

Community Playground Project Document  
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November 30, 2020

Modified Pledge: We pledge that we have neither given nor received any unauthorized aid on this assignment. We only assisted each other. (Signed) Sara Elizabeth Sanford, Unica Hodge, Chris Crenchaw, Lexie Edwards. I received assistance from the following people:

\_\_\_\_\_None\_\_\_\_\_ I assisted the following people: \_\_\_\_\_None\_\_\_\_\_

## **Project Overview**

The project team, composed of community volunteers, formed for the purpose of improving our neighborhood. The team included a Project Manager, Sara Sanford; a Compliance Lead, Unica Hodge; a Procurement Construction Lead, Lexie Edwards; and a Community Engagement Lead, Chris Crenshaw. We were tasked with converting empty lots in an Atlanta neighborhood into a community playground. In order to move forward with the playground, the project team had to demonstrate to the city that it could be completed in 90 days. An initial fundraising effort garnered \$25,000, but \$60,000 was required to complete the project. We developed a project schedule that accomplished the critical activities in just under 90 days. These activities included fundraising, community engagement, the building of the playground, and the development and handoff of a sustainability plan.

To ensure project success, the team identified potential risks to the project, for example delays due to COVID-19 or weather, and developed mitigation strategies. We received a couple curve balls to our project which required us to find additional days in our project schedule and make adjustments to our budget. By utilizing Microsoft Project, we employed calendar updates which allowed us to increase the number of working days. The keys to modifying our budget successfully included putting some funds aside as a reserve and engaging community stakeholders to provide in-kind supplies. We built in quality review checkpoints to ensure project deliverables met expectations as well as regular stakeholder updates for visibility and transparency. Closing out the project included a celebratory ribbon cutting ceremony, handing over the sustainability plan, and a review of lessons learned. These lessons included the value of thorough planning, risk assessment and management, the necessity of budget reserves and time buffers in schedule, and finally, how project management tools and technology are essential for

seamless adjustments as needed and smooth execution.

### **Project Objectives**

The community playground build (CPB) project team is made up of four residents from the same West Atlanta neighborhood. Following the 2008 housing loan crisis, a significant number of homes in the neighborhood were vacant, foreclosed, and abandoned. The city demolished three crumbling houses on three adjoining lots. The empty lots quickly filled with trash and overgrown debris, making them a dumping ground and eyesore. Several residents in the community were concerned with what to do about the empty lots. The team decided to create a plan to convert the empty lots into a community playground. Before the construction of the playground, neighborhood children were forced to either play in the street or spend the day indoors. The city met with the team and granted them the land use, if we could build the playground within 90 days. As word spread about the neighborhood playground, the community created a GoFundMe that raised \$25,000. Even with this lump sum contribution, it was still estimated that the team would need around \$60,000 to complete the project..

The overall goals of the project were simple and could be put into three different categories: neighborhood revitalization, inclusive neighborhood space and urban green space. Overall, the team wanted to convert the eyesore and unsafe space, into a positive and nurturing environment for the community to enjoy. The goals of the team were simple. First we wanted to create a community gathering space that could both increase neighborhood morale and create a safe space for the neighborhood children to play, socialize, learn, and explore. The team also wanted to use this space to increase property values within the community. This would also encourage residents and potential investors to reinvest in the neighborhood. In an attempt to increase community involvement, we wanted to create a space where community led recreational

programming can be developed and managed by dedicated neighborhood volunteers. Finally, the team wanted to create a green space in an urban setting. This was done by encouraging low environmental impact and using only sustainably sourced materials in and around the playground.

With the team's goals there were specific parameters. First, the playground had to be suitable for children from 6 months to 12 years old. Second, the playground could not extend beyond the three lots or .6 acres given by the city. Finally, the team only had 90 days for completion and a firm budget of \$60,000.

The team had very specific deliverables for the project. First, the team would build a playground that was age appropriate and fit within the three lots that were provided by the city. The playground would be professionally installed and come with all appropriate permits and documentation. Next, we constructed a project proposal which included a project chart, budget, and work breakdown structure, among other things. To make sure that all community needs were considered in the planning process, the project team decided to craft and disseminate a Community Needs Assessment survey. Since the team was severely underfunded, we created a fundraising plan to obtain all the money needed for project completion. The team also included a community marketing, communications, and event plan. Finally, we included a playground sustainability plan. This document included plans for future upkeep, maintenance, security, and safety for the playground for the next 10 years. This plan ensured a smooth transition of power from the project team to community leaders.

### **Project Scope**

The scope of this project included activities ranging from community engagement to the building of the playground. Details pertaining to project scope are documented below and

organized by high-level milestones. Further breakdown of project milestones can be found in the project schedule (Appendix C).

**Milestone: Project Planning Documentation Complete**

To begin, we kicked off the project by developing a playground project proposal for city sign-off. The plan included a charter, a project schedule, a project budget, and an internal communications plan.

**Milestone: Community Engagement Initiated**

The project team developed a community engagement plan, which included the implementation of a community needs assessment. For this activity we surveyed community members about the age groups of children in the area, which ages to prioritize, and the types of equipment and activities to include in the playground. Community engagement activities also included volunteer solicitation, marketing to support fundraising efforts and community engagement in the project, and a grand opening ribbon cutting event.

**Milestone: Fundraising Complete**

We needed to raise funds or identify other sources of funding beyond the \$25,000 that had been collected through GoFundMe. To achieve our goal of \$60,000 we created more marketing around the GoFundMe account and hosted a community fundraising event. We also sought out a playground company to partner with that would match the funds we raised to support the purchase of playground equipment.

**Milestone: Playground Build Complete**

In order to proceed with the build, we needed to clean up debris that had been dumped in the empty lots. We also hired a contractor to oversee the build as well as the identification of necessary regulatory and compliance measures and obtainment of necessary licensure, permits,

and approvals. The project team worked with the contractor to ensure the purchase of sustainable construction materials and the implementation of sustainable development practices. Prior to the selection of playground equipment, the community approved the contractor's playground design. Along with the construction of the playground, the team of volunteers worked to beautify the surrounding area through landscaping, the installation of benches, and painting.

### **Milestone: Community Playground Handoff to City of Atlanta**

To ensure that the community playground would continue to be maintained the project team developed a sustainability plan documenting a proposal for regular upkeep and future improvements. This sustainability plan was handed over to the city after the ribbon cutting ceremony.

