Week	\$100.00	Mon 6/22/15	Thu 6/25/15
20	Collect food location 1	\$12.50	Mon 6/22/15	Mon 6/22/15
21	Deliver Food Items From Location 1 to UFB Collection Point	\$12.50	Mon 6/22/15	Mon 6/22/15
22	Collect food location 2	\$12.50	Mon 6/22/15	Mon 6/22/15
23	Deliver Food Items From Location 2 to UFB Collection Point	\$12.50	Mon 6/22/15	Mon 6/22/15
24	Have Food Picked Up by UFB	\$25.00	Tue 6/23/15	Tue 6/23/15
25	Contact Foodbank for Weight Statistics	\$25.00	Thu 6/25/15	Thu 6/25/15
26	Week 1 Collection Complete	\$0.00	Thu 6/25/15	Thu 6/25/15
27	Food Drive Week 2	\$180.00	Wed 6/24/15	Thu 7/2/15
28	Quality Control - Week 2, Midweek	\$25.00	Wed 6/24/15	Wed 6/24/15
29	Perform Quality Check on Location 1	\$12.50	Wed 6/24/15	Wed 6/24/15
30	Perform Quality Check on Location 2	\$12.50	Wed 6/24/15	Wed 6/24/15
31	Quality Control - Week 2, End of Week	\$55.00	Fri 6/26/15	Fri 6/26/15
32	Perform Quality Check on Location 1	\$27.50	Fri 6/26/15	Fri 6/26/15
33	Perform Quality Check on Location 2	\$27.50	Fri 6/26/15	Fri 6/26/15
34	Collect Food-2nd Week	\$100.00	Mon 6/29/15	Thu 7/2/15
35	Collect food location 1	\$12.50	Mon 6/29/15	Mon 6/29/15
36	Deliver Food Items From Location 1 to UFB Collection Point	\$12.50	Mon 6/29/15	Mon 6/29/15
37	Collect food location 2	\$12.50	Mon 6/29/15	Mon 6/29/15
38	Deliver Food Items From Location 2 to UFB Collection Point	\$12.50	Mon 6/29/15	Mon 6/29/15
39	Have Food Picked Up by UFB	\$25.00	Tue 6/30/15	Tue 6/30/15
40	Contact Foodbank for Weight Statistics	\$25.00	Thu 7/2/15	Thu 7/2/15
41	Week 2 Collection Complete	\$0.00	Thu 7/2/15	Thu 7/2/15
42	Food Drive Week 3	\$125.00	Wed 7/1/15	Thu 7/9/15
43	Quality Control - Week 3, Midweek	\$25.00	Wed 7/1/15	Wed 7/1/15
44	Perform Quality Check on Location 1	\$12.50	Wed 7/1/15	Wed 7/1/15
45	Perform Quality Check on Location 2	\$12.50	Wed 7/1/15	Wed 7/1/15
46	Quality Control - Week 3 End Check	\$25.00	Mon 7/6/15	Mon 7/6/15
47	Perform Quality Check on Location 1	\$12.50	Mon 7/6/15	Mon 7/6/15
48	Perform Quality Check on Location 2	\$12.50	Mon 7/6/15	Mon 7/6/15
49	Collect Food-3rd Week	\$75.00	Mon 7/6/15	Thu 7/9/15
50	Move Bin From Location 1 to UFB Collection Point	\$12.50	Mon 7/6/15	Mon 7/6/15
51	Move Bin From Location 2 to UFB Collection Point	\$12.50	Mon 7/6/15	Mon 7/6/15
52	Have Bin Picked Up by UFB	\$25.00	Tue 7/7/15	Tue 7/7/15
53	Contact Foodbank for Weight Statistics	\$25.00	Thu 7/9/15	Thu 7/9/15
54	Food Drive Complete	\$0.00	Fri 7/10/15	Fri 7/10/15
55	Food Drive Close Out	\$785.00	Fri 7/10/15	Wed 7/15/15
56	Pickup Signage	\$80.00	Sat 7/11/15	Sat 7/11/15
57	Perform Survey of University of Utah Faculty for Effectiveness	\$25.00	Mon 7/13/15	Mon 7/13/15
58	Contact Utah Food Bank and Perform Quality Survey	\$25.00	Fri 7/10/15	Fri 7/10/15
59	Lessons Learned Meeting	\$280.00	Fri 7/10/15	Fri 7/10/15
60	Coalesce Project Documentation	\$375.00	Tue 7/14/15	Wed 7/15/15
61	Project Complete	\$0.00	Mon 7/20/15	Mon 7/20/15

Figure 3-1 Per Task Budget

The project has three kinds of costs:

1. Labor Costs
2. Travel Costs
3. Material Costs

[Type text]

Each task in Figure 3-1 has the total cost of labor and materials attached to it. All members of the project team were assigned a resource cost of \$25.00/hour. The team also decided on a per-trip transportation fee for people who had to come to the University on days they otherwise would not have. The fee was \$15.00 per trip.

In addition, the team determined that there would be some material costs related to advertisement and food storage:

4. Posters are needed in Task 5
5. Fliers are needed in Task 5
6. Three garbage cans would be needed in Task 10

Total estimated project cost was \$1,791.00. The Phases are broken out in Figure 3-2.

ID	Task Name	Work	Regular Work	Actual Work	Cost	Start	Finish
1	Preparation	9 hrs	9 hrs	0 hrs	\$445.00	Mon 6/1/15	Mon 6/15/15
7	Run Food Drive	19 hrs	19 hrs	0 hrs	\$561.00	Mon 6/15/15	Fri 7/10/15
55	Food Drive Close Out	26 hrs	26 hrs	0 hrs	\$785.00	Fri 7/10/15	Wed 7/15/15
61	Project Complete	0 hrs	0 hrs	0 hrs	\$0.00	Mon 7/20/15	Mon 7/20/15

Figure 3-2 Per Phase Budget

[Type text]

Section 1.1.4 - The Preparation Phase

The preparation phase is concerned with setting up the food drive with the Utah Food Bank, getting approval from the University of Utah to run the food drive, and creating and distributing signage and advertisements. The total cost of the Preparation Phase is \$445.00. The Preparation Phase is described in better detail in Section 2.1.1 -. Figure 3-3 shows the preparation phase task detail (this information is also available in Appendix A: Full Original Budget By Task).

ID	Task Name	Work	Regular Work	Cost	Start	Finish
1	Preparation	9 hrs	9 hrs	\$445.00	Mon 6/1/15	Mon 6/15/15
2	Contact and Coordinate Creation of Food Drive with Utah Food Bank	1 hr	1 hr	\$25.00	Mon 6/1/15	Fri 6/5/15
	<i>Martin Evans</i>	1 hr	1 hr	\$25.00	Mon 6/1/15	Fri 6/5/15
3	Contact the University and Get Approval for the Placement of Bins	1 hr	1 hr	\$25.00	Mon 6/8/15	Fri 6/12/15
	<i>Martin Evans</i>	1 hr	1 hr	\$25.00	Mon 6/8/15	Fri 6/12/15
4	Get Signs from Utah Food Bank	1 hr	1 hr	\$40.00	Mon 6/8/15	Mon 6/8/15
	<i>Martin Evans</i>	1 hr	1 hr	\$25.00	Mon 6/8/15	Mon 6/8/15
	<i>Transportation Fee</i>	1	1	\$15.00	Mon 6/8/15	Mon 6/8/15
5	Make Additional Signs and Advertisements	4 hrs	4 hrs	\$275.00	Fri 6/12/15	Fri 6/12/15
	<i>Alexandros Nipirakis</i>	1 hr	1 hr	\$25.00	Fri 6/12/15	Fri 6/12/15
	<i>Levi de Oliveira</i>	1 hr	1 hr	\$25.00	Fri 6/12/15	Fri 6/12/15
	<i>Tianxiao Yang</i>	1 hr	1 hr	\$25.00	Fri 6/12/15	Fri 6/12/15
	<i>Jaden He</i>	1 hr	1 hr	\$25.00	Fri 6/12/15	Fri 6/12/15
	<i>Fliers</i>	1	1	\$30.00	Fri 6/12/15	Fri 6/12/15
	<i>Posters</i>	1	1	\$85.00	Fri 6/12/15	Fri 6/12/15
	<i>Transportation Fee</i>	4	4	\$60.00	Fri 6/12/15	Fri 6/12/15
6	Distribute Signage	2 hrs	2 hrs	\$80.00	Sat 6/13/15	Mon 6/15/15
	<i>Preethy Joy</i>	1 hr	1 hr	\$25.00	Sat 6/13/15	Mon 6/15/15
	<i>Hina Jain</i>	1 hr	1 hr	\$25.00	Sat 6/13/15	Mon 6/15/15
	<i>Transportation Fee</i>	2	2	\$30.00	Sat 6/13/15	Mon 6/15/15

Figure 3-3 Phase 1 Budget Detail

As discussed in Section 3.2 -, there are three kinds of cost for this project:

1. Labor Costs
2. Travel Costs
3. Material Costs

Tasks 2 and 3 only have labor costs (Martin Evans for 2 hours). Tasks 4 and 6 have both labor and a transportation fee. Martin will need to travel to the Utah Food Bank to pick up the posters. Preethy and Hina will need to come to the University on a Saturday to deploy the advertisements.

Task 5 has labor costs, a transportation fee (for all four people that were scheduled to work that day as this was a day off for all team members and some team members are slated to travel to Alphagraphics for printouts). There were also material costs for Posters and Fliers:

1. Posters: 1- 22"x28" poster with tax and additional design costs - \$85.00
2. Fliers: 50- half page advertisements plus tax and additional design costs- \$30.00

[Type text]

Section 1.1.5 - The Run Food Drive Phase

As described in Section 2.1.2 -, the Run Food Drive Phase is where the bins are actually placed out in the SFEB, quality metrics are actually gathered, food is collected, and then finally the bins are retrieved and given back to the Utah Food Bank. The detail of what the Run Food Drive phase entails can be found in Section 2.1.2 -. The Summary View of the Run Food Drive Phase is shown in Figure 3-4.

ID	Task Name	Work	Regular Work	Cost	Start	Finish
7	Run Food Drive	19 hrs	19 hrs	\$561.00	Mon 6/15/15	Fri 7/10/15
8	Food Drive Week 1	8 hrs	8 hrs	\$256.00	Mon 6/15/15	Thu 6/25/15
27	Food Drive Week 2	6 hrs	6 hrs	\$180.00	Wed 6/24/15	Thu 7/2/15
42	Food Drive Week 3	5 hrs	5 hrs	\$125.00	Wed 7/1/15	Thu 7/9/15
54	Food Drive Complete	0 hrs	0 hrs	\$0.00	Fri 7/10/15	Fri 7/10/15

Figure 3-4 Summary View of Run Food Drive

The total food drive should take approximately 19 hours and cost about \$561.00. Even though the majority of the cost for this stage is Labor Costs, there are a few other kinds of cost (representing about \$86.00). As shown in Figure 3-5, the first kind of additional cost is the cost for garbage bins. It is planned that after every collection, food would be staged in a storage area in a labeled garbage bin waiting for the pickup of food by the Utah Food Bank (or transportation to the Utah Food Bank if there is a small amount of food).

ID	Task Name	Work	Regular Work	Cost	Start	Finish
1	Preparation	9 hrs	9 hrs	\$445.00	Mon 6/1/15	Mon 6/15/15
7	Run Food Drive	19 hrs	19 hrs	\$561.00	Mon 6/15/15	Fri 7/10/15
8	Food Drive Week 1	8 hrs	8 hrs	\$256.00	Mon 6/15/15	Thu 6/25/15
9	Place Bins	2 hrs	2 hrs	\$76.00	Mon 6/15/15	Mon 6/15/15
10	Get Bins Delivered	1 hr	1 hr	\$51.00	Mon 6/15/15	Mon 6/15/15
	<i>Martin Evans</i>	1 hr	1 hr	\$25.00	Mon 6/15/15	Mon 6/15/15
	<i>Garbage Can</i>	2	2	\$26.00	Mon 6/15/15	Mon 6/15/15
11	Place Bins	1 hr	1 hr	\$25.00	Mon 6/15/15	Mon 6/15/15
	<i>Levi de Oliveira</i>	1 hr	1 hr	\$25.00	Mon 6/15/15	Mon 6/15/15
12	Milestone: Bins Placed	0 hrs	0 hrs	\$0.00	Mon 6/15/15	Mon 6/15/15

Figure 3-5 Place Bins Additional Costs

[Type text]

As shown in Figure 3-6, another cost is the transportation fee for Jaden and Tianxiao on Fridays to perform the quality check.

ID	Task Name	Work	Regular Work	Cost	Start	Finish
1	⊕ Preparation	9 hrs	9 hrs	\$445.00	Mon 6/1/15	Mon 6/15/15
7	⊖ Run Food Drive	19 hrs	19 hrs	\$561.00	Mon 6/15/15	Fri 7/10/15
8	⊖ Food Drive Week 1	8 hrs	8 hrs	\$256.00	Mon 6/15/15	Thu 6/25/15
9	⊕ Place Bins	2 hrs	2 hrs	\$76.00	Mon 6/15/15	Mon 6/15/15
13	⊕ Quality Control - Week 1, Midweek	1 hr	1 hr	\$25.00	Wed 6/17/15	Wed 6/17/15
16	⊖ Quality Control - Week 1, End of Week	1 hr	1 hr	\$55.00	Fri 6/19/15	Fri 6/19/15
17	⊖ Perform Quality Check on Location 1	0.5 hrs	0.5 hrs	\$27.50	Fri 6/19/15	Fri 6/19/15
	<i>Tianxiao Yang</i>	<i>0.5 hrs</i>	<i>0.5 hrs</i>	<i>\$12.50</i>	<i>Fri 6/19/15</i>	<i>Fri 6/19/15</i>
	<i>Transportation Fee</i>	<i>1</i>	<i>1</i>	<i>\$15.00</i>	<i>Fri 6/19/15</i>	<i>Fri 6/19/15</i>
18	⊖ Perform Quality Check on Location 2	0.5 hrs	0.5 hrs	\$27.50	Fri 6/19/15	Fri 6/19/15
	<i>Jaden He</i>	<i>0.5 hrs</i>	<i>0.5 hrs</i>	<i>\$12.50</i>	<i>Fri 6/19/15</i>	<i>Fri 6/19/15</i>
	<i>Transportation Fee</i>	<i>1</i>	<i>1</i>	<i>\$15.00</i>	<i>Fri 6/19/15</i>	<i>Fri 6/19/15</i>

Figure 3-6 Transportation Costs for Quality Checks

Otherwise, the rest of the costs (\$475.00) are labor costs.

[Type text]

Section 1.1.6 - The Food Drive Close Out Phase

The final phase of the project is the Food Drive Close Out Phase. As described in Section 2.1.3 -, this phase is concerned with:

1. Cleaning up signs or other materials related to the food drive
2. Compiling quality data
3. Conducing surveys to gauge stakeholder happiness with the project
4. Compiling lessons learned
5. Creating project historical documentation

More detail on what is actually involved in the Food Drive Close Out phase can be found in Section 2.1.3 - In Figure 3-7, the detailed budget for this phase is shown.

ID	Task Name	Work	Regular Work	Cost	Start	Finish
1	Preparation	9 hrs	9 hrs	\$445.00	Mon 6/1/15	Mon 6/15/15
7	Run Food Drive	19 hrs	19 hrs	\$561.00	Mon 6/15/15	Fri 7/10/15
55	Food Drive Close Out	26 hrs	26 hrs	\$785.00	Fri 7/10/15	Wed 7/15/15
56	Pickup Signage	2 hrs	2 hrs	\$80.00	Sat 7/11/15	Sat 7/11/15
	Preethy Joy	1 hr	1 hr	\$25.00	Sat 7/11/15	Sat 7/11/15
	Hina Jain	1 hr	1 hr	\$25.00	Sat 7/11/15	Sat 7/11/15
	Transportation Fee	2	2	\$30.00	Sat 7/11/15	Sat 7/11/15
57	Perform Survey of University of Utah Faculty for Effectiveness	1 hr	1 hr	\$25.00	Mon 7/13/15	Mon 7/13/15
	Martin Evans	1 hr	1 hr	\$25.00	Mon 7/13/15	Mon 7/13/15
58	Contact Utah Food Bank and Perform Quality Survey	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
	Martin Evans	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
59	Lessons Learned Meeting	7 hrs	7 hrs	\$280.00	Fri 7/10/15	Fri 7/10/15
	Martin Evans	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
	Alexandros Nipirakis	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
	Levi de Oliveira	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
	Tianxiao Yang	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
	Jaden He	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
	Preethy Joy	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
	Hina Jain	1 hr	1 hr	\$25.00	Fri 7/10/15	Fri 7/10/15
	Transportation Fee	7	7	\$105.00	Fri 7/10/15	Fri 7/10/15
60	Coalesce Project Documentation	15 hrs	15 hrs	\$375.00	Tue 7/14/15	Wed 7/15/15
	Alexandros Nipirakis	15 hrs	15 hrs	\$375.00	Tue 7/14/15	Wed 7/15/15
61	Project Complete	0 hrs	0 hrs	\$0.00	Mon 7/20/15	Mon 7/20/15

Figure 3-7 Detailed Budget - Food Drive Close Out Phase

The total budgeted cost for this phase is \$785.00. There are no material costs in this phase. The majority of this budgeted cost (\$650.00) are labor costs. The remaining \$135.00 are transportation fees. The majority of the labor is spent coalescing documentation for the project report (15 hours).

Section 1.1.7 -

[Type text]

Section 1.2 - Budget Status on 22-June-2015

On June 22nd, the project team met to determine current status of the project. At that time (as described in Section 3.2, only two tasks had been started at that time:

1. Task 2: Contact and Coordinate Creation of Food Drive with Utah Food Bank
 - a. Should have been complete by 5-June-2015 (17 Days Late)
2. Task 3: Contact the University and Get Approval for Placement of Bins
 - a. Should have been complete by 12-June-2015 (10 Days Late)

In talking to Martin, he had spent about 3 hours on Task 2 and about 2 hours on Task 3. Martin felt he had made it about 40% of the way to getting the Utah Food Bank Food Drive setup. He also felt he was about 50% of the way to getting the University to approve the placement of bins. The current project completion achieved from 40% completion of Task 2 is approximately 0.56% of total project completion. The current project completion achieved from 50% completion of Task 3 is approximately 0.70%. On the 22nd of June, the current total project completion was 1.26%.