### **Out of Scope**

Project activities did not include securing funds beyond the \$60,000 for financial support of future maintenance nor project management for future improvements. The project also did not include the construction of play equipment for age groups that were not prioritized based on the information gathered through the needs assessment.

### **Project Assumptions**

In planning the project, the project team incorporated several assumptions, constraints and dependencies. We were given three lots to work with and developed the project plan and playground design with the assumption that we would make use of the entirety of the space. This would mean we needed to think about landscaping and equipment beyond the playground components such as benches. The project team assumed that the majority of the work would have to be completed by community volunteers, and the speed and breadth of work to be accomplished would be dependent on volunteer recruitment and management. We assumed we

could recruit a group of volunteers that will allow work to continue at a good pace using flexible schedules. Another assumption the project team made was that we would not be able to get 100% participation from the community in the needs assessment, and to account for this we set the success criteria at a 70% participation rate.

### **Constraints**

The amount of good weather we had would constrain our working days. The project team wanted to ensure that the playground would also be developed in an environmentally sustainable way to meet and exceed current standards and regulations. This meant there were constraints on the products we would be willing to purchase. We knew COVID-19 would be a significant constraint on the project, which would mean increasing safety measures for volunteers and potentially planning for delays in work or shipping of materials. We had budget constraints as well, with initial funding starting at \$25,000, but we developed our project plan based on the assumption that we could raise the recommended \$60k. Our timeline of 90 days meant that we would have to make the most of each of those days to successfully deliver this project on time.

### **Dependencies**

Staying on budget also depended on the in-kind support from community businesses, which agreed to provide food and supplies for volunteers. The type of playground to be purchased was dependent on the amount of funds we could raise. Continued use of the playground would depend on implementing features that maintain it as a safe space, which included choosing safe playground equipment and installing good lighting to deter illegal activities. Lastly, progress on the project was completely dependent on the leadership of the volunteer project team. We recognized if our availability decreased or dedication diminished, the

project would not reach its end goal. For more detail on project assumptions, constraints and dependencies, please refer to the charter (Appendix A).

### **Project General Approach and Organization**

Based on our research, we knew that soliciting community buy-in, securing key stakeholder commitments, incorporating safety/ADA requirements and providing design sustainability were all critical success factors to consider for the CPB team to make progress on the playground project. We conducted a community assessment and took surveys to get data that could assist us with determining the best play area design for the community.

Four Core Team roles were assigned based on the essential functions we needed fulfilled to build the community playground. The skill sets and experience of each member also factored into the manner in which we made these assignments. As our Project Manager, Sara Sanford, executed the project plan by controlling the project scope, managing the budget, the timeline and the contract negotiation and execution. She also provided oversight, context understanding and made appropriate adjustments for the risks, discussed below, that required consideration. As our Procurement and Construction Lead, Lexie Edwards ensured that our resources, labor, and service requirements were utilized resourcefully. She also developed timeline options from this perspective. This contribution provided for a more efficient building process. Chris Crenshaw played a critical role as Team CPB's Community Engagement Lead. She solicited stakeholder engagement, gained community buy-in and led the uber successful fundraising effort. This created opportunities for the Project Sponsor and other key stakeholders like the community members, the local NPU-T (Neighborhood Planning Unit), City Officials and Kaboom Matching Grantors, to participate in the alignment of strategy. As Compliance Lead, Unica Hodge identified regulatory and compliance guidelines (ex. ADA, permitting, licensing). In addition,



she ensured safety requirements related to material types, as set forth by the [U.S. Consumer Product Safety Commission \(CPSC\) Standard from Public Playground Safety Handbook \(“Best Practice”\)](#), and during build site operations were met.

Team CPB’s Procurement and Construction Lead, Lexie Edwards identified materials designed, with the community’s needs in mind. This also positioned the CPB project to qualify for and receive in kind donations for volunteer “support” of refreshments and safety equipment.

### **Project Budget**

Team CPB’s project had a firm max budget amount of \$60,000, which was intended to handle all equipment, operational, material and licensing fee costs necessary to complete the project. \$25,000 of these funds was cash on hand from a previous GoFundMe fundraising campaign made available for immediate use. The CPB Team developed fundraising and other procurement methods to secure the \$35,000 balance of funds needed to complete the build during the pre-planning phase. We conducted research to price products, equipment and services to determine the resource needs. We reflected the baseline budget via an excel spreadsheet and housed our research on a shared google drive.

We determined that this type of social impact project would attract local businesses like Home Depot, Krogers and Krispy Kreme, as sponsors for in kind donations and rentals of safety equipment, tools and refreshments for the neighborhood community member volunteer group of up to 35 people. All labor was volunteered with the exception of the contractor who agreed to work at a reduced rate in support of the project’s social impact imperatives and multiple opportunities for relationship building with various stakeholders.

Our team ramped up the fundraising efforts to secure another \$5,000 through the GoFundMe. We were aware of playground equipment manufacturers who leveraged their

corporate social responsibility dollars by providing matching grants to help “achieve playspace equity [...] for every kid, everywhere” (Kaboom, 2020) in support of communities like ours. This engagement enabled us to secure the \$30,000 matching balance and installment expertise needed to complete the project. We employed the skills of a general contractor to ensure ease and efficiency of the build and to better manage time constraints associated with the project.

Our strategy for adding a buffer to the budget proved to be an important consideration for managing a major cost and schedule issue that later impacted our project. “Because the U.S. government enacted new trade tariffs with China, it will take an additional 15 days to receive the jungle gym from the manufacturer (as it sources materials from another supplier). Sourcing another jungle gym at this point would add another \$10,000 to the budget.” We managed these issues by dipping deeply into our \$5,709 margin funds. We also made line item adjustments in pertinent areas for the remaining \$4,291 balance needed to complete this project. We accomplished this by reducing then redesigning the number/size/amount of space and playsets ordered from \$28,000 to \$25,500, which put \$2,500 “back into the budget”. We also made reductions to surfacing types and amount per square footage from \$4.51 to \$3.00, which put \$2,600 “back into the budget” and reduced the volunteer support budget from \$900 to \$600, which put \$300 “back in the budget.” Sourcing the made-in-America playset manufacturer Playground Boss, satisfied the issues of keeping the schedule in line and resetting the budget. Finally, building Saturday and Sunday into the schedule as work days (labor free) to account for the additional days for set delivery, helped deflect potential budget impacts related to delays. For more information on the adjusted baseline budget, please see Appendix (B).