	Task Mode	ID	Task Name	Work	Regular Work	Cost	Start	Finish
		1	Preparation	9 hrs	9 hrs	\$445.00	Mon 01-06-15	Mon 15-06-15
		2	Contact and Coordinate Creation of Food Drive with Utah Food Bank	1 hr	1 hr	\$25.00	Mon 01-06-15	Fri 05-06-15
		3	Contact the University and Get Approval for the Placement of Bins	1 hr	1 hr	\$25.00	Mon 08-06-15	Fri 12-06-15
		4	Get Signs from Utah Food Bank	1 hr	1 hr	\$40.00	Mon 08-06-15	Mon 08-06-15
		5	Make Additional Signs and Advertisements	4 hrs	4 hrs	\$275.00	Fri 12-06-15	Fri 12-06-15
		6	Distribute Signage	2 hrs	2 hrs	\$80.00	Sat 13-06-15	Mon 15-06-15
		7	Run Food Drive	19 hrs	19 hrs	\$561.00	Mon 15-06-15	Fri 10-07-15
		8	Food Drive Week 1	8 hrs	8 hrs	\$256.00	Mon 15-06-15	Thu 25-06-15
		9	Place Bins	2 hrs	2 hrs	\$76.00	Mon 15-06-15	Mon 15-06-15
		13	Quality Control - Week 1, Midweek	1 hr	1 hr	\$25.00	Wed 17-06-15	Wed 17-06-15
		16	Quality Control - Week 1, End of Week	1 hr	1 hr	\$55.00	Fri 19-06-15	Fri 19-06-15
		17	Perform Quality Check on Location 1	0.5 hrs	0.5 hrs	\$27.50	Fri 19-06-15	Fri 19-06-15
		18	Perform Quality Check on Location 2	0.5 hrs	0.5 hrs	\$27.50	Fri 19-06-15	Fri 19-06-15
		19	Collect Food-1st Week	4 hrs	4 hrs	\$100.00	Mon 22-06-15	Thu 25-06-15
		20	Collect food location 1	0.5 hrs	0.5 hrs	\$12.50	Mon 22-06-15	Mon 22-06-15
		21	Deliver Food Items From Location 1 to UFB Collection Point	0.5 hrs	0.5 hrs	\$12.50	Mon 22-06-15	Mon 22-06-15
		22	Collect food location 2	0.5 hrs	0.5 hrs	\$12.50	Mon 22-06-15	Mon 22-06-15
		23	Deliver Food Items From Location 2 to UFB Collection Point	0.5 hrs	0.5 hrs	\$12.50	Mon 22-06-15	Mon 22-06-15

Figure 3-8 Original Budget, 22-June-2015, Expected Task Completion

By this time in the project (on 22-June-2015) the team had planned on completing all tasks up to Task 23. The total budget for these tasks was \$651.00. This represents approximately 36% of the total project schedule (this is the planned value on the 22nd of June). The actual total budget spent was \$125.00 which represents approximately 7% of the total project budget.

[Type text]

Section 1.2.2 - Earned Value Calculations as of 22-June-2015

In terms of Earned Value Calculations -

1. Our project is 1.26% complete (actual complete), having spent about \$125.00 of our total budget (Actual Cost (AC))
2. Our Planned Value was \$651.00
3. Our earned value at this point is about \$22.50
4. Our schedule variance is approximately **\$(628.50)** (negative) – this means we are currently significantly behind schedule
5. Our Cost Variance is **\$(102.50)** (negative) – this means we have spent more money for the amount of work completed than we should have.
6. Our Schedule Performance Index is about 0.0346. This means we are significantly behind schedule
7. Our Cost Performance Index is 0.18. This means that we are over budget.
8. Our Estimate at Completion is \$9950.00
9. Our Estimate to Complete is \$9825.00
10. The Variance at Completion is **\$(8159.00)**

The EVM calculations are shown in Table

PV (Planned Value)	BAC * Planned Percent Complete	\$1791*0.36 (approximately 36% of the budget should have been spent by now)	\$651.00
EV (Earned Value)	BAC * Percent Complete	\$1791*0.0126 (40% of Task 2 and 50% of Task 3 represents 1.26% of the total budget – Both tasks have 1 hour of budgeted time, \$25.00, both representing ~1.4%)	\$22.50
AC (Actual Cost)	Total of all time and materials already spent	\$125.00 (5 hours total, 3 on Task 2 and 2 on Task 3)	\$125.00
SV (Schedule Variance)	EV-PV	\$22.50-\$651.00	\$(628.50)
CV (Cost Variance)	EV-AC	\$22.50-\$125.00	\$(102.50)
SPI (Schedule Performance Index)	EV/PV	\$22.50/\$651.00	0.0346
CPI (Schedule Performance Index)	EV/AC	\$22.50/\$125.00	0.18
ETC (Estimate to Complete)	EAC-AC	\$9950.00-\$125.00	\$9825.00
BAC (Budget at Completion)	Total of full budget	\$1791.00	\$1791.00
EAC (Estimate at Completion)	AC/%COMPLETE	\$125.00/(0.012562814)	\$9950.00
VAC (Variance at Completion)	BAC-EAC	\$1791.00-\$9950.00	\$(8159.00)

[Type text]

Table 3-1 EVM Calculations

Section 1.2.3 - Analysis of Current Status

Referring to Table 3-1, the project has several serious issues:

1. The project is seriously behind schedule. At this point, the project should have completed up to Task 23, and the project has only completed approximately 40% of Task 2 and 50% of Task 3. Referring to the Original Project Timeline (Section 2.1) these two tasks represented \$25.00 each (each task was originally slated to take about 1 hour). This means that given the estimated completion percentage from Martin (the person executing Tasks 2 and 3). The project should have completed about 36% complete.
2. The project is over budget. 1.26% of the budget is about \$22.50 (this is the earned value for the work already done). This is less than 1 hour of work. The project actually spent about \$125.00 (5 hours of labor). The project has spent \$102.50 more than it should have to accomplish 1.26% of the work.

At this stage, given the serious schedule over-runs, the budget and timeline are no longer valid. The completion percentages are only estimates. There is no real way to gauge how close to placing bins the project team is. The placing bin section of the schedule is critical as without it nothing else can be done. As a result of this, a few things are necessary:

1. The project team should assign more resources to complete the initial communications with the stakeholders at the University of Utah and at Utah Food Bank. It is absolutely critical that the project team be able to place bins no later than the 29th of June 2015
2. The project team will no longer be able to support three separate collections.

These two facts suggest (along with the significant difference between the forecasts and the original budget) that the project should undergo a re-baselining. The re-baselined timeline is in Section 2.2 and the re-baselined budget is in Section 3.4.

[Type text]

Section 1.3 - Re-Base lined Budget and Explanation

The full original budget is available in Appendix B: Full Baselined Budget By Task. The budget presented in the appendix is linked to each actual task from the original timeline found in Section 2.1 - and is broken out according to resource. A summary budget by task is presented in Figure 3-1.

ID	Task Name	Total Cost	Start	Finish
1	Preparation	\$730.00	Mon 01-06-15	Mon 29-06-15
2	Coordinate with University of Utah	\$285.00	Mon 08-06-15	Mon 29-06-15
3	Get Contacts for Selected Buildings	\$0.00	Mon 22-06-15	Tue 23-06-15
4	Prior Work on Contacting University	\$80.00	Mon 01-06-15	Mon 22-06-15
5	Contact Points of Contact at the University	\$205.00	Wed 24-06-15	Sat 27-06-15
6	Approval for Bin Locations Achieved	\$0.00	Sun 28-06-15	Sun 28-06-15
7	Coordinate with Foodbank	\$190.00	Mon 08-06-15	Mon 29-06-15
8	Prior Work on Contacting Utah Food Bank	\$55.00	Mon 01-06-15	Mon 22-06-15
9	Create Food Drive Project with Utah Food Bank	\$55.00	Mon 22-06-15	Wed 24-06-15
10	Coordinate Bin Drop Off	\$80.00	Sun 28-06-15	Sun 28-06-15
11	Food Bank Project Completely Setup and Approved	\$0.00	Mon 29-06-15	Mon 29-06-15
12	Get Signs from Utah Food Bank	\$220.00	Thu 25-06-15	Thu 25-06-15
13	Distribute Signage	\$35.00	Mon 29-06-15	Mon 29-06-15
14	Run Food Drive	\$1,328.75	Sun 28-06-15	Mon 13-07-15
15	Place Bins	\$238.75	Sun 28-06-15	Mon 29-06-15
16	Get Bins Delivered	\$105.00	Sun 28-06-15	Mon 29-06-15
17	Pickup Bins at Library	\$70.00	Mon 29-06-15	Mon 29-06-15
18	Deploy Bin at Library	\$11.25	Mon 29-06-15	Mon 29-06-15
19	Deploy Bins at CRCC	\$17.50	Mon 29-06-15	Mon 29-06-15
20	Deploy Bins at SFEB	\$35.00	Mon 29-06-15	Mon 29-06-15
21	Milestone: Bins Placed	\$0.00	Mon 29-06-15	Mon 29-06-15
22	Advertising	\$120.00	Mon 29-06-15	Fri 03-07-15
23	Contact PMBA and MSIS programs for Advertising Opprotunities	\$30.00	Mon 29-06-15	Tue 30-06-15
24	Create Advertising for PMBA and MSIS	\$30.00	Wed 01-07-15	Fri 03-07-15
25	Contact Library for Advertisement Opprotunities	\$30.00	Mon 29-06-15	Tue 30-06-15
26	Create Advertising for Library	\$30.00	Wed 01-07-15	Fri 03-07-15
27	Quality Control	\$655.00	Mon 29-06-15	Fri 10-07-15
28	Check Bins at CRCC and Perform Quality Check	\$30.00	Tue 30-06-15	Tue 30-06-15
29	Check Bins at SFEB and Perform Quality Check	\$30.00	Tue 30-06-15	Tue 30-06-15
30	Check Bins at Library and Perform Quality Check	\$30.00	Wed 01-07-15	Wed 01-07-15
31	Check Bins at CRCC and Perform Quality Check	\$30.00	Thu 02-07-15	Thu 02-07-15
32	Check Bins at SFEB and Perform Quality Check	\$30.00	Thu 02-07-15	Thu 02-07-15
33	Check Bins at CRCC and Perform Quality Check	\$30.00	Tue 07-07-15	Tue 07-07-15
34	Check Bins at SFEB and Perform Quality Check	\$30.00	Tue 07-07-15	Tue 07-07-15
35	Check Bins at Library and Perform Quality Check	\$30.00	Wed 08-07-15	Wed 08-07-15
36	Check Bins at CRCC and Perform Quality Check	\$30.00	Thu 09-07-15	Thu 09-07-15
37	Check Bins at SFEB and Perform Quality Check	\$30.00	Thu 09-07-15	Thu 09-07-15
38	Collect Food	\$315.00	Sat 11-07-15	Mon 13-07-15
39	Collect Bins at Library	\$45.00	Sat 11-07-15	Sat 11-07-15
40	Drop Library Bins at Central Pickup Point	\$30.00	Sat 11-07-15	Sat 11-07-15
41	Collect Bins at CRCC	\$45.00	Sat 11-07-15	Sat 11-07-15
42	Drop Library Bins at Central Pickup Point	\$65.00	Sat 11-07-15	Sat 11-07-15
43	Collect Bins at SFEB	\$35.00	Sat 11-07-15	Sat 11-07-15
44	Drop Library Bins at Central Pickup Point	\$35.00	Sat 11-07-15	Sat 11-07-15
45	Have Bins Picked Up by UFB	\$30.00	Sat 11-07-15	Sat 11-07-15
46	Contact Foodbank for Weight Statistics	\$30.00	Mon 13-07-15	Mon 13-07-15
47	Food Drive Complete	\$0.00	Mon 13-07-15	Mon 13-07-15
48	Food Drive Close Out	\$730.00	Sat 11-07-15	Sun 19-07-15
49	Pickup Signage	\$90.00	Sat 11-07-15	Sat 11-07-15
50	Conduct Happiness Survey with University of Utah	\$30.00	Tue 14-07-15	Tue 14-07-15
51	Conduct Happiness Survey with Utah Food Bank	\$30.00	Tue 14-07-15	Tue 14-07-15
52	Lessons Learned Meeting	\$210.00	Tue 14-07-15	Tue 14-07-15
53	Compile Lessons Learned	\$55.00	Fri 17-07-15	Fri 17-07-15
54	Compile Quality Metrics from Quality Checklists	\$30.00	Tue 14-07-15	Tue 14-07-15
55	Create Quality Reports	\$30.00	Wed 15-07-15	Wed 15-07-15
56	Coalesce Project Documentation	\$255.00	Sat 18-07-15	Sun 19-07-15
57	Project Complete	\$0.00	Mon 20-07-15	Mon 20-07-15

Figure 3-9 Per Task Budget

The project has three kinds of costs:

1. Labor Costs
2. Travel Costs
3. Quality Contingency Reserve

Each task in Figure 3-9 has the total cost of labor and materials attached to it. All members of the project team were assigned a resource cost of \$25.00/hour. The team also decided on a per-trip transportation fee for people who had to come to the University on days they otherwise would not have. The fee was \$15.00 per trip.

[Type text]

In addition, the team determined that there would need to be a Contingency Reserve in case the Quality Metrics showed quality issues which could be resolved with advertisements. The Quality Contingency Reserve is based on the original budget for Advertisements (Tasks 5 and 6 from the original budget).

The major difference from the original budget is the re-baselined budget has no material costs (aside from the Quality Contingency Reserve which is not broken out into separate material pieces). The re-baselined budget also has added some additional time into each task in case problems occur.

Total estimated project cost was \$2,788.75. The Phases are broken out in Figure 3-10.

ID	Task Name	Work	Total Cost	Start	Finish
1	Preparation	29 hrs	\$730.00	Mon 01-06-15	Mon 29-06-15
14	Run Food Drive	29.75 hrs	\$1,328.75	Sun 28-06-15	Mon 13-07-15
48	Food Drive Close Out	25 hrs	\$730.00	Sat 11-07-15	Sun 19-07-15
57	Project Complete	0 hrs	\$0.00	Mon 20-07-15	Mon 20-07-15

Figure 3-10 Per Phase Budget

[Type text]

Section 1.3.2 - The Preparation Phase

The preparation phase is concerned with setting up the food drive with the Utah Food Bank, getting approval from the University of Utah to run the food drive, and creating and distributing signage and advertisements. The total cost of the Preparation Phase is \$730.00. The Preparation Phase is described in better detail in Section 2.2.1. Figure 3-11 shows the preparation phase task detail (this information is also available in Appendix B: Full Baselined Budget By Task).

ID	Task Name	Work	Cost	Start	Finish
1	Preparation	29 hrs	\$730.00	Mon 01-06-15	Mon 29-06-15
2	Coordinate with University of Utah	13 hrs	\$285.00	Mon 08-06-15	Mon 29-06-15
3	Get Contacts for Selected Buildings	2 hrs	\$0.00	Mon 22-06-15	Tue 23-06-15
4	Prior Work on Contacing University	3 hrs	\$80.00	Mon 01-06-15	Mon 22-06-15
	<i>Martin Evans</i>	3 hrs	\$80.00	Mon 01-06-15	Mon 22-06-15
5	Contact Points of Contact at the University	8 hrs	\$205.00	Wed 24-06-15	Sat 27-06-15
	<i>Martin Evans</i>	8 hrs	\$205.00	Wed 24-06-15	Sat 27-06-15
6	Approval for Bin Locations Achieved	0 hrs	\$0.00	Sun 28-06-15	Sun 28-06-15
7	Coordinate with Foodbank	7 hrs	\$190.00	Mon 08-06-15	Mon 29-06-15
8	Prior Work on Contacing Utah Food Bank	2 hrs	\$55.00	Mon 01-06-15	Mon 22-06-15
	<i>Martin Evans</i>	2 hrs	\$55.00	Mon 01-06-15	Mon 22-06-15
9	Create Food Drive Project with Utah Food Bank	2 hrs	\$55.00	Mon 22-06-15	Wed 24-06-15
	<i>Levi de Oliveira</i>	2 hrs	\$55.00	Mon 22-06-15	Wed 24-06-15
10	Coordinate Bin Drop Off	3 hrs	\$80.00	Sun 28-06-15	Sun 28-06-15
	<i>Levi de Oliveira</i>	3 hrs	\$80.00	Sun 28-06-15	Sun 28-06-15
11	Food Bank Project Completely Setup and Approved	0 hrs	\$0.00	Mon 29-06-15	Mon 29-06-15
12	Get Signs from Utah Food Bank	8 hrs	\$220.00	Thu 25-06-15	Thu 25-06-15
	<i>Levi de Oliveira</i>	8 hrs	\$205.00	Thu 25-06-15	Thu 25-06-15
	<i>Transportation Fee</i>	1	\$15.00	Thu 25-06-15	Thu 25-06-15
13	Distribute Signage	1 hr	\$35.00	Mon 29-06-15	Mon 29-06-15
	<i>Preethy Joy</i>	0.5 hrs	\$17.50	Mon 29-06-15	Mon 29-06-15
	<i>Hina Jain</i>	0.5 hrs	\$17.50	Mon 29-06-15	Mon 29-06-15

Figure 3-11 Phase 1 Budget Detail

In the original budget, the Preparation Phase had Material, Transportation and Labor Costs. In the re-baselined budget, the material costs that were in the Preparation Phase have been moved to the Quality Contingency Reserve resource of the Quality sub-phase of the Food Drive Phase.

There is only one task which has a Transportation Fee (Task 12). Other Tasks have been moved to days where the team members are scheduled to be at the University already. There are also several tasks that have no transportation fee since they do not have to be done at the University.

[Type text]

Section 1.3.3 - The Run Food Drive Phase

As described in Section 2.2.2, the Run Food Drive Phase is where the bins are actually placed out in the SFEB, CRCC and Library, quality metrics are actually gathered, food is collected, and then finally the bins are retrieved and given back to the Utah Food Bank. The detail of what the Run Food Drive phase entails can be found in Section 2.2.2. The Summary View of the Run Food Drive Phase is shown in Figure 3-12.