## **Project Schedule**

The project schedule is the fulcrum on which all projects rest and thus must be executed with attention to detail for a successful project. As noted in the text in Chapter 8 of Project Management Absolute Beginner's Guide, a schedule is important because it helps to drive the budget and resource schedule, helps manage expectations across all stakeholders, allows for performance measurement, and creates a space for what-if analysis.

Our team recognized the value of the time spent toward outlining and refining our project schedule when we individually created our work breakdown structures. Our individual parts then easily fed into a cumulative and detailed structure with over one hundred lines. For a snapshot view of the final work breakdown structure, please see Appendix (C). Based on the type of project we had, we decided to structure our schedule into phases. Our project was divided into the following: planning, pre-build, active-build and project closing. There were many tasks that spanned multiple phases, but this approach helped us to see dependencies, where slips could occur and how adjustments could or would affect the rest of the schedule and budget.

Prior to the curveball, our project timeline was seventeen days over the 90-day limit outlined by the project sponsor. Building a community playground with a small budget, raising additional funds to pad a meager budget and meeting the needs of the community was a tall order to fit in a 90-day window. On top of all that, there was the inevitable risk of rain and inclement weather that could adversely affect the entire schedule if not properly planned with some buffer time. Our curveball scenario not only impacted the budget but also the schedule. Almost always, budget and time changes go hand in hand. In order to receive our jungle gym, which was the most significant part of the community playground, within our narrow project window, we had to incur a \$10,000 budget increase to shift the sourcing to a U.S. supplier. Using the Chinese

equipment supplier would have cost an additional fifteen days due to the new trade tariffs with China. Either way, our schedule needed to be adjusted to reduce our work time from 107 to 90 days.

In order to reduce our timeline by 17 days, which was our original overage, we utilized the calendar features within Microsoft Project. Adding a calendar called Weekend Work would allow us to designate Saturday and Sunday as workdays. Since the building labor was all volunteer and would likely have to take place on the weekends, the Weekend Work calendar was applied to most of the tasks within the Active Build phase. A few more days were returned when the Weekend Work calendar was applied to the delivery task, as shipping continues throughout the entire week and weekend. All in all, we were able to reduce the project time span down from 107 calendar days with a 78-day duration/critical path down to 88 days with a 65-day duration/critical path. We were still able to maintain some buffer time to handle any new curveballs that could come our way due to additional delivery delays, reduction of labor, or the highly likely yet not fully predictable rainy/inclement weather. Originally, our project was going to conclude on April 21, 2021. Adding in the weekends not only brought us back to April 2, 2021, but the time adjustments coincidentally ended our active build on a Friday just in time for a weekend ribbon cutting ceremony and playground opening for the Easter and Spring Break!

The Microsoft Project tool made the gargantuan task of scheduling work packages and their many dependencies into less daunting work. We had to be careful with accurate predecessor and successor assignments as well as properly designating milestones which were not activities, rather the indicators of a finished task or set of tasks. One of the biggest learning takeaways in creating the schedule was the value of breaking down the work into small parts on the front-end which provided a great level of detail for stakeholders and sponsors as well as a lot of wiggle

room to accommodate both planned and unplanned changes to the project. Without the original wiggle room, there is no way we would have been able to pivot toward a plan that would end on time, which is one of the key performance indicators of a successful project.

### **Project Resources and Personnel**

When Team CPB signed on to execute this project, we recognized the importance of identifying and documenting:

- a. Those resources linked to human capital, like skill sets, experience and role “fit.”
- b. Those resources associated with materials, services and labor.

Three of our four team members have project management experience, and one previously participated in a community playground build in collaboration with a matching grant making organization. As discussed in brief earlier under General Approach and Organization, we were able to distill the responsibilities down to four essential roles: 1) Project Manager, 2) Compliance Lead, 3) Procurement/Construction Lead, and 4) Community Engagement Lead. Due to the financial (lean/firm budget of \$60,000) and time (90-day turnaround) constraints, it was imperative that we accurately assess our individual capabilities and position ourselves to access and acquire the other resources sooner than later, using targeted research.

Together the team developed the project charter which served as a functional guide and was referenced throughout the project. All project research and resulting artifacts were housed in a shared folder on Google drive. At the recommendation of the sponsor, we utilized Microsoft Projects in Apporto for our primary project management tool. This is where the work breakdown structure (WBS) “parts” were assigned for initial individual development based on the tasks associated with each role. Our Project Manager (PM) put the parts together in the tool where we were then able to review and make edits during our bi-weekly team meetings. These meetings

occurred in class and outside of class, which were held regularly on Monday evenings for up to two hours.

While all members contributed significantly, our Community Engagement Lead took ownership of the WBS schedule with direct support from the PM and indirect support from the remaining team members. Team members also worked in their individual capacities, during research and discovery time, to complete tasks according to the combined and now collapsed schedule that was come to by team consensus and developed in the WBS. Serving as the voice and guide for the team, the PM kept consistent communication with the Sponsor to be clear about the project objectives and related metrics for determining progress and success criteria.

Our Procurement and Construction Lead (PCL) sourced the required equipment, materials, and necessary services, with cost projection and sourcing support from our Compliance Lead (CL). Her past experience in planning and building a Middle School playground proved invaluable for determining the feasibility of the project and budget baseline more quickly. The PM executed the agreement with the Contractor recommended by the Procurement and Construction Lead and Compliance Lead, and the contractor obtained the city build permit. This all happened within the allotted eleven days, which allowed the project to move forward as scheduled.

Once we received news of the curveball, understood the implications, and assessed the impact to our timeline and costs, we discussed how to adjust for these budget and schedule related factors. Based on team feedback, our Community Engagement Lead (CEL) adjusted the schedule in the WBS (Appendix C) to include weekends as work days and to push back the anticipated date for receipt of the equipment. Our Compliance Lead conducted more research

and found a U.S. based playground equipment manufacturer (Playground Boss), who could deliver the equipment by the originally scheduled delivery date.

The team then adjusted the budget to account for the additional \$10,000 cost, without increasing the baseline budget (Appendix B). We accomplished this by reducing product features (PM, CL and PCL), and volunteer support expenses (CEL and PCL). The reduction of the playground equipment, affected a reduction in expensive ancillary costs like safety surfacing materials.

While navigating these changes during the first 59 days leading to the active build phase of the project, the CEL with team and volunteer support, continued fundraising and community engagement efforts. We did this initially by taking surveys and conducting a community assessment, then later via social media campaigns and the dissemination of information via promotional materials to maintain momentum and sustain the morale of all the stakeholders. These activities compelled even more buy-in from other in kind sponsors, who donated additional resources, effectively offsetting much of our volunteer support and non-playset materials costs, like benches. They also situated the CPB team to secure the US playset manufacturer who would agree to collaborate with the primary matching funds grantor on behalf all who would benefit from the Community Playground Build project. Our intention and the necessity of not incurring any labor costs, was achieved by soliciting all volunteer assistance, which was essential for meeting the project objectives on budget and in time- within 90-days.

Providing regular project status reports to our stakeholders kept both the stakeholders and the team aligned around the collectively established critical success factors, determining cause and cure for the variances, and most instrumentally, when we needed to share financial and scheduling forecasts for the changes.

## **Project Risk Management**

No matter the project, it is prudent to plan for things to shift and even go wrong. We learned from our text, Project Management Absolute Beginner's Guide, the difference between a risk, an issue, constraints, assumptions, dependencies and defects. True understanding of these definitions and planning for and around them is what makes up risk management. The Community Playground project had to manage risks closely in order to avoid milestone slips that would negatively impact the schedule and ultimately the success of the project. Proactivity and constant vigilance were key.

The first thing we had to do as a team was to create a list of risks then score and rank them. As defined by our text, a risk is “an uncertain event that could negatively impact the project's critical success factors, if it occurs.” It is considered, “a threat and must have a probability between 0% and 100%.” An issue is “an active problem that could impact the project's critical success factors” and is “a risk event that has actually occurred.” And a constraint is “a limit that must be planned round” and is noted to be “factual and can introduce other risks.”

The risks and issues outlined in our Project Charter document (Appendix A) were as follows:

### **Risks** (identified in planning stage)

- Rain/Inclement weather
- Equipment delivery time needed due to impacts of COVID on production and delivery resources
- Low participation in community assessment survey
- Multiple contractors/suppliers/volunteers may be needed to complete project



- Shipping/delivery costs not likely waivable
- Additional funding may not be achievable

**Issues** (occurred when hit by curveball)

- Delivery was affected by tariffs on China that would cost 15 additional delivery days if we settled on Chinese jungle-gym supplier.
- Using a U.S. based supplier would increase the cost and delivery of the jungle-gym by \$10,000.

To better analyze our level of risk, we utilized a risk analysis profile matrix that positioned probability against impact to score the risk. We used the Low, Medium, High assignments for both the probability and impact of each risk. Low was quantified as (1), Medium as (2) and High as (3). The product of the probability and impact equals the score. Ranking the scores from highest to lowest allowed us to rank the risk and prioritize a mitigation plan appropriate to the score. See table below:

<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Score</b>
Rain/Inclement weather	H (3)	H (3)	9
Equipment delivery time	H (3)	H (3)	9
Low participation in community assessment survey	M (2)	M (2)	4
Additional funds through fundraising may not be achievable	M (2)	M (2)	4
Multiple contractors may be needed	L (1)	H (3)	3

Delivery fees not likely waivable	H (3)	L (1)	3
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Our two highest risks were both highly probable and would have a serious impact on the project success factor of finishing on time and within budget. We knew the weather would be a risk factor as this was an outdoor project. A lot of extra buffer time was built into the project schedule which is what, in part, contributed to surpassing our 90-day time allotment. Weather can usually be predicted to some level of certainty only 10 days in advance based on most weather reporting agencies and apps, so while we were sure that it would rain, we could never know exactly *when*. Rain during the active build phase of the project was highly likely and the impact would cost a couple of days from the end of rain to allow drying time for a safe building environment for volunteers as well as proper installation.

Our estimated delivery time for the jungle gym equipment had a few days of buffer included for minor delays such as partial deliveries or deliveries running behind schedule. However when we learned of the Chinese tariffs costing us 15 days that we already didn't have, we opted to use a U.S. supplier which resulted in an additional \$10,000 cost for the equipment and delivery times were still a small risk to consider even on a national/local level. Before we were hit with this surprise, our team took great care to create a budget with a lot of reserve that could accommodate a large hit such as this one. The work breakdown structure had to be adjusted by adding in weekend work (Saturdays and Sundays) to meet the 90-day time limitations still leaving enough buffer for other unplanned time delays.

The remaining four risks were mitigated appropriately according to their score and ranking. We knew that we may not have a high response rate on the community assessment and could not place an order until we were sure of the age range of children that the playground

would serve. So that we could place an early order for the equipment and eliminate this risk altogether, we found a supplier that had a playground solution that would serve children from 6 months to 12 years old.

One of the biggest wins on this project was finding an organization that matched funds for community playground projects. This was the mitigation to the possibility of not being able to raise funds to the \$60K needed for projects on this scale. This allowed us to focus on securing an additional \$5,000, raising our on-hand cash to \$30K which would be matched for the \$60K needed.

Unsure at the time of planning, we identified the possibility of multiple contractors being needed for the project which would surely impact the budget. Our mitigation for this was to draw up a detailed Request for Proposal document that would require all costs and resources to be contained within a Fixed Price contract. This was low risk for the buyer and seller based on the manual labor being supplemented by community volunteers and a prefabricated jungle gym that required a minimal or novice construction skill level. Our contractor was going to handle the permitting, design and build oversight.

Finally, regarding the costs for delivery we didn't have to worry about asking for a waiver and were lucky to find a supplier whose delivery fees plus equipment costs were covered by what was budgeted for just the equipment. This risk was completely eliminated until we were hit with the curveball to change the supplier costing an extra \$10,000. At this point we thought that it could become an issue, but we were lucky not to incur any additional cost associated with delivery from the U.S. supplier. The full change-up and budget adjustments covered all associated costs.

Regarding our risk management plan, the time spent creating a risk profile matrix ultimately saved us the possibility of project failure as it allowed us to cautiously create a schedule and budget with enough reserve and buffer to keep us on track when we were thrown a curveball.

### **Project Evaluation Method**

The first part of project evaluation is strong project planning through the development of control and quality management plans. Quality management planning included creating milestones and checkpoints, project phases, and small work packages. Part of the quality management plan included developing a stakeholder input and feedback process as well as establishing quality standards for each deliverable. For example, we developed playground requirements by surveying the community through the needs assessment. To provide the project sponsor, city, and community stakeholders with updates we established a schedule of progress reporting whereby we sent out written updates and held virtual community meetings to address any questions or concerns. To ensure deliverable quality, the project team incorporated a quality verification approach similar to the V method described in our textbook (Horine, 2017). An example of the use of the V method was the validation of the playground requirements by the community in the review and approval of the playground design.