ID	Task Name	Work	Cost	Start	Finish
14	Run Food Drive	29.75 hrs	\$1,328.75	Sun 28-06-15	Mon 13-07-15
15	Place Bins	7.75 hrs	\$238.75	Sun 28-06-15	Mon 29-06-15
22	Advertising	4 hrs	\$120.00	Mon 29-06-15	Fri 03-07-15
27	Quality Control	10 hrs	\$655.00	Mon 29-06-15	Fri 10-07-15
38	Collect Food	8 hrs	\$315.00	Sat 11-07-15	Mon 13-07-15
47	Food Drive Complete	0 hrs	\$0.00	Mon 13-07-15	Mon 13-07-15

Figure 3-12 Summary View of Run Food Drive

The total food drive should take approximately 29.75 hours and cost about \$1328.75.

[Type text]

Section 1.3.4 - The Food Drive Close Out Phase

The final phase of the project is the Food Drive Close Out Phase. As described in Section 2.1.3 -, this phase is concerned with:

1. Cleaning up signs or other materials related to the food drive
2. Compiling quality data
3. Compiling lessons learned
4. Creating project historical documentation

More detail on what is actually involved in the Food Drive Close Out phase can be found in Section 2.2.3 In Figure 3-7, the detailed budget for this phase is shown.

ID	Task Name	Work	Cost	Start	Finish
1	Preparation	29 hrs	\$730.00	Mon 01-06-15	Mon 29-06-15
14	Run Food Drive	29.75 hrs	\$1,328.75	Sun 28-06-15	Mon 13-07-15
48	Food Drive Close Out	25 hrs	\$730.00	Sat 11-07-15	Sun 19-07-15
49	Pickup Signage	2 hrs	\$90.00	Sat 11-07-15	Sat 11-07-15
	Hina Jain	1 hr	\$30.00	Sat 11-07-15	Sat 11-07-15
50	Conduct Happiness Survey with University of Utah	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
	Martin Evans	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
51	Conduct Happiness Survey with Utah Food Bank	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
	Martin Evans	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
52	Lessons Learned Meeting	7 hrs	\$210.00	Tue 14-07-15	Tue 14-07-15
	Martin Evans	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
	Alexandros Nipirakis	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
	Levi de Oliveira	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
	Tianxiao Yang	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
	Jaden He	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
	Hina Jain	1 hr	\$30.00	Tue 14-07-15	Tue 14-07-15
53	Compile Lessons Learned	2 hrs	\$55.00	Fri 17-07-15	Fri 17-07-15
	Alexandros Nipirakis	2 hrs	\$55.00	Fri 17-07-15	Fri 17-07-15
56	Coalesce Project Documentation	10 hrs	\$255.00	Sat 18-07-15	Sun 19-07-15
	Alexandros Nipirakis	10 hrs	\$255.00	Sat 18-07-15	Sat 18-07-15
57	Project Complete	0 hrs	\$0.00	Mon 20-07-15	Mon 20-07-15

Figure 3-13 Detailed Budget - Food Drive Close Out Phase

The total budgeted cost for this phase is \$730.00.

[Type text]

Section 2 - Quality

As discussed in the Section 1.2 the measurable success criteria is the collection of 1000 pounds of non-perishable (acceptable) food. The project team has researched which items are acceptable and which items are not. The Quality Management Plan has been revised based on the various non-acceptable items. It is felt that by analyzing the items donated that the project team can use the contingency reserve to target advertising at the students and faculty of the University of Utah.

The original Quality Management Plan did not have provisions for targeted advertising. The group has re-evaluated options for correcting poor quality after the re-baselining of the project timeline and budget (described in Section 2.2 and Section 3.4 respectively). The project team feels that in the effect of poor quality that targeted advertisements will encourage the people donating items to donate only those items that are acceptable.

Aside from improving quality, the Quality Management Plan will also remove from collection unacceptable items. This will reduce the amount of time that the workers at Utah Food Bank will need to spend on sorting and dealing with the donations from our project. This is a critical point as the University of Utah brand would be damaged if a large number of non-compliant items were to make it through quality control.

Section 2.1 - Quality Management Plan

The Quality Management Plan describes how the quality policies of the 1000lbs project team will be implemented. This includes the process for inspection, who will conduct the inspections, the metrics for the various quality processes, and finally an action plan for poor quality.

Section 2.1.1 - Roles and Responsibilities

There are various roles in the quality process. The project team has formally defined two resources to be dedicated to Quality – these are the two Quality Analysts:

1. Preethy Joy
2. Jaden He

The two Quality Analysts will work with team members assigned to checking quality in the bins. As described in the Project Timeline (Section 2.2.2.3), there will be six separate quality checks.

1. CRCC and SFEB would be checked on 30-June-2015 (Tuesday)
2. Library would be checked on 1-July-2015 (Wednesday)
3. CRCC and SFEB would be checked on 2-July-2015 (Thursday)
4. CRCC and SFEB would be checked on 7-July-2015 (Tuesday)
5. Library would be checked on 8-July-2015 (Wednesday)
6. CRCC and SFEB would be checked on 9-July-2015 (Thursday)

[Type text]

The project team has selected three individuals to perform these quality checks -

1. Tianxiao for the bins in the CRCC
2. Hina for the bins in the Library
3. Jaden for the bins in the SFEB

The individuals were self-selected for this task (they volunteered based on the fact that they were going to be in their check building already).

The Project Team agreed to the quality metrics that were going to be captured as part of the quality checks. Alexandros then created the checklist that was used by the three quality checkers. These were uploaded as per the Communications Management Plan into the Team Canvas Site. These manual checklists are then compiled by Preethy into a singular spreadsheet that could be used to determine compliance. At the end of the project, certain interesting metrics will be delivered to the Project Sponsor.

[Type text]

Section 2.1.2 - Quality Assurance Approach

The Project Team agreed to an approach to inspect items in the bins on a periodic schedule (again, defined in the project timeline, specifically Section 2.2.2.3). The Quality Assurance Approach is shown in the Flowchart in Figure 4-1.

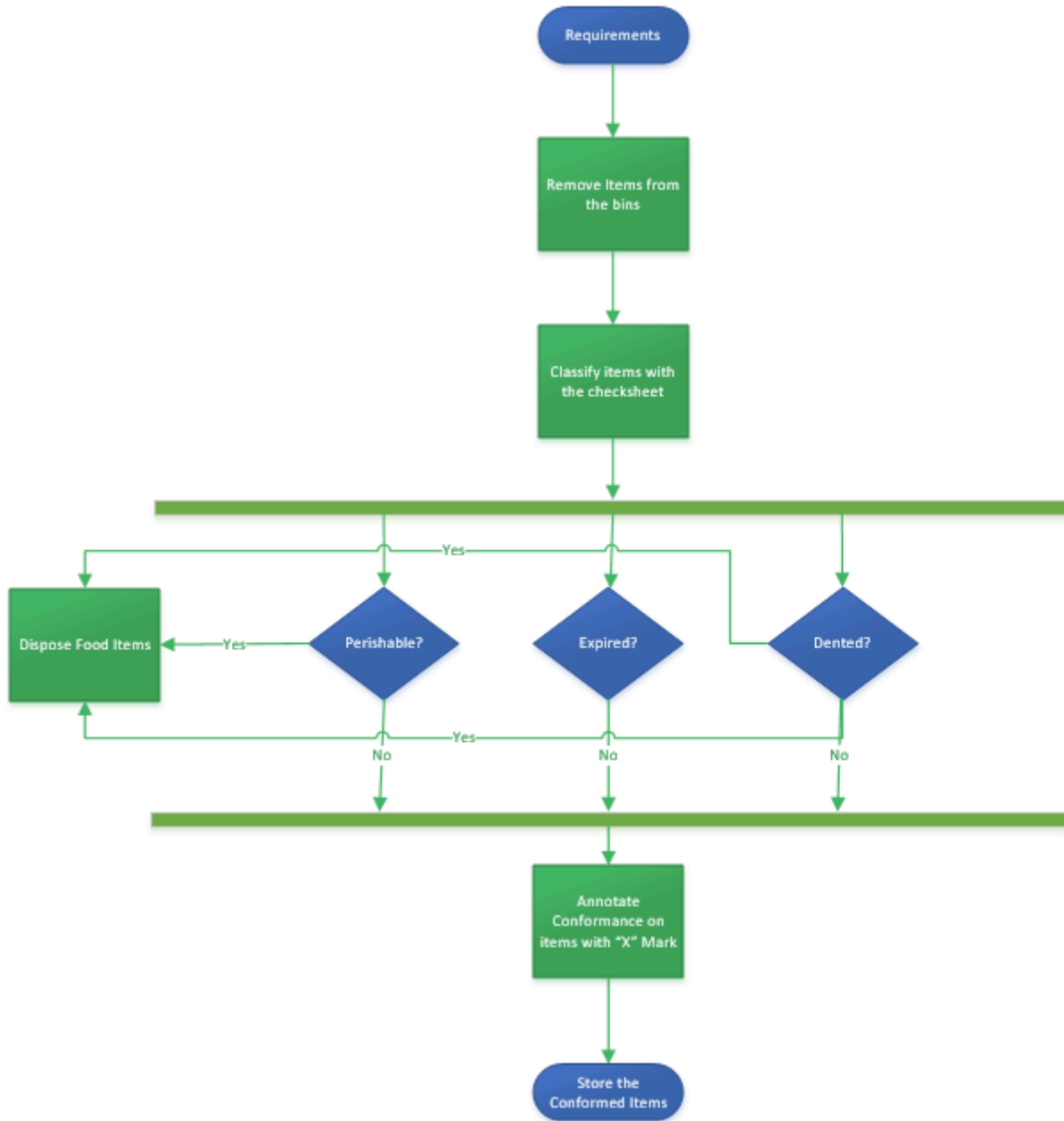


Figure 4-1 Flowchart of Quality Assurance Process

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As shown in Figure 4-1, the items will be removed from the bin by the Quality Checker. The Quality Checker will then use the checklist downloaded from the Team Canvas Site to classify the item. The item is classified in one of four different categories:

1. The Item is Perishable and therefore not acceptable for the food drive
2. The Item is Expired and therefore not acceptable for the food drive
3. The Item is Dented and therefore not acceptable for the food drive
4. The item does not fall into an unacceptable category and the item will be kept for donation to Utah Food Bank

All items will be recorded for weight and expiration date. If the item falls into category 1,2, or 3 then the item will be disposed of after it has been logged on the spreadsheet. If not, then the item will be marked indicating that the item has been checked and placed back into the bin. The quality checker is also responsible for notifying the team if there are too many items in the bin.

The weight and expiration date are used as part of the quality metrics to establish grade of the item. The Check Sheet that is used as part of the Quality Assurance Approach is in Figure 4-2.

OIS 6660 DESB +A1:G10100 0lbs Project	Name: _____ Date: _____		Location Checked:			
Item Number	Item Meets Quality Specification	Item Was Dented	Item Was Perishable	Item Was Expired	Weight of Item (in Grams)	Expiration Date of Item
1						
2						
3						
4						
5						
6						

Figure 4-2 Quality Checklist

The Project Team has established the following thresholds for quality:

1. If more than 10% of any quality check shows does not meet quality specifications (falls into category 4), then the Quality Improvement Approach should be taken to try to reduce non-conformance
2. 0% of items donated to Utah Food Bank should be in a non-acceptable category
3. In absence of non-compliant items, the Project Team will attempt to improve the grade of items received. If more than 20% of the items will

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expire in the next 6 months, the Quality Improvement Approach will be taken to increase the number of items expiring in more than 6 months.

Section 1.1.2 - Quality Control Approach

The Project Team will attempt to control quality by clearly communicating what items are and are not acceptable at the donation point. Quality will be constantly monitored by checking the food in the bins periodically as described in Section 4.1.1. If one location consistently has more donations than another donation, additional checks may be instituted on that particular location.

Section 1.1.3 - Quality Improvement Approach

As described in Section 4.1.2, if the quality in any location exceeds any of the thresholds defined, the Quality Contingency Reserve will be used to pay for an advertising campaign targeted at the particular areas where non-compliance is most severe.

In the case that non-conformance continues, the project team will contact the desk staff nearest to the bins and train them on how to notify the people donating food on the compliance information.

Section 1.2 - Quality Data Analysis and Explanation

As stated in Section 4.1.1 the three quality checkers provided their quality checks on the approved Quality Checklist. This checklist is shown in Figure 4-2 Quality Checklist. The Quality Checkers used the flowchart in Figure 4-1 Flowchart of Quality Assurance Process in order to assure that they were following the process correctly.

Preethy compiled the checklists into a single spreadsheet for data analysis. During the food drive, weights were tracked for each compliance category. After the project was complete, the data was summarized into two categories – complies and does not comply – in order to simplify communication to key stakeholders.

The project team did not see any trends early on in the Food Drive. This made the development of advertising a pointless endeavor. The only non-compliant items that were collected occurred on 9-July-2015 which left little time left over for collection of items.

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Figure 4-3 shows a bar chart showing that the only non-compliance area was expired items. The diagram clearly shows that had an advertising campaign been carried out that the area that would have been concentrated on was Expired Items.

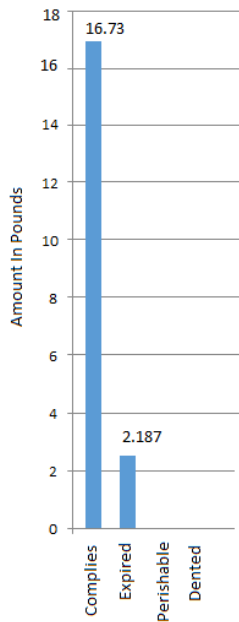


Figure 4-3 Bar-Chart Showing Quality Metrics

Table 4-1 shows all the Checklist Totals that were used to create the bar-chart.

Date	Location/Items checked	Items Meet Quality Specifications (lb)	Dented Items (lbs)	Perishable/inedible Items (lb)	Expired Items (lbs)	Total Weight of Items not meeting
01-07-15	Library	0	0	0	0	0
02-07-15	Tianxiao	0	0	0	0	0
08-07-15	Library	0	0	0	0	0
09-07-15	SFEB F1	1.95	0	0	2.187	2.187
09-07-15	Tianxiao	0	0	0	0	0
10-07-15	SFEB F1	12.313	0	0	0	0
10-07-15	SFEB F2	2.5	0	0	0	0
	Total	16.763	0	0	2.187	2.187

Table 4-1 Checklist Totals

[Type text]

Section 1.3 - Quality Metrics

At the end of the project, the individual quality metrics were summarized and provided to key stakeholders to assist in future projects. The metrics that were provided are shown in Table

1.	Total weight of all items	Weight (in lbs.)	Sum of the weights of all items
2.	Total Weight of conforming items	Weight (in lbs.)	Sum of the weights of all conforming items
3.	Total Weight of non-conforming items	Weight (in lbs.)	Sum of the weights of all non-conforming items
4.	Percentage of conforming items	Percentage (%)	Weight of conforming items/ Weight of all the food items
5.	Percentage of non-conforming items	Percentage (%)	Weight of non-conforming items/ Weight of all the food items
6.	Percentage of conforming items to the non-conforming items	Percentage (%)	Weight of conforming items/ Weight of non-conforming items
7.	Percentage of the final goal achievement	Percentage (%)	Weight of the confirming items (in lbs.)/1000lbs
8.	Percentage to the final goal	Percentage (%)	100% - percentage of final goal achievement

Table 4-2 End of Project Quality Metrics Summarized

The actual totals are provided in Table 4-3. The data shows that a high percentage of items collected conformed to quality standards and also shows that only 1.67% of the final goal was achieved.

ID	Quality Metrics	Values
1	Total weight of all items(lbs)	18.95
2	Total Quantity of items meeting quality specs(lbs)	16.763
3	Total Quantity of items not meeting quality specs(lbs)	2.187
4	Percentage of Conforming Items (%)	88.4591029
5	Percentage of Non conforming Items (%)	11.5408971
6	Conforming to non-conforming(%)	7.664837677
7	Final goal acheivement(%)	1.6763
8	% to final goal	98.3237

Table 4-3 Quality Totals

[Type text]

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Section 2 - Human Resources

Human resources management is an important part of the 1000 Pounds Food Drive project. The human resources management plan is a tool, which will aid in the management of this project's human resource activities throughout the project until closure. The human resources management plan includes:

- Roles and Responsibilities of Team Members Throughout the Project
- Project Organization Charts
- Staffing Management Plan to Include:
 - How resources will be acquired
 - Timeline for resources/skill sets
 - Training required to develop skills
 - How performance reviews will be conducted
 - Recognition and rewards system
 - Payment Information
 - Staffing Management Plan Approval

The purpose of the human resources management plan is to achieve project success by ensuring the appropriate human resources are acquired with the necessary skills, resources are trained if any gaps in skills are identified, team building strategies are clearly defines, and team activities are effectively managed. The Human Resource Management Plan was produced after the re-baselining of the project (on 22-June-2015) and reflects the ultimate responsibilities for each person after the re-baselining process.

Section 2.1 - Description of Roles & Responsibilities

The 1000lbs project has six roles:

1. Project Manager
2. University Communication Manager
3. Utah Food Bank Communication Manager
4. Advertisement Specialist
5. Quality Analyst
6. Operation Manager

The Project Manager is ultimately responsible for the management of the project team. The Operations Manager manages the Quality Analysts (to make management of the other parts of the team easier). The two communication managers (University and Utah Food Bank) are responsible for communicating with the two major external stakeholders (these roles were previously one role but as part of the re-baselining process described in Section 2.2 -). This was done to make the communication with the external stakeholders easier. The Advertisement Specialist is responsible for determining what the most effective advertising strategy is to get let the University Students and Faculty know about the food drive.

Each role is described with the responsibility attached to each role in each sub-section.

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Section 2.1.2 - Project Manager

The Project Manager is responsible for forming the project team and managing the team after it has been formed. The Project Manager represents the single point of responsibility for the success of the project. The responsibilities of the Project Manager are as follows:

- Prepares the project management plan and included documents.
- Forms the project team.
- Manages the project team.
- Manages project-planning activities.
- Reviews deliverables.
- Ensures the project is completed successfully.

Section 2.1.3 - University Communication Manager

The University Communication Manager is responsible for communicating with points of contact at the University of Utah to get approval for the placement of the bins at the University of Utah buildings. The responsibilities of the University Communication Manager are as follows:

- Prepares the communication plan with University of Utah.
- Initial the communication between the University of Utah and the project team.
- Controls and monitors the communication between the University of Utah and the project team.