Project baselines for the schedule and budget were also established so we were able to recognize, analyze, and mediate any deviations. The contractor selection process included establishing particular criteria that needed to be met, including working within the limited budget and time constraints, familiarity with city regulatory and compliance requirements, familiarity with environmentally sustainable practices, and good team leadership and management experience due to the fact that this contractor would be overseeing work being done by

community volunteers. As contractors responded to our request for proposal (RFP), the project team rated each and proceeded with the best choice. Within the contract and project schedule, the project team established review points with the contractor that were linked to their fixed price contract payments. The final payment was tied to the final inspection and approval of the park by the city and project team.

Once the community playground was open to the community the project team convened to assess the project. We reviewed project deviations and our response and solutions to these deviations and any issues that arose. We also reviewed and recorded lessons learned for inclusion in the sustainability plan and for our own record, in case the team decides to reprise their roles and tackle another community enhancement project.

### **Project Close**

To close out the project, the team created a plan for the handoff of the sustainability and maintenance document. The document included all the materials used for the planning of the park as well as materials needed for the park to be maintained. This document was crucial for easing the transition of power and ensuring the future success of the playground. The team made the decision to have a formal meeting with community leaders and key stakeholders in the project. In this meeting we made sure that all deliverables were met and that the stakeholders were satisfied with the end product of the project. After ensuring stakeholder satisfaction, the team went through the document in its entirety with community leaders. Once community leaders were clear of the content in the document, it was formally handed off. This was done prior to the formal opening of the park.

To ensure the safety of the playground, the team scheduled a final walkthrough with the contractor. This walkthrough was done for safety and the satisfaction of other regulatory

requirements. After receiving assurances that the work was completed to the team's satisfaction, we met for a closing meeting. In this meeting we assessed the strengths and weaknesses of the project by recording lessons learned and gathering feedback from the stakeholders. We then conducted a survey with the team to gauge the success of the project internally. This gave the team an opportunity to acknowledge personal strengths and weaknesses and learn how to improve for future projects. After a brief reflection, the team acknowledged key players and celebrated a job well done together! We realized that this project required a group effort and all team members devoted ample amounts of their time, effort, and energy.

### **References**

Horine, G.M. (2017). *Project management: Absolute beginner's guide*. Pearson Education, Inc.  
*Spaces to play. Sparks for change*. (2020, November 20). Retrieved from <https://kaboom.org/>

## Appendix A. Project Charter

### PROJECT CHARTER

#### **PURPOSE OF THE DOCUMENT:**

The Project Charter will serve as an *internal* document that captures high level planning information (scope, deliverables, assumptions, etc.) about the Project.

The Project Manager creates the Project Charter in the Initiation Phase of the Project, in consultation with the Business Manager. Its purpose is to recognize the existence of the project and to begin the planning process required to accomplish the Project goals. It is not intended to be shared with the customer as a formal contract or legal document.

The Project Charter is an input to the Definition Phase of the Project where much of the information contained herein forms the basis for detailed project planning.

### PROJECT CHARTER

<b>Project Name:</b> Community Playground	<b>Project Number:</b> 2
<b>Date:</b> 09/23/2020	<b>Revision Number:</b> 1

#### 1. **PROJECT GOALS**

*Describe the business need, opportunity or problem that the project was undertaken to address – i.e., the project justification.*

The purpose of building this Community Playground in place of what is currently ~.60 acres of blighted and unsafe space, is to help facilitate and/or contribute to the following positive outcomes for an historically marginalized Atlanta community:

1. Revitalize the neighborhood by creating a gathering space that helps, people develop a sense of community and increases neighborhood morale.
2. Cultivate a safe, joyful, engaging and inclusive space for neighborhood children to play, socialize, explore and learn via enrichment and physical activity opportunities. (Video Monitored).
3. Increase property values ([ref.](#)), pride of ownership within the community, and reinvestment in the neighborhood.

4. Transition space from a dangerous place to one where children playing in the street is no longer the only option.
5. Inspire community led recreational programming to be developed and managed by the community for the community via a dedicated group of neighborhood volunteers.
6. Encourage parental involvement by providing opportunities for them to bond with their children in engaging ways.
7. Develop a playground that functions as a green space in an urban setting, with low environmental impact, using eco friendly sustainable and/or recycled/repurposed raw materials to encourage ongoing sustainability and conservation.

## 2. **DELIVERABLES**

1. Project proposal
  - a. Project definition and Charter
  - b. Project work breakdown structure (WBS) and schedule
  - c. Project Budget
  - d. Communication plan (internal)
  - e. Project presentation
2. Community needs assessment: survey and interviews documentation
3. Fundraising plan
4. Community marketing, communications, and events plan
5. Documented and addressed pertinent (collaborative determination) stakeholder concerns.
6. Built age-group appropriate “playgrounds” within the area of three adjoining lots designated by the city.
  - a. Permits (evidence of ability to pass permitting process)
  - b. Professional installer hired to supervise the build. (contractor identified)
7. Complete a “playground sustainability plan” to ensure continued upkeep/maintenance/security/safety of the grounds/equipment for the next 10 years.

## 3. **SCOPE DEFINITION**

*Document the scope of work to be delivered. To assist you in defining scope, use documentation such as RFP; sales proposals, business requirements, functional specifications, etc. to set and limit the scope.*

*In Scope is what the project will include to meet the requirements of the Project goals.*

*Out of Scope excludes responsibilities, activities, deliverables or other areas that are not part of the Project.*

*The project will include:*

- Development of a playground project proposal for city sign-off. The plan will include this charter, a project WBS, project schedule, a project budget, and a communications plan (internal). The proposal will also contain research supporting the work described below.
- Development and implementation of a community needs assessment. This may include a survey and/or interviews with community members about the age groups of children in the area, which ages to prioritize, and the types of equipment and activities to include in the playground.
- Implementation of fundraising activities to raise money beyond the \$25,000 collected through GoFundMe. This could include seeking out a business partner to [match dollars](#), a sponsor, or collaborating with a nonprofit to support the build. This may also involve establishing the group as a nonprofit or LLC.
- Identification of necessary regulatory and compliance measures, and obtainment of necessary licensure, permits and approvals.
- Full clean up of any dumped materials and beautification of the area surrounding (landscaping, painting, installation of equipment such as benches).



- Development of a marketing and engagement plan and implementation of community engagement activities. This may include volunteer solicitation, marketing to support fundraising efforts and community engagement in the project, and a grand opening ribbon cutting event.
- The purchase of sustainable construction materials and employment of sustainable development practices.
- Design and construction of play equipment addressing the needs of priority age group(s).
- Development of a plan for future improvements and maintenance to the playground.

*The project will not include:*

- Fundraising events that secure funds beyond \$60,000 once that benchmark is achieved and fundraising events to support ongoing maintenance.
- Construction of play equipment for age groups that are not prioritized based on information gained from the needs assessment.

#### **4. PROJECT MILESTONES**

*Identify the significant project milestones, including invoicing dates to the client.*

- 0 - 15 days
  - Team and stakeholders identified; roles determined
  - Completion of community survey
  - Identify community partners
  - Contractor appointed
  - Development of project plan
  - Permit(s) acquired
  - Design finalized
  - Fundraising ongoing
  - Securing of volunteers
  - Cleanup of lot(s)
- 16 - 30 days
  - Fundraising ongoing
  - Clean up of lot(s)
  - Materials acquired
  - Build schedule determined
  - Start construction
- 31 - 60 days
  - Construction ongoing
  - Fundraising complete
- 60 - 75 days
  - Construction complete
  - Establish outreach/press plan
- 76 - 90 days
  - Inspection
  - Beautification of space
  - Ribbon cutting/ Park dedication

#### **5. ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES**

## Time

1. **Rainy/Inclement weather will alter the construction and cleanup timelines**  
**Risk mitigation plan:** build in 2-3 additional days for construction as buffer and 5-7days extra for the construction milestone.
2. **Delivery times have been affected globally due to COVID-19;** likely estimates will be extended  
**Risk mitigation plan:** if possible, buy materials within the US to reduce milestone slips and build in a 3 to 5-day buffer.
3. **We should not expect to see 100% participation in community assessment survey or interviews;** accept 75-80% participation as sufficient. According to Survey Monkey, for the majority of email surveys, 41% of responses are collected within the first day, increasing to 66% by the third day and 80% by the seventh day.  
**Risk mitigation plan:** Post reminder signage at neighborhood entry points; utilize community social media reminders with embedded links to survey.

## Scope

1. **Playground must be suitable for ages 6 months – 12 years old**  
**Dependency:** Community survey yields vastly different data suggesting a different age range.  
**Risk mitigation plan:** Estimate cost and turnaround times for equipment suitable for multiple age ranges that will fit into the plan without altering milestones.
2. **Playground must be safe;** utilizing dusk-to-dawn solar lighting and 24-hour surveillance cameras.  
**Dependency:** Cost to maintain cameras and cloud storage of footage
3. **Playground must be environmentally sustainable;** as much as possible, utilizing recycled and upcycled materials that are not harmful to the environment or children at play.
4. **Playground must be accessible to individuals with disabilities.**
5. **Playground size must not extend beyond lot square acreage (3 lots; approx .6 acres) and should be 90% utilized** as not to make unutilized space attractive for continued dumping.
6. **Pre-build property will require cleanup;** it has been noted “neighborhood has seen better days and some homes have been abandoned and foreclosed.”
7. **Playground must display permanent and durable risk and safety signage.**
8. **Playground must have trash receptacle(s)** with city/county agreement to include in the already established pickup schedule.
9. **Playground must be lighted after dark;** solar power to avoid utility costs

## Resources

1. **Project team has four members with defined/specific deliverables;** with such a tight project plan, absences can affect individual milestones.  
**Risk mitigation plan:** Each role will be assigned a backup person(s) depending on size of outstanding tasks.
2. **Multiple contractors/suppliers/volunteers may be needed to complete the build of the playground.**
3. **All neighbors will not likely be able to assist in the build project.**
4. **Three lots (totaling approximately .6 acres) are available.**
5. **All building and landscaping tools should be included in contractor estimates and volunteers may utilize personal tools at own risk of damage, theft or loss.**  
**Risk mitigation plan:** Volunteers must sign a hold-harmless waiver to damage to self or personal property involved in the project.
6. **Shipping and/or delivery costs will likely not be a waivable expense.**
7. **No known technical building expertise within neighborhood stakeholder group.**

8. **GoFundMe account remains open; unknown quantity of funds could become available.**
9. **Alternative fundraising activities may not achieve additional \$35,000 for estimated \$60K need.**  
Final plan must be within the budget of cash on hand.  
**Risk mitigation plan:** Create an adaptable budget. When ready to execute the plan, choose an option that accommodates cash on hand; utilizing all other funds post execution toward trust for upgrades, maintenance and fees.

### **Business Constraints**

1. Currently under-funded: only \$25,000 is on-hand available cash; though average playground cost \$60,000 to build
2. Time crunch: Only 90 days available to finish build and close project; official start and end dates yet to be defined.
3. Not working as an official non-profit or business; no way to pay for goods and contracts nor provide charitable donation write-off letters for donors.  
**Risk mitigation plan:** Partner with a local business or non-profit as sponsor that will agree to pass through funding for the project.

### **Technical Constraints**

1. Safety compliance requirements
2. Accessibility/Americans with Disabilities (ADA) requirements
3. Permitting and permitting turnaround time.  
**Risk mitigation plan:** Determine needed permits early in the project; do not execute the plan without required permits.
4. **All hired and volunteer contractors must carry a Certificate of Liability Insurance;** Named Insured: Community of XYZ and all homeowners, renters or tenants. Some contractors do not have this documentation readily available. Sourcing a new contractor will affect the timeline.  
**Risk mitigation plan:** Require this documentation in Request for Quote.

## **6. RELATED DOCUMENTS**

*Reference any related documents that were used to define scope and assumptions – e.g., RFQ, RFP, Sales Proposal, etc.*

- <https://sportadvisory.com/the-step-by-step-park-planning-process-guide/>
- <https://www.miracle-recreation.com/blog/guide-to-designing-park/>
- <http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-Open-Space-and-Trails-Planning/Park-Planning-Design-and-Open-Space.aspx>
- [Playground Grant- Matching \\$](#)
- <https://playgroundideas.org/>
- <https://adventureplaysystems.com/planning-tools/playground-education/age-appropriate-play/>
- [State of Georgia Playground Requirements](#)
- [Americans with Disabilities \(ADA\) Playground requirements](#)
- [Project Parameter document](#)
- [Lifespan of Playgrounds | Playgrounds](#)
- [10 Ways That Parks and Playgrounds Benefit the Community](#)

- [Surfacing Costs](#)
- <https://kaboom.org/resources>
- [Kaboom grant application guide w/ budget link](#)
- <https://kaboom.org/grants/build-it-with-kaboom#eligibility>
- <https://www.point2homes.com/US/Neighborhood/GA/Atlanta/Southwest-Atlanta-Demographics.html>
- [Water fountain costs](#)
- [Sidewalk/Concrete material/labor costs](#)
- <https://www.atlantaga.gov/government/departments/city-planning/office-of-buildings/inspection-division/fee-schedule>
- <https://corporate.homedepot.com/community/home-depot-foundation-grants>
- <https://www.habitat.org/>

## 7. PROJECT ORGANIZATIONAL STRUCTURE

Identify the key stakeholders and team members by function, name and role.