Section 2.1.4 - Utah Food Bank Communication Manager

The Utah Food Bank Communication Manager is responsible for communicating with points of contact at the Utah Food Bank to establish the food drive with the Utah Food Bank and get the bins delivered. The responsibilities of the Utah Food Bank Community Manager are as follows:

- Prepares the communication plan with Utah Food Bank.
- Initial the communication between the Utah Food Bank and the project team.
- Controls and monitors the communication between the Utah Food Bank and the project team.

Section 2.1.5 - Advertisement Specialist

The Advertisement Specialist is responsible for determining the most efficient way to advertise the food drive and then produce the advertisements and distribute them. The responsibilities of the Advertisement Specialist are as follows:

- Prepares the advertisement plan.
- Implements the advertisement according to the advertisement plan.
- Controls and monitors the advertisement procedure.

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Section 2.1.6 - Quality Analyst

The Quality Analyst is responsible for determining the quality metrics the project team will use to ensure the quality of the items collected as part of the food drive. The Quality Analyst will then use the agreed upon metrics to monitor quality. In the case that quality does not meet standard, the Quality Analyst should discuss quality issues with the rest of the project team. The responsibilities of the Quality Analyst are as follows:

- Prepares the quality management plan.
- Implements the quality control procedure.
- Controls and monitors the quality control procedure.

Section 2.1.7 - Operations Manager

The Operations Manager is responsible for determining the bin placement and then monitoring the bin placement process and controlling the collection of the donations. The Operations Manager is also responsible for assisting the Project Manager in managing the project team by taking management responsibility of the quality analysts.

- Plans the bin placement
- Plans the collection of the donation
- Monitors and control the placement of the bin
- Monitors and controls the collection of the donation
- Management of the Quality Analysts

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Section 2.2 - Responsible, Accountable, Consulted, Informed (RACI) Chart and Explanation

The RACI chart is a grid that shows the project responsibilities that assigned to each project member. This is a lower-lever RAM, it illustrates the roles, responsibilities and levels of authorities for specific activities. The matrix format shows all activities associated with one project member and all project members associated with one activity.

	Levi Deoliveira	Martin Evans	Jaden He	Hina Jain	Preethy	Alexandros Nipirakis	Tianxiao Yang
Coordinate with Food bank	R	A	I	I	I	C	I
Coordinate with building managers at the University of Utah	A	R	I	I	I	I	I
Examine the Foodbank barrels at the library	I	I	I	R	I	C	A
Examine the Foodbank barrels at the CRCC building	I	I	A	I	I	C	R
Examine the Foodbank barrels at the SFEBB building	I	I	R	A	I	C	I
Transport the Foodbank barrel to the library; attach the Foodbank poster to the barrel	R	A	R	I	C	R	R
Transport the Foodbank barrel to the CRCC building; attach the Foodbank poster to the barrel	R	A	R	I	C	R	R
Transport the Foodbank barrel to the SFEBB building 1st floor; attach the Foodbank poster to the barrel	R	A	R	I	C	R	R
Transport the Foodbank barrel to the SFEBB building 2nd floor; attach the Foodbank poster to the barrel	R	A	R	I	C	R	R
Pickup Barrels	R	A	C	I	I	I	I

R = Responsible, A = Accountable, C = Consulted, I = Informed

Table 5-1 RACI Chart

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[Type text]

Section 2.3 - Organizational Chart and Explanation

The Organizational Chart shows the reporting relationship among team members of the 1000lbs Project Team. All team members ultimately report to the Project Manager. The direct reports of the Project Manager are:

1. University Communication Manager
2. Utah Food Ban Communication Manager
3. Operations Manager
4. Advertisement Specialist

The Operations Manager assists in the management of the project team. The two Quality Analysts report directly to the Operations Manager. The Organizational Chart is shown in Figure 5-1.

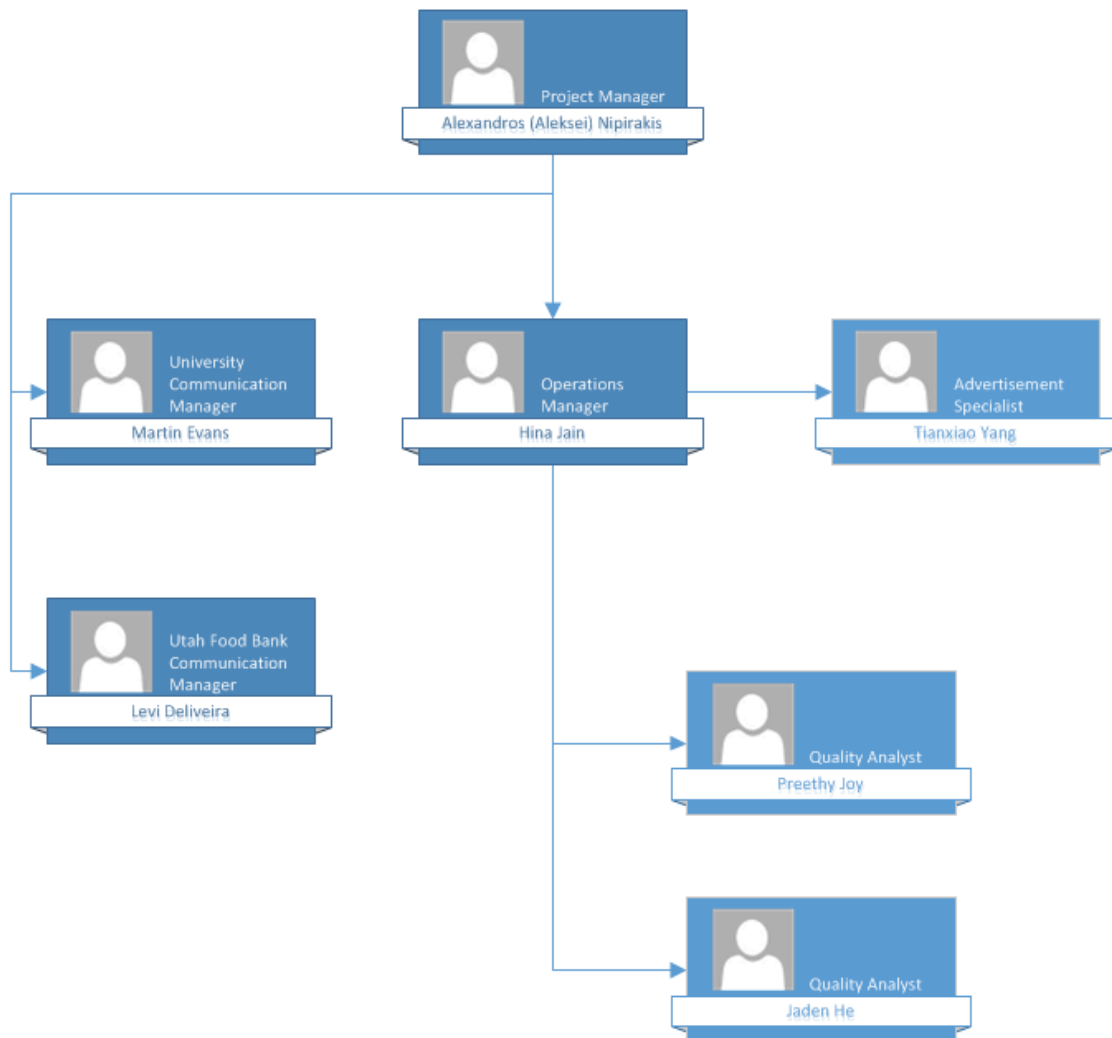


Figure 5-1 The Organizational Chart

[Type text]

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Section 2.4 - Staffing Plan

The Staffing Plan of the 1000lbs project describes how the project team will be staffed. An important component of the Staffing Plan is the Resource Calendar which will be used to determine when tasks should be assigned to team members and how much time each team member can spend on their respective tasks for the 1000lbs Project.

The Staffing Plan also describes what specialized training the Project Manager and Operations Manager believe members of the Project team will need to adequately perform their tasks. The plan then continues with a description of the performance review process (which will be conducted after the project has completed). The Recognition and Rewards section details how members of the project team will be rewarded for exemplary performance.

The Staffing Plan ends with the Staff Compensation for each Staff Member. Finally, the Staffing Plan has a section for the plan to be approved by each responsible party.

Section 2.4.1 - Staff Acquisition

For the 1000lbs Foods Project, the project staffs consist entirely of internal resources. None of the resources will be acquired from external sources. The project team came together as a part of the group project assignment in the Project Management OIS6660 class at the David Eccles School of Business summer class. Each member was asked to agree to the provisions of being a member of the project team on the 18th of May 2015. All members of the project team (being of equivalent knowledge and abilities) was to be paid via an independent contractor agreement at the rate of \$25 per hour.

Role	Resource Name	Skill Gap	Acquisition Strategy (Agency/Contract)
Operations Manager	Hina Jain	Management of the Quality Analysts and Advertising Specialist	Volunteered and accepted contract
Quality Analyst	Jaden He	Analyst to ensure quality of items collected	Volunteered and accepted contract
Advertisement Specialist	Tianxiao Yang	Specialist to create and distribute advertising	Volunteered and accepted contract
Project Manager	Alexandros Nipirakis	Team leader of entire project team and coordinator between different roles	Volunteered and accepted contract
Utah Food Bank Communications Manager	Levi Deoliveira	Management of the communications with the Utah Food Bank	Volunteered and accepted contract

[Type text]

University Communications Manager	Martin Evans	Management of the communications with the University of Utah	Volunteered and accepted contract
Quality Analyst	Preethy Joy	Analyst to ensure quality of items collected	Volunteered and accepted contract

Table 5-2 Staff Acquisition Table

Section 2.4.2 - Resource Calendar

Each resource will be needed for a period of time starting on the 1st of June 2015 and ending on the 20th of June 2015. Each resource was asked to fill out a spreadsheet indicating their availability. These were then put into a central resource calendar by the Project Manager and was used in scheduling the project. The Roles assigned to each member of the project team were determined partially on the basis of the member’s availability at that particular time.

Figure 5-2 shows the Resource Calendar for June:

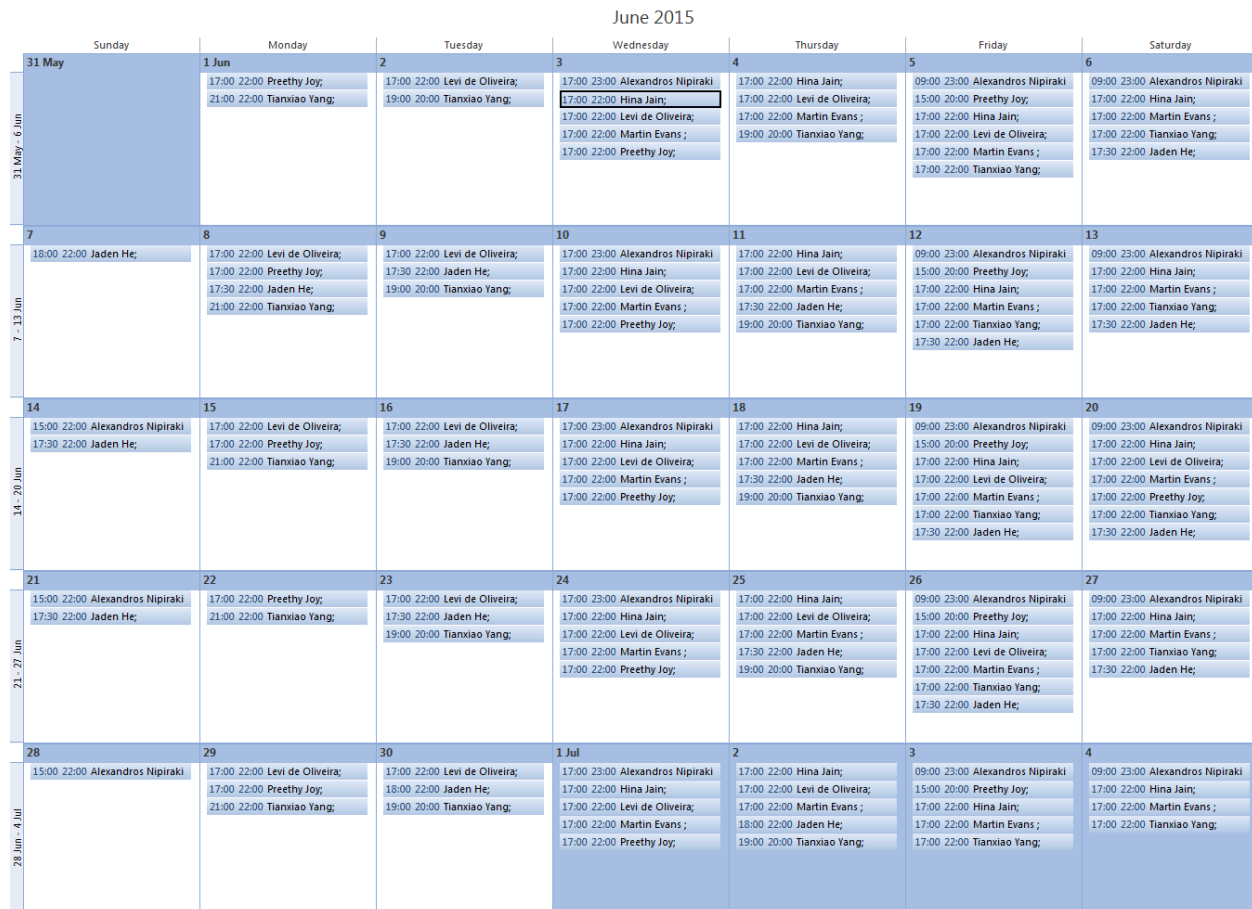


Figure 5-2 June Resource Calendar

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Figure 5-3 July Resource Calendar

Each team member has put their optimal availability on the resource calendar. The team has also agreed that on occasion each team member may be asked to work hours outside of their normal schedule. The project team agreed that this was part of their normal duty and would not ask for a pay premium for overtime hours or hours which fall outside their desired availability.

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Section 2.4.3 - Training

All staff have baseline training on how to do their area of expertise in the project. The specialized training here is provided for those areas where the staff have indicated they do not have any experience in that particular area.

Names	Training Required	Timeframe needed (Hours of Training)	Estimated Cost	Training Source
Tianxiao Yang Jaden He Alexandros Nipirakis Levi de Olivera	Bin Transportation Training	0.25 Hours (per person), total 1 hour	25	Bin placement process
Tianxiao Yang Jaden He Hina Jain	Quality Assurance Training	1 hour (per person), total 3 hours	75	Group meeting

Table 5-3 Training Requirements

Section 2.4.4 - Performance Review

At the end of the project, the Project Manager will hold post-project meetings with each team member to discuss how they performed their role during the project. The criteria used in this meeting will be as follows:

1. How did the person perform in their role (how did the person's role area contribute to the success/failure of the project)?
2. How often did the person meet or not meet their assigned duties?
3. How well did the team member interact with other team members and how well did the person's behavior contribute or hinder team cohesiveness?

Section 2.4.5 - Recognition and Rewards

Team members that perform adequately will be rewarded with a gold star and will also receive the adoration of the other members of the team. The sponsor will also be notified of team member performance and will be asked to give those team members an A in the Project Management Class.

The Recognitions and Rewards mentioned will be given to team members after they have had their Performance Review. The Performance Review will be given by the Project Manager.

[Type text]

Section 2.4.6 - Staff Compensation

As discussed in Section 5.4.1 -, each team member agreed to work for a rate of \$25.00 per hour on a contract basis (in other words, no taxes would be taken out of total compensation given and team members would be responsible for reporting their wages to the IRS and State Tax Bureau). Each team member would be paid only once at the conclusion of the project based on the time they have reported to the project team via the “What We Are Doing” post on the team’s Canvas site.

As described in Section 5.4.2 -, no overtime or special pay (holiday pay or other pay premiums) will be given. The only additional compensation that will be given to team members is described in the Recognition and Rewards section.

Hina Jain	25	25
Jaden He	25	25
Tianxiao Yang	25	25
Preethy Joy	25	25
Levi Deoliveira	25	25
Martin Evans	25	25
Alexandros Nipirakis	25	25

Table 5-4 Staff Compensation Table

[Type text]

Section 2.4.7 - Staff Management Plan Approval

The undersigned acknowledge that they have reviewed the *1000 Pounds Food Drive Staffing Management Plan* and agree with the information presented within this document. Changes to this **Staff Management Plan** will be coordinated with, and approved by, the undersigned, or their designated representatives.

Signature: _____ Date: _____
Print Name: Hina Jain _____
Title: _____
Role: _____

Signature: _____ Date: _____
Print Name: Jaden He _____
Title: _____
Role: _____

Signature: _____ Date: _____
Print Name: Tianxiao Yang _____
Title: _____
Role: _____

Signature: _____ Date: _____
Print Name: Preethy Joy _____
Title: _____
Role: _____

Signature: _____ Date: _____

[Type text]

Print Name:

Levi Deoliveira

Title:

Role:

Signature:

Date:

Print Name:

Alexandros Nipirakis

Title:

Role:

Signature:

Date:

Print Name:

Martin Evans

Title:

Role:

Signature:

Date:

Print Name:

Adam Tidwell

Title:

Role:

[Type text]

Section 3 - Communications

The 1000lbs project has certain two unique communication requirements:

1. Communication with the University of Utah and the Utah Food Bank must be established before the project can begin. Problems with this communication (addressed in Section 2.2 -) seriously delayed the project
2. Advertisements must be approved by the University of Utah before placement on campus

The Communications Management Plan must address both of these unique requirements in addition to inter-project team communication. The full project team should approve any changes to this plan.

In addition to the Communications Management Plan, this section also contains the Project Report at Half Way Mark. This Project Report is based on information in the Budget Status on 22-June-2015 section (Section 3.3 -. The result of the analysis which produced the Budget Status on 22-June-2015 and

Section 1.1 - Communications Management Plan

The project team has established a Communications Management Plan that describes what communications are necessary for each stakeholder and how those communications will be carried out. This plan is an important component of our overall Project Management Plan. As stated in the introduction to this section, the two most important stakeholders whose communications must be managed the most are:

1. The University of Utah (to get permission to place bins in the locations the group has determined)
2. The Utah Food Bank (to establish the food drive and to get the bins for placement)

Other stakeholders include the Project Team, the University Faculty and Students, and the Project Sponsor. The Communications Management Plan addresses the particular needs of each stakeholder. The plan also addresses which team member is responsible for communications both internal and external and provides a path for escalation should the team member responsible not provide the communications in a timely matter.