Function	Name	Role
Owner of the project, responsible for sign-off on project deliverables.	Dr. Carlee Bishop	Executive Sponsor
Responsible for controlling project scope, budget, timeline, and risks and managing contract negotiation/execution.	Sara Sanford	Project Manager
Responsible for identifying material and service requirements and timelines for playground development and evaluating development options from this perspective.	Lexie Edwards	Procurement/construction Lead
Responsible for identifying regulatory/compliance/safety requirements (permitting, licensing) and timelines for playground development and evaluating development options from this perspective.	Unica Hodge	Compliance Lead
Responsible for fundraising, gaining	Chris Crenshaw	Engagement Lead

community buy-in, and stakeholder engagement.		
Participate in alignment of strategy and design with community needs.	TBD	Community Members
Responsible for approvals and alignment with parks and recreation regulations.	TBD	City Officials

**8. PROJECT AUTHORIZATION**

Approved by:		Date
Approved by: Sara Sanford	Project Manager	Date 09/23/20

## Appendix B. Project Budget

COMMUNITY PLAYGROUND BUILD (CPB GROUP)										
Project Budget		Project Info				Budget Summary				
		Project Lead: Sara Sanford				Budget	Actual	Under(Over)		
		Start Date: 1/4/2021				\$ 60,000	\$ 60,000	\$ 0		
Tasks	Labor		Materials		Fixed Costs		Baseline Budget	Allocated	Under(Over)	
	Hrs	Rate	Units	\$/Unit	Material	Travel				Other
<b>Fundraising</b>										
GoFundMe Fees (2.9% and \$0.30 of every donation, rough estimate of what we might raise from account)						3,300	\$ 3,300	\$ 2,176	\$ 1,124	
Fundraising pep rally supplies (includes decorations, catering, entertainment, site rental)						1,000.0	2,000.00	1,000.00		
GoFundMe Fundraiser Marketing Supplies (including promotional print materials and advertising)						1000	\$0.09	300.00	190.00	110.00
<b>Community engagement</b>										
Promotional materials to build awareness (includes yard signage, flyers)						323.20	500.00	223.20	176.80	
Volunteer Coordination and Support (includes meals and equipment if not donated)						600.00	900.00	600.00	300.00	
Volunteer T-shirts (donated)										
Volunteer meals (donated)										
Volunteer Role Specific Equipment/Gear (donated)										
Ribbon Cutting Decor and Equipment (includes supplies, catering, entertainment)						500.00	1,000.00	500.00		
<b>Contractor Costs</b>										
Contractor/Licensed Advisor Contract (Incl playground design, permitting costs, construction oversight)						5,000.0	5,000.00	5,000.00	-	
<b>Playground Build</b>										
Trash Disposal						\$0.00	300.00	200.00	100.00	
Playground Equipment (Funds raised)						1	\$12,500.00	10,000	(2,500.00)	
Playground Equipment (Funds matched)						1	\$12,500.00	12,500.00	-	
Safety Surfacing						\$0.00	1000	\$6.00	542.51	757.49
Community Garden						1	\$800.00	600.00	200.00	
Furnishings (Seating, Tables, Bicycle Racks, Trash Cans)						1	\$1,835.00	1,000.00	835.00	
Memorial/adopt a bench/Donated benches										
Lighting (Solar Panels, Security lighting, Pedestrian lighting)						2,000.0	1,000.00	2,000.00	(1,000.00)	
Water (water fountains, etc)						1	\$2,774.00	2,500.00	274.00	
Landscaping (Trees, Shrubs, Sod, Mulch, Flowers, etc) (donated by local Home depot/Lowes)						800	\$3.00	800.00	-	
Sod pathways						800	\$3.00	5,000.00	2,400.00	2,600.00
Signage (donated with community sponsors names)						800	\$0.00	800.00	-	
Project Management								149	(149)	
Budget Margin								149.00	(149.00)	

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 Project Budget Templates  
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**ASSUMPTIONS/NOTES**

Per volunteer (35 total- 11 per build set x 3 + expert supervision x 3 incl contractor) Lunch, Tshirts, etc.  
<https://www.rushordertees.com/>  
[pineapplebread.com](https://www.pineapplebread.com)  
 Solicit in-kind donations from Home Depot/Lowes  
<https://corporate.homedepot.com/community/partnerships/framing-hope/faqs> or other "big box" store for these materials in partnership with <https://www.habitat.org/> (using their non profit status on CPBs behalf)

**Insurance**

All build labor is in-kind/volunteer  
 Dumpster Donation  
 Fenced in? Additional costs... Prohibitive

Security Labor costs needed during build? Another options for flooring

Memorial Benches \$850

Lower Cost Sustainable lighting option

Will the balance of the 26,136 (tft sq ft/.66 ac) minus the 2,471 sq ft (tft equipment installed space), minus the 800 sq ft of sidewalk/concrete= 22,865 sq ft be filled with grass? Additional expense associated and not yet included...