[Type text]

Section 1.1.1 - Stakeholder Communication Requirements

As discussed in the Stakeholder Register (Section 8.1.1), there are two primary types of Stakeholders – Internal and external. Internal Stakeholders are actually on the project team, whereas external stakeholders are stakeholders who have some interest in the project or its output but are not on the project team its self.

Each type has unique communication requirements. The internal stakeholders need to communicate in order to ensure that project objectives are being achieved. External stakeholders have a variety of communication requirements related to either getting information from the project team (updates provided to stakeholders or advertisements) or providing authorization to the project team. The majority of the communication on this project is conducted through email, though sometimes phone conversations, web posts, and text messages are also required.

[Type text]

Table 6-1 shows the stakeholders and what their communication requirements are. Each requirement is defined by a unique identifier (this is used throughout the project documentation to differentiate the particular stakeholder communication requirement). Each stakeholder (or Stakeholder Group) that has that particular requirement is then defined. The requirement is then briefly described.

Communication Requirement Identifier	Stakeholder (or Stakeholder Group)	Requirement
CR.I.1	Project Team	Communication about Task Assignment
CR.I.2	Project Team	Updates on Progress
CR.I.3	Project Sponsor	Halfway point progress report
CR.I.4	Project Team	General Team Communications to Assist in Task Progress (additional clarification, definition of tasks, answer to questions on tasks)
CR.I.5	Project Team	Hours Worked
CR.I.6	Project Team	Resource Availability
CR.I.7	Project Team	Meeting Requests
CR.I.8	Project Team	Documentation Updates
CR.I.9	Project Team	Quality Metrics and Quality Status
CR.I.10	Project Sponsor	Questions about Scope, Timeline, Costs, and Quality
CR.I.11	Project Sponsor	Request for additional resources
CR.E.1	Students and Faculty of the University of Utah	General Information on Food Drive – Including when the food drive will occur and where bins will be located (Advertisements)
CR.E.2	Students and Faculty of the University of Utah	Clarification on Food Drive Donation Requirements via targeted advertising campaigns driven by quality metrics with the ultimate goal of increasing the quality and grade of items donated
CR.E.3	Point of Contact at the University of Utah – SFEB	Food Drive Information – Includes Request for Bin Placement in the SFEB- Including number of bins; Dates for the food drive (when will it start and end)
CR.E.4	Point of Contact at Utah Food Bank	Request for Food Drive Creation – Includes desired start and end date of the food drive
CR.E.5	Point of Contact at Utah Food Bank	Order for bins – Including number of bins required, drop off location, and date and time of the drop off

Table 6-1 Stakeholder Communication Requirement Table

A specific Project Information Communique (described in Section 6.1.2) should address each Stakeholder Communication Requirement. It is possible that additional stakeholder requirements may be discovered during the execution of the project. In that eventuality, the Communications Management Plan should be updated to reflect the new stakeholder communication requirements and the project team should devise a Project Information Communique to address the requirement.

[Type text]

Section 1.1.2 - Project Information Communique List

Each Stakeholder Communication Requirement described in Section 6.1.1 has a matching Project Information Communique. Table 6-2 (the next table shown) shows the general information for each communique including the identifier, format, and description of each message. All messages in the 1000lbs Project are communicated in English.

Project Information Communique Identifier	Communication Requirement Identifier	Format	Description of Message
PIC.I.1	CR.I.1	Email, Team Canvas Announcements	Task assignments are emailed to team members directly, or sent to the group at large. Often, it is more efficient to send assignments to the group via the 1000lbs Canvas Site
PIC.I.2	CR.I.2	Email, Team Canvas Announcements	Updates on Progress are provided either via short emails or announcements to the 1000lbs Canvas Site
PIC.I.3	CR.I.3	Formal Report Prepared and sent via email in PDF format	EVM Calculations showing current schedule and cost status and estimates on cost at completion. Narrative description of progress defining where the project is, what problems were encountered, how the team will meet requirements. Also will contain reports on the quality of items received and the teams current estimation on attaining the measurable success criteria found in the project charter
PIC.I.4	CR.I.4	Email, Team Canvas Discussions	Questions should be sent directly to the project manager (who will answer via email) or to the group at large (via Team Canvas Discussion). Questions should detail what area of the project the team member is working on and what the question is. The response should unambiguously define the answer to the question.
PIC.I.5	CR.I.5	Response to the "What are we Doing" Team Canvas Discussion	Team members should log their time on the "What are we Doing" Team Canvas Discussion. The team member should include number of hours worked and definition of what work was performed.

[Type text]

PIC.I.6	CR.I.6	Excel Document Uploaded to Project Team Canvas Site	Team members should respond to the "Your Class Schedule" Team Announcement using the Excel Template provided there with their exact hours of availability for each day of the project schedule. The data will then be placed in a central resource calendar by the Project Manager.
PIC.I.7	CR.I.7	Email, In person notification	Project manager will tell team members when and where team meetings will be held
PIC.I.8	CR.I.8	Files stored in the File Location on the Team Canvas Site with Email Notification	Project documentation should be versioned and placed in the Team Canvas Site and members should email notice that updated documentation has been uploaded
PIC.I.9	CR.I.9	Files stored in the File Location on the Team Canvas Site	Quality Analysts should fill out the quality checklist then upload into canvas. Files should be coalesced by the Operations Manager and placed in project documentation
PIC.I.10	CR.I.10	Email	Project Manager should be single point of contact to pass on questions and answers between the Project Team and the Sponsor
PIC.I.11	CR.I.11	Email	Formal Request should be made by Project Manager to the Project Sponsor to get more resources
PIC.E.1	CR.E.1	Paper Fliers/Posters	Advertisements should be designed by the Advertisement Specialist and approved by the project manager. The data on the flier/posters reflects information the Advertisement Specialist feels is important, but at a minimum should indicate where bins will be located and the dates the food drive will be conducted
PIC.E.2	CR.E.2	Paper Fliers/Posters	Advertisements should be placed clarifying what items are acceptable and what ones aren't. The advertisements (if necessary) should be targeted to the quality issues identified by the Quality Specialists.
PIC.E.3	CR.E.3	Email	University Communication Manager should contact the point of contact at the University of Utah responsible for the SFEB and ask for permission to place bins at the SFEB.
PIC.E.4	CR.E.4	Email/Web	Utah Food Drive Communication Manager should contact the point of contact at Utah Food Bank to indicate

[Type text]

			when the food drive should begin and end and indicate responsibility for the return of the bins after completion of the food drive.
PIC.E.5	CR.E.5	Phone	Utah Food Drive Communication Manager should contact the point of contact at Utah Food Bank to indicate number of bins and drop off location. Date and time of drop off should also be indicated

Table 6-2 Project Information Communique Table

Each Project Information Communique in Table 6-2 is further defined in the following sub-sections.

Section 1.1.3 - PIC.I.1 - Task Assignments

The Project Manager should assign tasks to Project Team Members. This should be communicated to team members via email or via posts to the Team Canvas Site.

Section 1.1.3.1 - Level of Detail

The level of detail of the Task Assignment will depend on whether the task that is being assigned. Task assignments may include detailed instructions on process (for instance, Flowcharts on the Quality Checking Process). The detail should match the particular assignment being made.

Section 1.1.3.2 - Reason for Distribution

Task assignments describe what each team member is responsible to complete. Communications to team members on task assignments assign responsibility for particular task completion to the team member. The communiques to team members are used at the end of the project to assess team member performance.

Section 1.1.3.3 - Timeframe and Frequency of Distribution

General task assignments should be communicated as soon as the Project Work Breakdown Structure is complete. Follow up assignments should be sent to team members as soon as they are available. This distribution should continue until the end of the project

Section 1.1.3.4 - Person Responsible for Communicating the Information

The Task Assignments are sent out to the team by the Project Manager.

Section 1.1.3.5 - Person or Groups Receiving Information

Team Members assigned to tasks receive the assignments.

Section 1.1.3.6 - Method/Technology to Convey Information

Information will be sent via email or via announcements on the Team Canvas Site.

[Type text]

Section 1.1.4 - PIC.I.2 – Progress Updates

Team members should provide periodic updates to the group via announcements or emails to the Project Manager and to other team members. The updates should indicate what was completed since the last communicate and when the rest of the tasks will be completed.

Section 1.1.4.1 - Level of Detail

Progress updates should be sufficiently detailed to communicate what was completed by the Project Team Member in the given period of time. The Project Team Member should also indicate what they hope to complete going forward and when their task will be complete.

Section 1.1.4.2 - Reason for Distribution

Progress Updates provide the Project Manager and the Project Team information to assist in the completion of other tasks. The updates may indicate the completion (or current status) of predecessor tasks that are required to be complete before other tasks can begin. Progress updates also provide information to the Project Manager which may indicate problems with the project that need correction. Progress updates may require the Project Manager adjust the schedule or get authorization to adjust Scope, Timeline, Budget, or Quality to meet the measurable success criteria.

Section 1.1.4.3 - Timeframe and Frequency of Distribution

The Project Manager may request updates from time to time on status. Each week, the project team will conduct a short meeting on Mondays at class to get a general update of critical updates.

Section 1.1.4.4 - Person Responsible for Communicating the Information

Progress Updates are communicated by Project Team Members.

Section 1.1.4.5 - Person or Groups Receiving Information

The Project Manager and other Project Team Members receive Progress Updates.

Section 1.1.4.6 - Method/Technology to Convey Information

Information should be sent via the Team Canvas Site as an announcement or via email to the entire project team.

Section 1.1.5 - PIC.I.3 – Halfway Point Progress Update to Project Sponsor

As part of the requirements for starting the project, the Project Sponsor has requested an update at approximately the half way point of the project. The update requested should include EVM calculations (current schedule and cost progress and estimate to completion and at completion). Another part of the update should include progress to schedule and task updates. Finally, the update should include any problems that have arisen and how those problems will be or have been corrected.

Section 1.1.5.1 - Level of Detail

The Progress Update should include a sufficient level of detail as defined by the Project Sponsor. This level of detail includes:

1. EVM Calculations which indicate current status of project (Cost and Schedule)

[Type text]

2. Forecasts (ETC and EAC)
3. Progress to Schedule and Task Updates
4. Problems that have arisen
5. How problems were or will be corrected

Section 1.1.5.2 - Reason for Distribution

The progress update at halfway point provides the Project Sponsor with information on the status of the project. This information can be used by the Project Sponsor to decide to continue the project or cancel the project. The sponsor may also choose to assign more resources to the project.

Section 1.1.5.3 - Timeframe and Frequency of Distribution

The update should be produced only once and provided as of the 22nd of June 2015. Report should be provided no later than the 26th of June.

Section 1.1.5.4 - Person Responsible for Communicating the Information

The Project Manager is responsible for producing and communicating the report. The Project Manager may need information from other Project Team members to produce the report.

Section 1.1.5.5 - Person or Groups Receiving Information

The update is provided to the Project Sponsor.

Section 1.1.5.6 - Method/Technology to Convey Information

The report should be produced in PDF format and emailed to the Project Sponsor.

Section 1.1.6 - PIC.I.4 – Questions about Assignments

Project Team members may need to ask questions about their assignments.

Section 1.1.6.1 - Level of Detail

The team member asking the question will define the level of detail.

Section 1.1.6.2 - Reason for Distribution

Team members may not fully understand their assignments. The Project Manager (or their direct manager) should be able to provide better detail on their assignments. Clarification will provide information to help the team member complete their task.

Section 1.1.6.3 - Timeframe and Frequency of Distribution

Questions may be sent throughout the project timeline. This will occur as needed and as questions arise.

Section 1.1.6.4 - Person Responsible for Communicating the Information

The project team members are responsible for asking clarification questions.

Section 1.1.6.5 - Person or Groups Receiving Information

The Project Manager or the Operations Manager should be the primary recipient of the questions. Other team members may also receive and answer questions.

[Type text]

Section 1.1.6.6 - Method/Technology to Convey Information

Questions should be sent via the Team Canvas Site as an announcement or via email to the entire project team.

Section 1.1.7 - PIC.I.5 – Project Time Reports

Time reports provide information to the Project Manager to provide payment for services rendered. This also helps the Project Manager determine current status of project tasks.

Section 1.1.7.1 - Reason for Distribution

Time information provides data that the Project Manager uses to pay team members. This information can also be used to determine current status of the project tasks.

Section 1.1.7.2 - Timeframe and Frequency of Distribution

Team members should periodically report time. All time must be reported before the generation of PIC.I.3 – Halfway Point Progress Update to Project Sponsor. Any time that is generated between the half way point and project completion should be reported prior to the 22nd of July 2015.

Section 1.1.7.3 - Person Responsible for Communicating the Information

The project team members are responsible for reporting their own time.

Section 1.1.7.4 - Person or Groups Receiving Information

The Project Manager receives time reports and uses these to pay team members. The information is also used for update reports and determining current status of the project.

Section 1.1.7.5 - Method/Technology to Convey Information

Team members report their time to the “What are we doing” discussion post on the Team Canvas Site.

Section 1.1.8 - PIC.I.6 – Team Member Availability

Team member availability conveys the times that each team member is available to perform project work. Each team member is responsible for notifying the Project Manager of when they are able to perform tasks on the project. This information gives the Project Manager the information necessary to produce the project schedule.

Section 1.1.8.1 - Reason for Distribution

Team Member Availability is necessary for the Project Manager to determine the Project Schedule. It also helps the Project Manager schedule meetings with team members when they are available.

Section 1.1.8.2 - Timeframe and Frequency of Distribution

Team members should provide availability no later than the 1st of June 2015.

Section 1.1.8.3 - Person Responsible for Communicating the Information

The project team members are responsible for reporting their availability.

[Type text]

Section 1.1.8.4 - Person or Groups Receiving Information

The Project Manager must receive the Team Member Availability in order to generate the Project Schedule.

Section 1.1.8.5 - Method/Technology to Convey Information

Team members should use the template available in the “Your Class Schedule” team announcement. This should be uploaded back into the same announcement discussion.

[Type text]

Section 1.1.9 - PIC.I.7 – Team Meeting Requests

Team meetings are used to discuss issues as they come up in the project. The Project Manager calls meetings by asking members to come to meetings in person or via email.

Section 1.1.9.1 - Reason for Distribution

Meeting requests help the Project Team Members schedule their time and ensures team members are aware of meetings. The requests are a form of task assignment and team members are responsible to be present at meetings that they are requested to attend.

Section 1.1.9.2 - Timeframe and Frequency of Distribution

Meetings may be called throughout the project timeline.

Section 1.1.9.3 - Person Responsible for Communicating the Information

The Project Manager is responsible for calling meetings and also responsible for sending out/communicating team meetings to members. Team members are responsible to respond to meeting requests and then responsible to show up to and participate in meetings.

Section 1.1.9.4 - Person or Groups Receiving Information

Project Team Members receive meeting requests.

Section 1.1.9.5 - Method/Technology to Convey Information

Meetings are communicated either via an email to the project group or in person at the weekly status meeting.

Section 1.1.10 - PIC.I.9 – Quality Updates

Quality Analysts are assigned specific areas to check on the quality of items that have been donated. The Quality Analysts should use the checklists provided by the Project Manager to communicate the quality of items.

Section 1.1.10.1 - Reason for Distribution

Quality Updates provide the project team with critical information on how to adjust advertisements which help convey which items are desired by the Utah Food Bank. The project team has decided that optional advertisements in the later stages of the food drive may be used to further clarify which items are acceptable and which are not. The Quality Updates help the Advertisement Specialist target their advertisements to the problems that have been identified.

Section 1.1.10.2 - Timeframe and Frequency of Distribution

The timeline for Quality Updates is defined in the project schedule and have been assigned to each team member in the group. The original project timeline has checks at both locations on Wednesday and Friday. The details of these quality checks (and the quality updates generated from them) can be found in Section 2.1.2.2.

Section 1.1.10.3 - Person Responsible for Communicating the Information

The Quality Analysts are responsible for communicating the Quality Updates.

[Type text]

Section 1.1.10.4 - Person or Groups Receiving Information

The Operations Manager receives the Quality Updates and then communicates pertinent data to the entire team.

Section 1.1.10.5 - Method/Technology to Convey Information

Quality Checklists are available in the Project Team Canvas Site (in the Files Location). Team members should scan written checklists into the site which are used in the future for more detailed quality updates and analysis.

Section 1.1.11 - PIC.I.10 –Questions About Project Scope, Schedule, Budget, or Quality to be answered by Project Sponsor

As the project progresses, various questions may come up. Of these, questions about the Scope, Schedule, Budget, and Quality must be answered by the Project Sponsor. The Project Sponsor is ultimately responsible for the overall timeline of the project, the quality that the project must achieve, the goals of the project, and the budget of the project.

Section 1.1.11.1 - Reason for Distribution

Questions about scope, schedule, budget, or quality help the Project Manager adjust the Project Schedule, Budget, Quality, Staffing, and other areas to meet the sponsor's requirements.

Section 1.1.11.2 - Timeframe and Frequency of Distribution

Questions may be asked throughout the project timeline.

Section 1.1.11.3 - Person Responsible for Communicating the Information

The Project Manager is responsible for asking questions to the Project Sponsor.

Section 1.1.11.4 - Person or Groups Receiving Information

The Project Sponsor receives project questions and is responsible for answering them.

Section 1.1.11.5 - Method/Technology to Convey Information

Questions should be emailed to the Project Sponsor.

Section 1.1.12 - PIC.I.11 – Additional Resources Needed from Project Sponsor

As the project progresses, the Project Manager may determine that the currently assigned resources are not sufficient to complete the project objectives. The Project Manager may need to ask the Project Sponsor for more resources (more money, more people, more material) in order to complete the project.

Section 1.1.12.1 - Reason for Distribution

The Project Sponsor controls the resources that are available to the project. Additional requirements should be passed on to the Project Sponsor who should decide whether or not the request is warranted. If so, then the Project Sponsor will provide more resources.

Section 1.1.12.2 - Timeframe and Frequency of Distribution

Additional resources may be needed throughout the project timeline.

[Type text]

Section 1.1.12.3 - Person Responsible for Communicating the Information

The Project Manager is responsible for asking for additional resources from the Project Sponsor.

Section 1.1.12.4 - Person or Groups Receiving Information

The Project Sponsor receives project resource requests and is responsible for answering them.

Section 1.1.12.5 - Method/Technology to Convey Information

Requests should be emailed to the Project Sponsor.

Section 1.1.13 - PIC.E.1 – Advertisements to Faculty and Students of University of Utah – Notifying Start of Food Drive

At the beginning of the project, the Advertisement Specialist should produce advertisements to notify students and faculty when the food drive will be conducted and where the bins will be located. The advertisements should also set the basic parameters for quality of the items to be donated. These advertisements must be approved by the University Point of Contact before placement.

Section 1.1.13.1 - Reason for Distribution

The advertisement to the students and faculty of the University will notify them when the food drive will be conducted and where to place items they wish to donate. The advertisement will also let them know what kinds of items are acceptable.

Section 1.1.13.2 - Timeframe and Frequency of Distribution

The original schedule notes distribution of advertisement should be distributed between the 13th and 15th of June 2015 (Section 2.1.1).

Section 1.1.13.3 - Person Responsible for Communicating the Information

The Advertisement Specialist is responsible for producing the advertisements and the advertisements are then placed by team members identified in the project schedule (Section 2.1.1).

Section 1.1.13.4 - Person or Groups Receiving Information

The intended audience of the advertisements are the Students and Faculty of the University of Utah.

Section 1.1.13.5 - Method/Technology to Convey Information

The advertisements are printed on fliers and posters and placed in authorized locations throughout the university.

Section 1.1.14 - PIC.E.2 – Advertisements to Faculty and Students of University of Utah – Clarification of Donation Requirements

As the project progresses, Quality Updates (Section 6.1.10) provide information on what items are actually being donated. This information can be used to determine what targeted advertisements should be sent out by the Advertisement Specialist to help the students and faculty know which items are and are not acceptable for donation.

[Type text]

Section 1.1.14.1 - Reason for Distribution

The advertisements will help correct quality issues by reminding students and faculty what is and is not acceptable to be donated.

Section 1.1.14.2 - Timeframe and Frequency of Distribution

As part of the quality control process, the Quality Analyst may suggest spending the Contingency Reserve dedicated to quality correction to produce advertisements to correct the quality issues identified.

Section 1.1.14.3 - Person Responsible for Communicating the Information

The Advertisement Specialist is responsible for producing the advertisements and the advertisements are then placed by team members.

Section 1.1.14.4 - Person or Groups Receiving Information

The intended audience of the advertisements are the Students and Faculty of the University of Utah.

Section 1.1.14.5 - Method/Technology to Convey Information

The advertisements are printed on fliers and posters and placed in authorized locations throughout the university.

Section 1.1.15 - PIC.E.3 – Request for Bin Placement – Sent to University of Utah Point of Contact

The University of Utah Point of Contact provides authorization to the Project Team to place bins. Without this authorization, no items can be collected as no bins can be placed. This is a critical communication that must occur before the food drive can begin. This should also be done before any advertisements are placed as delays of this communication will cause serious delays in the Food Drive commencement.

Section 1.1.15.1 - Reason for Distribution

The Request for Bin Placement provides authorization to the Project Team to place bins. This is crucial to the Food Drive beginning.

Section 1.1.15.2 - Timeframe and Frequency of Distribution

The Request for Bin Placement should be sent sometime between the 5th and 10th of June 2015, and a response is needed before 12 June 2015 in order to meet the original project timeline.

Section 1.1.15.3 - Person Responsible for Communicating the Information

The University Communication Manager is responsible to contact the Point of Contact at the University. The Point of Contact at the University is responsible to respond.

Section 1.1.15.4 - Person or Groups Receiving Information

The Point of Contact at the University receives the request and should respond back to the University Communication Manager regarding where the bins may be placed.

[Type text]

Section 1.1.15.5 - Method/Technology to Convey Information

The Request for Bin Placement should be emailed to the University Point of Contact by the University Communication Manager.

Section 1.1.16 - PIC.E.4 –Request for Food Drive – Sent to Utah Food Bank Point of Contact

A formal request to set up the food drive must be sent to the Utah Food Bank. The Utah Food Bank will then allow the Project Team to request delivery of the bins to the University in order to conduct the food drive.

Section 1.1.16.1 - Reason for Distribution

The request for food drive is used to set up a formal food drive with the Utah Food Bank. This then allows the Project Team to request bins and actually run the food drive.

Section 1.1.16.2 - Timeframe and Frequency of Distribution

The Request for Bin Placement should be sent sometime between the 1st and 4th of June 2015, and a response is needed before 5 June 2015 in order to meet the original project timeline.

Section 1.1.16.3 - Person Responsible for Communicating the Information

The Utah Food Bank Communication Manager is responsible to contact the Point of Contact at the Utah Food Bank. The Point of Contact at the Utah Food Bank is responsible to respond.

Section 1.1.16.4 - Person or Groups Receiving Information

The Point of Contact at the Utah Food Bank receives the request and should respond back to the Utah Food Bank Communication Manager regarding the fact that the request has been received and processed.

Section 1.1.16.5 - Method/Technology to Convey Information

The Request for Food Drive may be done on a web-form on the website or sent to the Point of Contact at Utah Food Bank directly via email.

Section 1.1.17 - PIC.E.5 –Request for Food Bins– Sent to Utah Food Bank Point of Contact

The Utah Food Bank Communications Manager must request bins to be delivered to a certain place on campus at a particular time. This is needed in order to start the food drive as no bins will be delivered without this request.

Section 1.1.17.1 - Reason for Distribution

The request for bins will ensure the delivery of bins to the University of Utah at a certain point on campus where they can be distributed.

Section 1.1.17.2 - Timeframe and Frequency of Distribution

The Request for Food Bins must occur prior to the 15th of June 2015.

[Type text]

Section 1.1.17.3 - Person Responsible for Communicating the Information

The Utah Food Bank Communication Manager is responsible to contact the Point of Contact at the Utah Food Bank. The Point of Contact at the Utah Food Bank is responsible to respond.

Section 1.1.17.4 - Person or Groups Receiving Information

The Point of Contact at the Utah Food Bank receives the request and should respond back to the Utah Food Bank Communication Manager regarding the fact that the request has been received and processed.

Section 1.1.17.5 - Method/Technology to Convey Information

The request should be phoned in to the Point of Contact at Utah Food Bank.

Section 1.1.18 - Release of Confidential Information

The majority of the information on the project is not considered confidential. The one exception to this rule is the performance reviews that are conducted at the end of the project. The Project Manager alone can authorize the release of this confidential information people outside of the project.

Section 1.1.19 - Escalation Process

The team member who has been assigned for performing that communication should first address all communications. If satisfaction is not gained from that communication, the next point of escalation is the team member's direct manager. If the team member does not report to the project manager and the issue has not been resolved, the issue should be elevated to the Project Manager.

Section 1.1.20 - Method to Update the Communication Management Plan

The project team must meet and agree to update the Communication Management Plan to deal with changes that occur during the course of Project Execution.

Section 1.1.21 - Glossary of Terms

SFEB – Spencer Fox Eccles Building

CRCC – C. Roland Christensen Building

Library – Marriott Library

Food Drive – The period of time which bins will be placed in the various locations on campus

Section 1.1.22 - Communication Constraints

The only constraint for communications is the organizational policy of the University of Utah. The project team must communicate with the University of Utah in order to put out advertisements or to move the bins according to the University of Utah Student Code of Conduct.

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Section 1.2 - Project Status Update on 22-June-2015

This Project Status Report was compiled for the Project Sponsor (Adam Tidwell) on 25-June-2015.

Section 1.2.1 - Current Project Status

The Project is currently seriously behind schedule. The Project Team has been unable to create the Food Drive with Utah Food Bank. In addition to this, the Project Team has not been able to get permission to place any bins by the University of Utah. The project team believes that they are about 50% of the way to getting permission to place the bins on the University of Utah campus, and about 40% of the way to getting the Food Drive setup.

At this stage, we believed that we would have been nearly complete with the first food collection. Assuming each collection would provide about 1/3 of the total (the food drive was going to run for three weeks), the project team should have collected about 334 pounds of food. As the project team has not been able to place any bins, the team has collected no food.

The project team suggests that the Project Sponsor accept the re-baselined budget and schedule. This re-baselined schedule and budget move more resources to getting approval for bin placement and food drive creation. The project team also feels at this time that it is prudent to reduce the number of collections from three to one, and to reduce the total time of the food drive down to two weeks from three.

Section 1.2.2 - Current Status of Schedule

The project is currently about 1.26% complete compared to the planned completion percentage of about 36%. The Schedule Variance (SV) is **\$(628.50)** and the Schedule Performance Index is about 0.0346 this reflects serious schedule delays. Again, the major delay at this time is that the Project Team has been unable to get the Food Drive setup with Utah Food Bank and has also not been able to get approval to place bins. The only tasks that have been started (from the Original Timeline) is Tasks 2 and 3 (the Preparation Phase portion of the original timeline is shown in Figure 6-2).

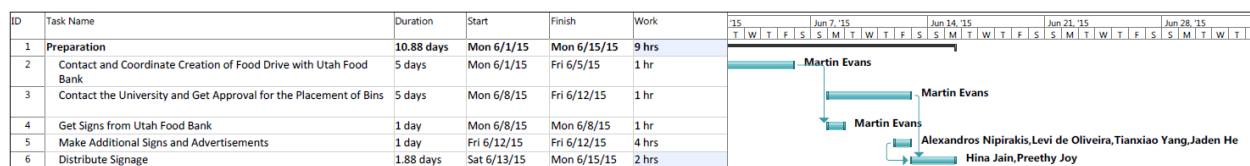


Figure 6-1 Preparation Phase of Project

Section 1.2.3 - Current Status of Budget

The project has currently spent about \$125.00 (5 hours of labor). The project team has not purchased any material, and has paid not transportation fees, so all the current costs are labor costs. The Earned Value at this time is about \$22.50. The project currently has a Cost Variance of **\$(102.50)** and a Cost Performance Index 0.18 which reflects significant cost overruns.

Again, the problem has been that communication with Utah Food Bank and the University of Utah has taken much more time than originally thought. The original plan was that communication with each was going to take about 1 hour each. The project has thus-far spent 3 hours communicating with the

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University of Utah and 2 hours communicating with Utah Food Bank. Assuming that the project is not re-baselined and that the approach to completing the preparation phase does not change the Estimate at Completion at this time is \$9,950.00, the Estimate to Completion is \$9825.00, and the estimated Variance at Completion is **\$(8159.00)**.

Section 1.2.4 - Suggestions for Moving Forward

The Project Manager has crafted a new Budget and Schedule. This is included with this report in Section 2.2 and Section 3.4. The Project Team strongly suggests that the Project Sponsor accept the re-baselined budget and timeline in order to adjust the future execution of the food drive. This also adjusts the amount of resources that are being attached to communicating with the Utah Food Bank and University of Utah (in effect, the Project Team feels that crashing this particular process is prudent at this stage).

Furthermore, the hard date of 10-July-2015 for completion of the food drive means that the entire food drive phase will need to be compressed. The Project Team believes that fast tracking the collection phase is the best way to ensure the collection of 1000 pounds of food. Instead of only two bins, the project team suggests 6 bins, placed at three buildings instead of one. This will also mean that the place bins task will need to be crashed- as there will now be too many bins for one person to deploy.

The Project Team also suggests moving the costs for advertisement from the Preparation Phase (where the project team does not believe that there is enough time to conduct a full advertising campaign of the type that was originally planned) to the Quality task of the Run Food Drive Phase. The advertising costs should become part of a Quality Contingency Reserve meant to be used in the event of poor quality food items being donated to the project. Instead of an advertising campaign that would require printed materials to be secured and approved by the project team, emails to the various lists has been selected as the primary form of advertisement by the Project Team.

The Project Team wants to make clear to the Project Sponsor that every attempt to conduct this project has been made. The team has spent a great deal of time to find more effective ways to communicate with our stakeholders and believe we now understand the challenges. As well, the Project Team has assigned roles which is assisting in the management of the tasks themselves. We are confident that future performance will outstrip current performance and that the project team will meet the measurable success criteria agreed upon in the Project Charter.

Please direct any questions on this project report to Alexandros Nipirakis – Project Manager.

[Type text]

Section 2 - Risk

Section 2.1 - Risk Register

RISK	RISK Desc	Probability	Impact	Risk Score	Response Plan	Risk Owner
Risk A	Large Quantity of Perishable Items	Low			Y	Quality Analyst
Risk B	No contributions	Low			Y	Team
Risk C	Low Quantity of Non-Perishable Items	Medium			Y	Quality Analyst
Risk D	Participation Delay (Hosts)	Medium			Y	Building Manager
Risk E	Inadequate Advertising to yield desired results	Medium			Y	Communications Manager
Risk F	External Communication Delays	Medium			Y	Building Manager
Risk G	Wrong timing for this project	Medium			Y	Communications Manager
Risk H	Inadequate time for project duration	High			N	Team
Risk I	Negatively Affect the Brand	High			N	Communications Manager

Figure 7-1 Risk Register

The aforementioned risks, listed from Low to High are those risks which we perceive are most likely to occur given the circumstances of our project.

Section 2.2 - Risk Plans and Triggers

Risk A: Large Quantity of Perishable Items

Response Plan: Remove the perishable items prior to delivery of donations.

Trigger: Location of 1000lb Food Drive is not conducive to contributors making donations of canned/non-perishable food items.

Strategy: Mitigate

Risk B: No Contributions

Response Plan: The project team will make personal donations to the 1000lb Food Drive

Trigger: Empty food collection barrels.

Strategy: Mitigate

Risk C: Low Quantity of Nonperishable Items

Response Plan: The project team will make personal donations of nonperishable food items to the 1000lb Food Drive

Trigger: Low quality metrics

Strategy: Mitigate

Risk D: Participation Delays

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Response Plan: The Building Manager will continually reach out to the three participating locations to ensure maximum participation

Trigger: No returned communications from participating location(s)

Strategy: Mitigate

Risk E: Inadequate Advertising to Yield Desired Results

Response Plan: N/A

Trigger: Empty food collection barrels.

Strategy: Accept

Risk F: External Communication Delays

Response Plan: The Communication Manager will reach out to the Food Bank to expedite the container and signage commitments are satisfied in a timely manner

Trigger: Absence of food barrels and signage.

Strategy: Mitigate

Risk G: Wrong Timing for Project

Response Plan: Project Manager will manage expectations with all parties.

Trigger: Low quantity metrics

Strategy: Accept

Risk H: Inadequate Time for Project Duration

Response Plan: N/A (Timing cannot be adjusted without negatively affecting cost)

Trigger: Low quantity metrics

Strategy: Accept

Risk I: Negatively Affect the Brand

Response Plan: N/A (Initiate a new campaign applying Lesson's Learned)

Trigger: Unmet quantity and quality expectations.

Strategy: Accept

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Section 3 - Stakeholders

The 1000lbs project has two classifications of Stakeholders: internal and external. The Stakeholder Management Plan describes the Stakeholders of the 1000lbs project and particular interest and other constraints that each places on the project.

Section 3.1 - Stakeholder Management Plan

Section 3.1.1 - Stakeholder Register

Stakeholder register for our project lists all the stakeholders and their role on the project. The Stakeholder Register also classifies stakeholders as Internal or External and places them in groups for easy reference.

(I)nternal or (E)xternal	Group	Name	Role	Contact Information
I	Project Team	Alexandros Nipirakis	Project Manager	a.nipirakis@utah.edu
I	Project Team	Martin Evans	University Communications Manager	U0758943@utah.edu
I	Project Team	Levi de Oliveira	Utah Food Bank Communications Manager	Ideoliveira@msn.com
I	Project Team	Preethy Joy	Quality Analyst	U0946027@utah.edu
I	Project Team	Jaden He	Quality Analyst	
I	Project Team	Hina Jain	Operations Manager	U1022555@utah.edu
I	Project Team	Tianxiao Yang	Advertisement Specialist	U0521690@utah.edu
I	Project Team	Adam Tidwell	Project Sponsor	
E	Food Bank	Lauren Tuft	Utah Food Bank Representative	Laurent@utahfoodbank.org
E	Food Bank	Utah Food Bank Patrons	Recipient of Food	
E	University of Utah	University of Utah Representative	University Representative	

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E	University of Utah	Faculty and Students of University of Utah	Donators	
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Table 8-1 Stakeholder Register

Section 3.1.2 - Stakeholder General Assessment

Stakeholder general assessment consists of the requirements and the expectations from each stakeholders of our project and they will be assessed accordingly. It also has details about the influence they have on our project. Communications priorities are set accordingly.

Stakeholder assessment details are given below:

Name	Requirements	Expectations	Influence	Classification
Alexandros Nipirakis	Authorize the important changes, timely completion of the project within the budget.	To successfully complete the project	High	Internal
Martin Evans	Ensure proper communications between the University and project team.	Coordinate communication activities with University	High	Internal
Levi de Oliveira	Ensure proper communications between the Utah Food Bank and project team.	Coordinate communication activities with Utah Food Bank	High	Internal
Preethy Joy	Monitor and evaluate the quality checks	Ensure quality deliverables	Moderate	Internal
Jaden He	Sign-off the quality requirements	Ensure quality deliverables	Moderate	Internal
Hina Jain	Schedule the meetings, plan operations, ensure operations are done as planned	Manage project operations	Moderate	Internal
Tianxiao Yang	Designing the advertisements and get authorization from the departments to publish it	Advertise the food drive	High	Internal

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Adam Tidwell	Authorizing the major project decisions	Acceptance of the project	High	Internal
Lauren Tuft (Utah Food Bank Representative)	Providers of the bins for the food drive	Confirms the quality of the food items delivered	Low	External
Patrons of the Utah Food Bank	NA	Confirms the quality of the food items delivered	Low	External
University of Utah Point of Contact	Sign-off the permission to place the bins on the specified locations	Permission to place the bins on the specified locations	Moderate	External

Section 3.1.3 - Stakeholder management strategy:

The below table provides strategies that the stakeholders are going to use to successfully accomplish their responsibilities:

Name	Influence	Impact Assessment	Strategies
Alexandros Nipirakis	High	High	Weekly meetings with the team to ensure that the project is executed as scheduled and within the budget, Monitor daily/weekly reports, Prepare project status reports
Martin Evans	High	Moderate to High	Meetings with the necessary university personnel, Meeting with the project team to inform university updates on the project.
Levi de Oliveira	High	Moderate to High	Meetings with the Utah Food Bank representatives to schedule food drive, Meeting with the project team to notify Utah Food Bank updates on the project

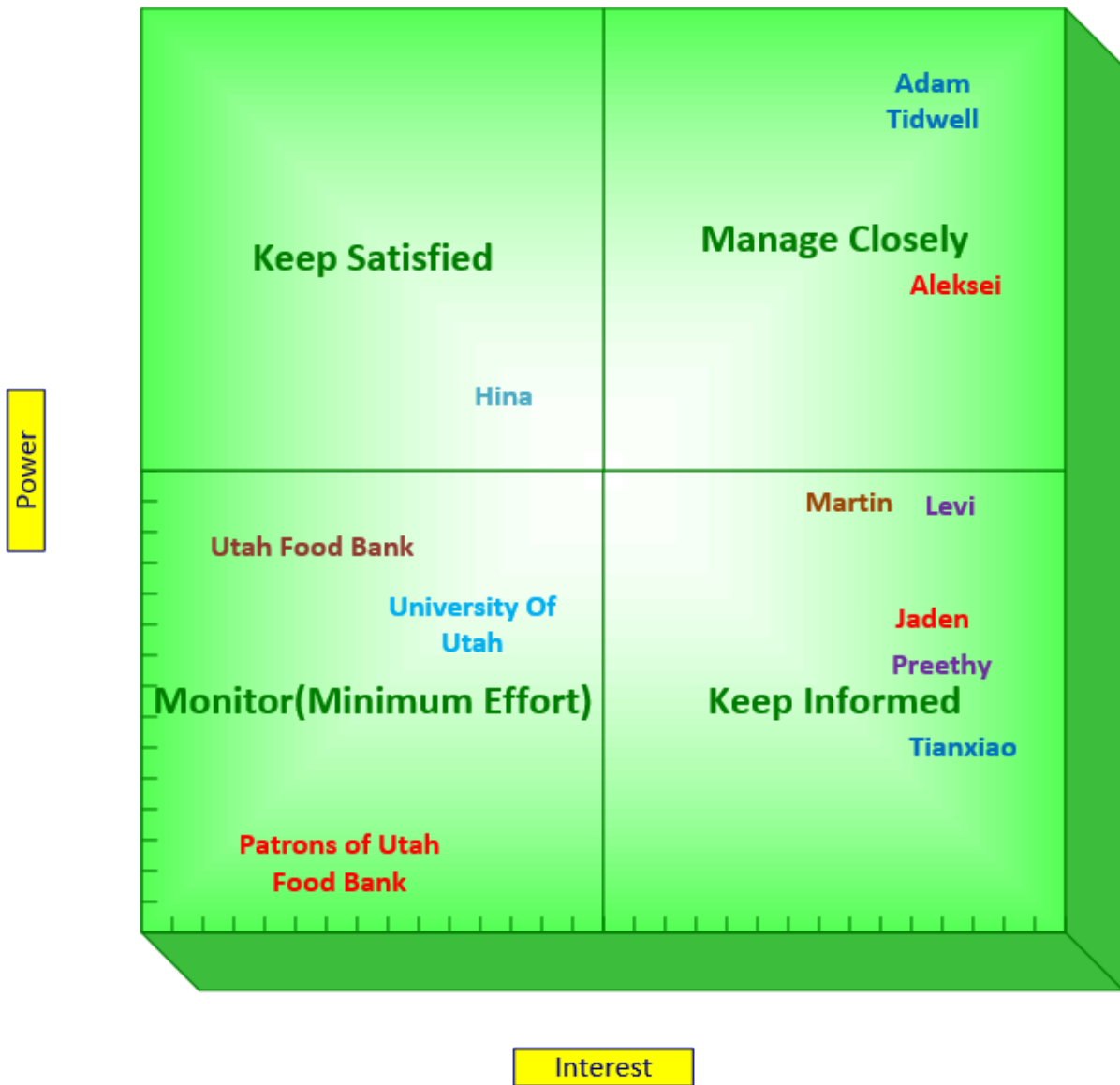
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Preethy Joy	Moderate	High	Monitor the quality of the food items received, Create quality reports
Jaden He	Moderate	High	Monitor and analyze the daily/weekly quality reports
Hina Jain	Moderate	Moderate to High	Weekly meetings with the team and monitor/check the reports to ensure operations are performed as planned, prepare operations status reports.
Tianxiao Yang	High	High	Check the operations reports to ensure the effectiveness of the advertisement and make changes to the advertising strategy if needed
Adam Tidwell	High	High	Check the weekly project performance and status reports to ensure that the project is executed as planned
Lauren Tuft (Utah Food Bank Representative)	Low	Moderate to High	NA
Patrons of the Utah Food Bank	Low	Low	NA
University of Utah Point of Contact	Moderate	Low	NA

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Section 3.1.4 - Stakeholder Classification Using Power/Interest Grid

Stakeholders are graded/rated according to their power and interest on our project as given below in the Power-Interest Grid:



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Section 4 - Procurement

1,000-Pound Food Drive project management team prepared the procurement document for acquisition of the printed materials and garbage bins. The guidelines set forth by this document are to be used in the procurement process of all goods and services. This document requires project team review and approval prior to entering into a binding agreement with any subsequent bidders for this project.

Section 4.1 - Procurement Management Plan

Goods and services are to be acquired from vendors that have been reviewed by the 1,000-Pound project team. The project team must solicit and evaluate no fewer than three bids prior to selecting a vendor. The approved vendor will perform the work within the designated project schedule timeline. In order to be awarded the winning bid, the vendor must outbid all other vendors. Preference will be given to vendors who are willing to enter into Firm Fixed Price Contracts and Fixed Price with Economic Price Adjustments contract e.g. cost of gas for the transportation contract. This section contains only the preferred vendors.

Risk will be managed by requiring security clauses associated with every project. Project performance that is deemed less than satisfactory will be managed as a breach of contract and will require that the project team file a claim with the responsible parties. All claims/issues are to be resolved through contract re-negotiation. If a satisfactory solution cannot be reached, alternative dispute resolution (ADR) will be used, which may include mediation, arbitration up to litigation. The seller must insure all contracts and failure to meet pre-determined contract requirement will trigger additional remuneration fees to be paid by the seller/service provider to the project team.

The project team will periodically audit all contracts to ensure that all parties are fulfilling project needs. Contracts that fail these periodic audits will be renegotiated at which point the vendor/seller may be financially penalized for said breach of contract.

Vendors may be penalized as follows:

- First Breach of Contract will call for a 10% discount off of the originally agreed upon contract cost.
- Second Breach of Contract, will call for another 10% discount for a total of 20% off the original agreed upon price. At which time the buyer may choose to receive 20% of the contract value from the vendor and may choose to terminate the contract with the Original Vendor (vendor A) and enter into a new contract with the Backup Vendor (Vendor B)

Payments will be made at the beginning of the contract (50%) and at the completion of the contract (50%). Contracts can only be changed through the change request process and will have to be approved by the project team as well as the goods/services providers. All goods and/or services will have to follow the same acquisition processes. Contracts will be awarded after the project team has reviewed all bids.

We will send out at least 3 RFI for each good and/or services to be acquired by the team. An exception to this is any good or service that is less than \$50.00. In that case, the Project Manager has been given special dispensation to select a vendor on his own to provide the items needed (usually a regular retail store).

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A special note about the Procurement Management Plan – this plan was devised during the creation of the original timeline (Section 2.1).

Section 4.1.1 - Printing - Alphagraphics

Print procurement calls for one 22"x28" poster to be printed in color and 50 half page advertisements. The project team will design and get printed the advertisements by the 12th of June 2015. The project team will pickup the advertising materials on the 12th of June.

Alphagraphics has been contracted to provide all print material within the pre-determined timeframe and will do at a cost of \$115 of which \$57.50 will be paid at the time the orders is placed and \$57.50 to be paid upon receipt of all print materials.

Section 4.1.1.1 - *Type of Contract*

The project team has entered into a Fixed Price Incentive Fee Contract to allow the buyer to receive a 10% discount provided they meet the order specifications and deliver the items 2 weeks prior to agreed delivery date. Even so, the Project Team has planned to simply bring the planned poster and flier designs to Alphagraphics on the 12th of June 2015, meaning the cost will not be discounted.

Section 4.1.1.2 - *Risk or Constraints*

A vendor may only have one printer that is capable of printing the poster in the colors and sizes that we need for our food drive. The poster may take longer to complete than the other print material in which case our project team would not be able to maximize our advertising window. Our print job may be delayed due to the project team's inability to select a poster design that is approved by all team members.

Section 4.1.1.3 - *Scheduling/Timeline*

The project team will get the posters printed on the 12th of June 2015.

Section 4.1.1.4 - *Special Considerations*

If print material do not meet pre-defined specs the project team will have to submit specs to our secondary and or tertiary printers and pay a rush order premium to have the material created in 2 days at a cost of \$250 to the project. No contingency has been placed into the budget for this special risk as the team does not believe there will be a problem with such a small order at Alphagraphics.

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Section 4.1.2 - Garbage Cans (Temporary Collected Food Receptacles) – Lowes Hardware

The project team will need two 32 gallon garbage cans for temporary storage of food after each week's collection. The bins will be purchased from Lowes Home Improvement.

Section 4.1.2.1 - Type of Contract

The project team will use a firm fixed price contract to acquire the two 32 gallon garbage cans that are required for the temporary food storage. This will be purchased at \$13.00 per bin, or \$26.00 for both bins. The bins may be sold to the University or one of the Project Team Members at project conclusion for \$5.00 allowing the Project Team to recuperate some of the cost of the purchased bins.

Section 4.1.2.2 - Risk or Constraints

The purchase price and availability were assumed by looking at the Lowes Home Improvement site. It is possible that the garbage cans will not be available or that they will not be the same price when procurement occurs.

Section 4.1.2.3 - Scheduling/Timeline

The bins will be required before the 15th of June 2015. The bins will be picked up either prior to then or the night of the 15th.

Section 4.1.2.4 - Special Considerations

The garbage cans will need to be transported from the Home Improvement store to the University. Either the bins will need to be delivered by Lowes, or one of the members will need to volunteer to pickup and deliver the bins. Alexandros lives on the way to class and has agreed to pickup the bins on the way to class one of the days that he is already scheduled to be there (obviating the need for additional transportation fees). There is a remote possibility that the bins will not fit in Alexandros's car.

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Section 5 - Closing

The 1000 pound project completed on 18-July-2015. The project collected about 16 pounds of food that met the quality metrics set by the project (this represents about 1.67% of the original Measurable Success Criteria). The project spent \$2237.50 versus \$2,788.75. No material was purchased and the project team decided to forego the transportation fee. The transportation fee was one reason that the project did not go over budget. Another was that some of the team members were not diligent in reporting their time.

Although the project achieved budget targets, the project can be considered a failure given the low amount of food collected. This section will detail the final status of the project and some reasons that the project team believes that the project did not succeed.

Section 5.1 - Summary of Results

The original plan for the project was to conduct a three-week long food drive with two bin locations, collecting the food each week for the project. As a result of serious delays in getting the approval from the University of Utah to place the bins and getting the project setup by the Utah Food Bank, the project team was unable to place any bins until the 29th of June.

The team decided that with a smaller amount of time in which to conduct the food drive that it would be prudent to expand the number of locations that food would be collected for. Instead of 2 locations as previously planned for, the group augmented the project plan to allow for 3 buildings with 2 locations each (6 total locations). Instead of performing multiple pickups of food, the team decided that a two week food drive with no additional pickups would be sufficient. If the quality checks showed a large amount of food or food bins that were overfull, then the team would add additional pickups to the schedule.

The team decided against placing additional advertising around campus. The team did not deploy any of the posters that were given to the team by the Utah Food Bank (as they did not contain the information necessary to convey where the food bins were located, nor the timeline of the project). As the project had been seriously compressed, the team decided to spend its time on deploying the bins and performing quality metrics rather than on advertisement.

Instead of paper advertisements, the team decided to rely on emailed advertisements instead. Tianxiao used his contacts in the MSIS and Professional MBA programs to send out email blasts to the entire group. These communiques were delivered to his contacts on time, but were not sent out to the respective groups until a week after the food drive had begun. Martin also contacted the library.

The quality checks that occurred showed serious problems throughout the food drive process. The bins in the Library and the CRCC did not contain any food. The only location that received food was the SFEB bins, and even then the food was not a sufficient quantity. In the end, the project collected a total of 16.7 pounds of food and removed 2.187 pounds of non-conforming items from the collection.

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Section 5.2 - Hand off of Activities

The food drive completed on the 11th of July 2015. Levi came to campus to move all bins to a single location for pickup by the Utah Food Bank. The food collected and bins (property of the Utah Food Bank) were handed over on the afternoon of 11th of July 2015.

There are no ongoing activities related to this project. The project close out report (this document) was written the week following the end of the food drive. A presentation based on the project close out was completed and will be presented to the sponsor and key stakeholders on the 20th of July 2015, after which the project close out report will be handed over to the sponsor and made available in the Organizational Knowledge Base.

Section 5.3 - Lessons Learned

There are several important lessons that the project team learned as part of the 1000lbs project. One of the first problems the group ran into was that Martin was unable to get the Utah Food Bank or the University of Utah to respond in a timely matter. The reason for this was a lack of risk planning for this eventuality (the eventuality that the group may not be able to get in contact with the representatives at the Utah Food Bank and the University of Utah). This lack of communication also points to the fact that the Stakeholder Communication Plan was not developed until a later stage in the project making handing off communication to stakeholders more difficult. The delay of communication with the University of Utah and the Utah Food Bank was the first (and most damaging) delay in the project.

The project team did not devise a formal Human Resource Management until very late in the project lifecycle. This meant that the team lacked clear division of responsibility and clear demarcation of what each person was responsible for. This lack of demarcation caused general confusion within the project. A lack of a clear leader or coordinator made assignment of tasks more difficult. There was also no formal reporting structure making it difficult to know where the project was at any given time. The various challenges in lack of demarcation were exacerbated by the fact that the group was a relatively large one for this sized project. Coordinating what the project should do is made more difficult when there is no clear leader and there are seven opinions on how to do something.

Finally, looking back the project team should have spent more time deciding whether or not the project was feasible. No business case was produced, and therefore no business case was verified. This meant that at no point was a feasibility study performed to find if getting 1000 pounds of food from students at the University of Utah during the summer term was possible. Had this been done, the team may have curtailed the success criteria or decided that the project would be best done at some other time or place. The feasibility study might also have indicated what the best way to advertise the food drive might have been and may have also helped the project team decide on locations better.

Each of the identified lessons will be dealt with in a separate sub-section below.

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Section 5.3.1 - Managing High Level Risk and Stakeholder Communications – Lack of Contact with the University of Utah and Utah Food Bank to get the food drive officially started

As discussed throughout this document (but particularly in Section 2.2 -and Section 3.3 -) the first problem the project team ran into was an inability to communicate with the University of Utah and the Utah Food Bank. In the Project Charter (specifically Section 1.5 -, it was discussed that two high level risks that were identified at Project Initiation were:

1. The Utah Food Bank may choose not to coordinate with the project team
2. University of Utah may not allow the placement of bins in the desired locations

The risk of not getting communication at all was not addressed (though it can be argued that a lack of communication is – in effect – the same thing as an outright denial). Unfortunately, because the risk of lack of communication was not identified, no risk response plan was devised.

Furthermore, had the project team (earlier on) worked on a stakeholder communication plan it is quite likely that there would have been more formal methods to contact the project team. Unfortunately, the project team relied on a single individual (Martin) to communicate with all external stakeholders, when in the end it was found that splitting this up into two tasks was more effective. Had the entire project team understood who the main stakeholders were and what contacts were available for each, it is possible that the burden of contacting all external stakeholders might have been more evenly divided which may have improved response time.

Section 5.3.2 - Managing the Project Team – Lack of a Human Resource Management Plan

The project team came together organically at first to reach the intended goal. The team did not have a clear leader and there was no actual reporting structure. Furthermore, the weaknesses and strengths of each team member were not assessed and no training plan was devised to correct weak understanding of the project. The lack of clear roles made assignment of duties difficult and the lack of demarcation of duties negatively affected team cohesiveness.

From the beginning, the first thing the project group should have done was to identify key roles in the project. The project manager should have been identified early on and should have been placed in charge of the group. The Human Resource Plan would have defined who reported to whom and allowed for the equal division of labor. Had the group understood which members were experienced in conducting a food drive, those who were not experienced could have been trained by those who were. The labor could have been divided in such a way that those members with less experience in running a food drive could have been directed to more general project management tasks, leaving the execution of the project to those most knowledgeable about how to do it.

The lack of a plan led to several disagreements on how to move forward. The relatively large size of the project team was amplified by the fact that there was no clear leader with the authority to make project decisions. This made it difficult to move forward on project implementation and caused general unrest among team members. Had a clear leader been defined, and everyone agreed to follow that leader,

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many of the minor arguments (that caused general problems with project team cohesiveness) could have been solved.

Project team cohesiveness could have been helped by performing various team building exercises. Had the Human Resource Plan existed, it could have helped defined what activities that the project team could do to get to know each other and move forward. Overall, the project team did not know each other – this meant that the team did not know how to work effectively together and led to challenges with personality differences. In retrospect, the team may have only made it to the Norming stage of team development, and even that had only been achieved in the last week or so of the project. This meant that during most of the project, the team was stuck in the storming stage which caused general dissatisfaction among team members.

Section 5.3.3 - Lack of Business Case and Validation

Before embarking on a project, an important step to take is to make sure that the business case for the project is solid. The project team recognized from the beginning that the goal of 1000 pounds of food was auspicious, but no one in the project team had a full understanding of how difficult collecting that amount of food would be. No feasibility study was performed to ensure that enough students or faculty were at the university during the summer to actually collect the food.

It is possible that having done such a study, the group might have decided earlier on that restricting the collection to the university alone would mean that the goal of 1000 pounds was impossible. It is likely that having understood that collecting food in this manner made the goal impossible that the project team may have gone about the collecting differently. Rather than leaving bins out and hoping for people to donate food, perhaps some sort of event could have been held to collect food. The project team might have discovered during the feasibility study already planned university events that would have been good opportunities to collect food.

Another possibility is that the project group might have decided to collect food at local stores and businesses rather than at the university. It is possible that collecting at a store with higher foot traffic than the university would have yielded more food than simply at the university alone.

Section 5.4 - Formal Approval to Close the Project

Date:

Executive Sponsor

Printed Name and Title

[Type text]

Appendix A: Full Original Budget By Task

ID	Task Name	Work	Cost
1	Preparation	9 hrs	\$445.00
2	Contact and Coordinate Creation of Food Drive with Utah Food Bank	1 hr	\$25.00
	<i>Martin Evans</i>	1 hr	\$25.00
3	Contact the University and Get Approval for the Placement of Bins	1 hr	\$25.00
	<i>Martin Evans</i>	1 hr	\$25.00
4	Get Signs from Utah Food Bank	1 hr	\$40.00
	<i>Martin Evans</i>	1 hr	\$25.00
	<i>Transportation Fee</i>	1	\$15.00
5	Make Additional Signs and Advertisements	4 hrs	\$275.00
	<i>Alexandros Nipirakis</i>	1 hr	\$25.00
	<i>Levi de Oliveira</i>	1 hr	\$25.00
	<i>Tianxiao Yang</i>	1 hr	\$25.00
	<i>Jaden He</i>	1 hr	\$25.00
	<i>Fliers</i>	1	\$30.00
	<i>Posters</i>	1	\$85.00
	<i>Transportation Fee</i>	4	\$60.00
6	Distribute Signage	2 hrs	\$80.00
	<i>Preethy Joy</i>	1 hr	\$25.00
	<i>Hina Jain</i>	1 hr	\$25.00
	<i>Transportation Fee</i>	2	\$30.00
7	Run Food Drive	19 hrs	\$561.00
8	Food Drive Week 1	8 hrs	\$256.00
9	Place Bins	2 hrs	\$76.00
10	Get Bins Delivered	1 hr	\$51.00
	<i>Martin Evans</i>	1 hr	\$25.00
	<i>Garbage Can</i>	2	\$26.00
11	Place Bins	1 hr	\$25.00
	<i>Levi de Oliveira</i>	1 hr	\$25.00
12	Milestone: Bins Placed	0 hrs	\$0.00

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13	Quality Control - Week 1, Midweek	1 hr	\$25.00
14	Perform Quality Check on Location 1	0.5 hrs	\$12.50
	<i>Tianxiao Yang</i>	<i>0.5 hrs</i>	<i>\$12.50</i>
15	Perform Quality Check on Location 2	0.5 hrs	\$12.50
	<i>Jaden He</i>	<i>0.5 hrs</i>	<i>\$12.50</i>
16	Quality Control - Week 1, End of Week	1 hr	\$55.00
17	Perform Quality Check on Location 1	0.5 hrs	\$27.50
	<i>Tianxiao Yang</i>	<i>0.5 hrs</i>	<i>\$12.50</i>
	<i>Transportation Fee</i>	<i>1</i>	<i>\$15.00</i>
18	Perform Quality Check on Location 2	0.5 hrs	\$27.50
	<i>Jaden He</i>	<i>0.5 hrs</i>	<i>\$12.50</i>
	<i>Transportation Fee</i>	<i>1</i>	<i>\$15.00</i>
19	Collect Food-1st Week	4 hrs	\$100.00
20	Collect food location 1	0.5 hrs	\$12.50
	<i>Preethy Joy</i>	<i>0.5 hrs</i>	<i>\$12.50</i>
21	Deliver Food Items From Location 1 to UFB Collection Point	0.5 hrs	\$12.50
	<i>Preethy Joy</i>	<i>0.5 hrs</i>	<i>\$12.50</i>
22	Collect food location 2	0.5 hrs	\$12.50
	<i>Hina Jain</i>	<i>0.5 hrs</i>	<i>\$12.50</i>
23	Deliver Food Items From Location 2 to UFB Collection Point	0.5 hrs	\$12.50
	<i>Hina Jain</i>	<i>0.5 hrs</i>	<i>\$12.50</i>
24	Have Food Picked Up by UFB	1 hr	\$25.00
	<i>Martin Evans</i>	<i>1 hr</i>	<i>\$25.00</i>
25	Contact Foodbank for Weight Statistics	1 hr	\$25.00
	<i>Martin Evans</i>	<i>1 hr</i>	<i>\$25.00</i>
26	Week 1 Collection Complete	0 hrs	\$0.00
27	Food Drive Week 2	6 hrs	\$180.00
28	Quality Control - Week 2, Midweek	1 hr	\$25.00

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29	Perform Quality Check on Location 1	0.5 hrs	\$12.50
	<i>Tianxiao Yang</i>	0.5 hrs	\$12.50
30	Perform Quality Check on Location 2	0.5 hrs	\$12.50
	<i>Jaden He</i>	0.5 hrs	\$12.50
31	Quality Control - Week 2, End of Week	1 hr	\$55.00
32	Perform Quality Check on Location 1	0.5 hrs	\$27.50
	<i>Tianxiao Yang</i>	0.5 hrs	\$12.50
	<i>Transportation Fee</i>	1	\$15.00
33	Perform Quality Check on Location 2	0.5 hrs	\$27.50
	<i>Jaden He</i>	0.5 hrs	\$12.50
	<i>Transportation Fee</i>	1	\$15.00
34	Collect Food-2nd Week	4 hrs	\$100.00
35	Collect food location 1	0.5 hrs	\$12.50
	<i>Tianxiao Yang</i>	0.5 hrs	\$12.50
36	Deliver Food Items From Location 1 to UFB Collection Point	0.5 hrs	\$12.50
	<i>Tianxiao Yang</i>	0.5 hrs	\$12.50
37	Collect food location 2	0.5 hrs	\$12.50
	<i>Jaden He</i>	0.5 hrs	\$12.50
38	Deliver Food Items From Location 2 to UFB Collection Point	0.5 hrs	\$12.50
	<i>Jaden He</i>	0.5 hrs	\$12.50
39	Have Food Picked Up by UFB	1 hr	\$25.00
	<i>Martin Evans</i>	1 hr	\$25.00
40	Contact Foodbank for Weight Statistics	1 hr	\$25.00
	<i>Martin Evans</i>	1 hr	\$25.00
41	Week 2 Collection Complete	0 hrs	\$0.00
42	Food Drive Week 3	5 hrs	\$125.00
43	Quality Control - Week 3, Midweek	1 hr	\$25.00
44	Perform Quality Check on Location 1	0.5 hrs	\$12.50

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	<i>Tianxiao Yang</i>	0.5 hrs	\$12.50
4 5	Perform Quality Check on Location 2	0.5 hrs	\$12.50
	<i>Jaden He</i>	0.5 hrs	\$12.50
4 6	Quality Control - Week 3 End Check	1 hr	\$25.00
4 7	Perform Quality Check on Location 1	0.5 hrs	\$12.50
	<i>Tianxiao Yang</i>	0.5 hrs	\$12.50
4 8	Perform Quality Check on Location 2	0.5 hrs	\$12.50
	<i>Jaden He</i>	0.5 hrs	\$12.50
4 9	Collect Food-3rd Week	3 hrs	\$75.00
5 0	Move Bin From Location 1 to UFB Collection Point	0.5 hrs	\$12.50
	<i>Martin Evans</i>	0.5 hrs	\$12.50
5 1	Move Bin From Location 2 to UFB Collection Point	0.5 hrs	\$12.50
	<i>Levi de Oliveira</i>	0.5 hrs	\$12.50
5 2	Have Bin Picked Up by UFB	1 hr	\$25.00
	<i>Martin Evans</i>	1 hr	\$25.00
5 3	Contact Foodbank for Weight Statistics	1 hr	\$25.00
	<i>Martin Evans</i>	1 hr	\$25.00
5 4	Food Drive Complete	0 hrs	\$0.00
5 5	Food Drive Close Out	26 hrs	\$785.00
5 6	Pickup Signage	2 hrs	\$80.00
	<i>Preethy Joy</i>	1 hr	\$25.00
	<i>Hina Jain</i>	1 hr	\$25.00
	<i>Transportation Fee</i>	2	\$30.00
5 7	Perform Survey of University of Utah Faculty for Effectiveness	1 hr	\$25.00
	<i>Martin Evans</i>	1 hr	\$25.00
5 8	Contact Utah Food Bank and Perform Quality Survey	1 hr	\$25.00
	<i>Martin Evans</i>	1 hr	\$25.00
5 9	Lessons Learned Meeting	7 hrs	\$280.00
	<i>Martin Evans</i>	1 hr	\$25.00

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	<i>Alexandros Nipirakis</i>	<i>1 hr</i>	<i>\$25.00</i>
	<i>Levi de Oliveira</i>	<i>1 hr</i>	<i>\$25.00</i>
	<i>Tianxiao Yang</i>	<i>1 hr</i>	<i>\$25.00</i>
	<i>Jaden He</i>	<i>1 hr</i>	<i>\$25.00</i>
	<i>Preethy Joy</i>	<i>1 hr</i>	<i>\$25.00</i>
	<i>Hina Jain</i>	<i>1 hr</i>	<i>\$25.00</i>
	<i>Transportation Fee</i>	<i>7</i>	<i>\$105.00</i>
60	Coalesce Project Documentation	15 hrs	\$375.00
	<i>Alexandros Nipirakis</i>	<i>15 hrs</i>	<i>\$375.00</i>
61	Project Complete	0 hrs	\$0.00

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Appendix B: Full Baselined Budget By Task

ID	Task Name	Work	Cost
1	Preparation	29 hrs	\$730.00
2	Coordinate with University of Utah	13 hrs	\$285.00
3	Get Contacts for Selected Buildings	2 hrs	\$0.00
4	Prior Work on Contacing University	3 hrs	\$80.00
	<i>Martin Evans</i>	<i>3 hrs</i>	<i>\$80.00</i>
5	Contact Points of Contact at the University	8 hrs	\$205.00
	<i>Martin Evans</i>	<i>8 hrs</i>	<i>\$205.00</i>
6	Approval for Bin Locations Achieved	0 hrs	\$0.00
7	Coordinate with Foodbank	7 hrs	\$190.00
8	Prior Work on Contacing Utah Food Bank	2 hrs	\$55.00
	<i>Martin Evans</i>	<i>2 hrs</i>	<i>\$55.00</i>
9	Create Food Drive Project with Utah Food Bank	2 hrs	\$55.00
	<i>Levi de Oliveira</i>	<i>2 hrs</i>	<i>\$55.00</i>
10	Coordinate Bin Drop Off	3 hrs	\$80.00
	<i>Levi de Oliveira</i>	<i>3 hrs</i>	<i>\$80.00</i>
11	Food Bank Project Completely Setup and Approved	0 hrs	\$0.00
12	Get Signs from Utah Food Bank	8 hrs	\$220.00
	<i>Levi de Oliveira</i>	<i>8 hrs</i>	<i>\$205.00</i>
	<i>Transportation Fee</i>	<i>1</i>	<i>\$15.00</i>
13	Distribute Signage	1 hr	\$35.00
	<i>Preethy Joy</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Hina Jain</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
14	Run Food Drive	29.75 hrs	\$1,328.75
15	Place Bins	7.75 hrs	\$238.75
16	Get Bins Delivered	4 hrs	\$105.00
	<i>Levi de Oliveira</i>	<i>4 hrs</i>	<i>\$105.00</i>
17	Pickup Bins at Library	2 hrs	\$70.00
	<i>Alexandros Nipirakis</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Levi de Oliveira</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Tianxiao Yang</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Jaden He</i>	<i>0.5 hrs</i>	<i>\$17.50</i>

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1 8	Deploy Bin at Library	0.25 hrs	\$11.25
	<i>Alexandros Nipirakis</i>	<i>0.25 hrs</i>	<i>\$11.25</i>
1 9	Deploy Bins at CRCC	0.5 hrs	\$17.50
	<i>Levi de Oliveira</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
2 0	Deploy Bins at SFEB	1 hr	\$35.00
	<i>Tianxiao Yang</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Jaden He</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
2 1	Milestone: Bins Placed	0 hrs	\$0.00
2 2	Advertising	4 hrs	\$120.00
2 3	Contact PMBA and MSIS programs for Advertising Opprotunities	1 hr	\$30.00
	<i>Tianxiao Yang</i>	<i>1 hr</i>	<i>\$30.00</i>
2 4	Create Advertising for PMBA and MSIS	1 hr	\$30.00
	<i>Tianxiao Yang</i>	<i>1 hr</i>	<i>\$30.00</i>
2 5	Contact Library for Advertisement Opprotunities	1 hr	\$30.00
	<i>Martin Evans</i>	<i>1 hr</i>	<i>\$30.00</i>
2 6	Create Advertising for Library	1 hr	\$30.00
	<i>Martin Evans</i>	<i>1 hr</i>	<i>\$30.00</i>
2 7	Quality Control	10 hrs	\$655.00
	<i>Quality Contingency Reserve</i>	<i>1</i>	<i>\$355.00</i>
2 8	Check Bins at CRCC and Perform Quality Check	1 hr	\$30.00
	<i>Tianxiao Yang</i>	<i>1 hr</i>	<i>\$30.00</i>
2 9	Check Bins at SFEB and Perform Quality Check	1 hr	\$30.00
	<i>Jaden He</i>	<i>1 hr</i>	<i>\$30.00</i>
3 0	Check Bins at Library and Perform Quality Check	1 hr	\$30.00
	<i>Hina Jain</i>	<i>1 hr</i>	<i>\$30.00</i>
3 1	Check Bins at CRCC and Perform Quality Check	1 hr	\$30.00
	<i>Tianxiao Yang</i>	<i>1 hr</i>	<i>\$30.00</i>
3 2	Check Bins at SFEB and Perform Quality Check	1 hr	\$30.00

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	<i>Jaden He</i>	<i>1 hr</i>	<i>\$30.00</i>
3 3	Check Bins at CRCC and Perform Quality Check	1 hr	\$30.00
	<i>Tianxiao Yang</i>	<i>1 hr</i>	<i>\$30.00</i>
3 4	Check Bins at SFEB and Perform Quality Check	1 hr	\$30.00
	<i>Jaden He</i>	<i>1 hr</i>	<i>\$30.00</i>
3 5	Check Bins at Library and Perform Quality Check	1 hr	\$30.00
	<i>Hina Jain</i>	<i>1 hr</i>	<i>\$30.00</i>
3 6	Check Bins at CRCC and Perform Quality Check	1 hr	\$30.00
	<i>Tianxiao Yang</i>	<i>1 hr</i>	<i>\$30.00</i>
3 7	Check Bins at SFEB and Perform Quality Check	1 hr	\$30.00
	<i>Jaden He</i>	<i>1 hr</i>	<i>\$30.00</i>
3 8	Collect Food	8 hrs	\$315.00
3 9	Collect Bins at Library	1 hr	\$45.00
	<i>Alexandros Nipirakis</i>	<i>1 hr</i>	<i>\$30.00</i>
	<i>Transportation Fee</i>	<i>1</i>	<i>\$15.00</i>
4 0	Drop Library Bins at Central Pickup Point	1 hr	\$30.00
	<i>Alexandros Nipirakis</i>	<i>1 hr</i>	<i>\$30.00</i>
4 1	Collect Bins at CRCC	1 hr	\$45.00
	<i>Levi de Oliveira</i>	<i>1 hr</i>	<i>\$30.00</i>
	<i>Transportation Fee</i>	<i>1</i>	<i>\$15.00</i>
4 2	Drop Library Bins at Central Pickup Point	1 hr	\$65.00
	<i>Tianxiao Yang</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Jaden He</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Transportation Fee</i>	<i>2</i>	<i>\$30.00</i>
4 3	Collect Bins at SFEB	1 hr	\$35.00
	<i>Tianxiao Yang</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Jaden He</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
4 4	Drop Library Bins at Central Pickup Point	1 hr	\$35.00
	<i>Tianxiao Yang</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
	<i>Jaden He</i>	<i>0.5 hrs</i>	<i>\$17.50</i>
4 5	Have Bins Picked Up by UFB	1 hr	\$30.00

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	<i>Levi de Oliveira</i>	1 hr	\$30.00
4 6	Contact Foodbank for Weight Statistics	1 hr	\$30.00
	<i>Levi de Oliveira</i>	1 hr	\$30.00
4 7	Food Drive Complete	0 hrs	\$0.00
4 8	Food Drive Close Out	25 hrs	\$730.00
4 9	Pickup Signage	2 hrs	\$90.00
	<i>Preethy Joy</i>	1 hr	\$30.00
	<i>Hina Jain</i>	1 hr	\$30.00
	<i>Transportation Fee</i>	2	\$30.00
5 0	Conduct Happiness Survey with University of Utah	1 hr	\$30.00
	<i>Martin Evans</i>	1 hr	\$30.00
5 1	Conduct Happiness Survey with Utah Food Bank	1 hr	\$30.00
	<i>Martin Evans</i>	1 hr	\$30.00
5 2	Lessons Learned Meeting	7 hrs	\$210.00
	<i>Martin Evans</i>	1 hr	\$30.00
	<i>Alexandros Nipirakis</i>	1 hr	\$30.00
	<i>Levi de Oliveira</i>	1 hr	\$30.00
	<i>Tianxiao Yang</i>	1 hr	\$30.00
	<i>Jaden He</i>	1 hr	\$30.00
	<i>Preethy Joy</i>	1 hr	\$30.00
	<i>Hina Jain</i>	1 hr	\$30.00
5 3	Compile Lessons Learned	2 hrs	\$55.00
	<i>Alexandros Nipirakis</i>	2 hrs	\$55.00
5 4	Compile Quality Metrics from Quality Checklists	1 hr	\$30.00
	<i>Preethy Joy</i>	1 hr	\$30.00
5 5	Create Quality Reports	1 hr	\$30.00
	<i>Preethy Joy</i>	1 hr	\$30.00
5 6	Coalesce Project Documentation	10 hrs	\$255.00
	<i>Alexandros Nipirakis</i>	10 hrs	\$255.00
5 7	Project Complete	0 hrs	\$0.00