## Appendix C. Project Schedule (.mpp and .pdf files submitted separately)

	Task Mode	WBS	Task Name	Duration	Precedes	Successors	Start	Finish
1		<b>1</b>	<b>Community Playground Project</b>	<b>65 days</b>			<b>Mon 1/4/21</b>	<b>Fri 4/2/21</b>
2		<b>1.1</b>	<b>Project Initiation</b>	<b>3 days</b>			<b>Mon 1/4/21</b>	<b>Wed 1/6/21</b>
3		<b>1.1.1</b>	<b>Project Charter</b>	<b>3 days</b>			<b>Mon 1/4/21</b>	<b>Wed 1/6/21</b>
4		1.1.1.1	Draft project charter	2 days		5	Mon 1/4/21	Tue 1/5/21
5		1.1.1.2	Receive sign-off on project charter	1 day	4	6,24	Wed 1/6/21	Wed 1/6/21
6		1.1.1.3	Project initiated	0 days	5	9,16,46	Wed 1/6/21	Wed 1/6/21
7		<b>1.2</b>	<b>Project Planning</b>	<b>13 days</b>			<b>Thu 1/7/21</b>	<b>Tue 1/19/21</b>
8		<b>1.2.1</b>	<b>Develop project schedule</b>	<b>3 days</b>			<b>Thu 1/7/21</b>	<b>Sat 1/9/21</b>
9		1.2.1.1	Develop project work breakdown structure	1 day	6	10	Thu 1/7/21	Thu 1/7/21
10		1.2.1.2	Draft project schedule	1 day	9	11	Fri 1/8/21	Fri 1/8/21
11		1.2.1.3	Refine project schedule with project team	1 day	10	13,17,16,19,20,31	Sat 1/9/21	Sat 1/9/21
12		<b>1.2.2</b>	<b>Develop project budget</b>	<b>2 days</b>			<b>Sun 1/10/21</b>	<b>Mon 1/11/21</b>
13		1.2.2.1	Determine and incorporate activity cost estimates	1 day	11	14	Sun 1/10/21	Sun 1/10/21
14		1.2.2.2	Approve project budget	1 day	13	24	Mon 1/11/21	Mon 1/11/21
15		<b>1.2.3</b>	<b>Develop project control plan</b>	<b>3 days</b>			<b>Mon 1/11/21</b>	<b>Wed 1/13/21</b>
16		1.2.3.1	Establish change control system and process	1 day	6,11	22	Mon 1/11/21	Mon 1/11/21
17		1.2.3.2	Establish risk and issue management plan	1 day	11	22	Mon 1/11/21	Mon 1/11/21
18		<b>1.2.3.3</b>	<b>Quality management plan</b>	<b>2 days</b>			<b>Mon 1/11/21</b>	<b>Tue 1/12/21</b>
19		1.2.3.3.1	Develop stakeholder input and feedback process	1 day	11	21	Mon 1/11/21	Mon 1/11/21
20		1.2.3.3.2	Determine deliverable quality standards	1 day	11	21	Mon 1/11/21	Mon 1/11/21
21		1.2.3.3.3	Complete quality management plan	1 day	20,19	22	Tue 1/12/21	Tue 1/12/21
22		1.2.3.4	Finalize project control plan	1 day	16,17,21	24	Wed 1/13/21	Wed 1/13/21
23		<b>1.2.4</b>	<b>Project Document</b>	<b>2 days</b>			<b>Thu 1/14/21</b>	<b>Fri 1/15/21</b>
24		1.2.4.1	Incorporate project planning documentation into project document	1 day	5,11,14,22	25,29	Thu 1/14/21	Thu 1/14/21
25		1.2.4.2	Finalize project document	1 day	24	26	Fri 1/15/21	Fri 1/15/21

	Task Mode	WBS	Task Name	Duration	Precedes	Successors	Start	Finish
26		1.2.5	Project planning documentation complete	0 days	25	27,32	Fri 1/15/21	Fri 1/15/21
27		1.2.6	Project status Report #1 out to stakeholders	0 days	26	36	Fri 1/15/21	Fri 1/15/21
28		<b>1.2.7</b>	<b>Project Presentation</b>	<b>3 days</b>			<b>Fri 1/15/21</b>	<b>Tue 1/19/21</b>
29		1.2.7.1	Draft project presentation	3 days	24	30	Fri 1/15/21	Sun 1/17/21
30		1.2.7.2	Practice project presentation	1 day	29	31	Mon 1/18/21	Mon 1/18/21
31		1.2.7.3	Deliver project presentation	1 day	30	32	Tue 1/19/21	Tue 1/19/21
32		1.2.8	Sponsor approves project plan	0 days	31,26	36	Tue 1/19/21	Tue 1/19/21
33		<b>1.3</b>	<b>Project Execution and Monitoring</b>	<b>64 days</b>			<b>Mon 1/4/21</b>	<b>Thu 4/1/21</b>
34		<b>1.3.1</b>	<b>Neighborhood canvassing</b>	<b>10 days</b>			<b>Mon 1/11/21</b>	<b>Fri 1/22/21</b>
35		<b>1.3.1.1</b>	<b>Community needs assessment</b>	<b>3 days</b>			<b>Wed 1/20/21</b>	<b>Fri 1/22/21</b>
36		1.3.1.1.1	Develop community needs assessment questionnaire	1 day	11,32,27	37	Wed 1/20/21	Wed 1/20/21
37		1.3.1.1.2	Survey community needs	1 day	36	38	Thu 1/21/21	Thu 1/21/21
38		1.3.1.1.3	Determine site design requirements	1 day	37	39	Fri 1/22/21	Fri 1/22/21
39		1.3.1.1.4	Community needs assessment complete	0 days	38	59	Fri 1/22/21	Fri 1/22/21
40		<b>1.3.1.2</b>	<b>Establish community volunteer group</b>	<b>4 days</b>			<b>Mon 1/11/21</b>	<b>Thu 1/14/21</b>
41		1.3.1.2.1	Register Volunteers (Pep Rally Team and Build Team)	1 day	11	42	Mon 1/11/21	Mon 1/11/21
42		1.3.1.2.2	Determine volunteers planning call schedule and invite volunteers	1 day	41	43	Tue 1/12/21	Tue 1/12/21
43		1.3.1.2.3	Determine date/time for pep rally with help of volunteers	1 day	42	44	Wed 1/13/21	Wed 1/13/21
44		1.3.1.2.4	Volunteer Assignments and Schedule established	1 day	43	63,89,64	Thu 1/14/21	Thu 1/14/21
45		<b>1.3.2</b>	<b>Fundraising and Community engagement</b>	<b>31 days</b>			<b>Mon 1/4/21</b>	<b>Mon 2/15/21</b>
46		1.3.2.1	Engage city leaders to assess communication needs and receive guidance	1 day	6	47,59	Thu 1/7/21	Thu 1/7/21
47		1.3.2.2	Develop community communications, marketing and events plan	2 days	46	49,55,51,50,56	Fri 1/8/21	Mon 1/11/21
48		<b>1.3.2.3</b>	<b>Promotional materials</b>	<b>2 days</b>			<b>Tue 1/12/21</b>	<b>Wed 1/13/21</b>
49		1.3.2.3.1	Determine signage types and quantities needed	1 day	47	52	Tue 1/12/21	Tue 1/12/21
50		1.3.2.3.2	Obtain 3 printer quotes	1 day	47	52	Tue 1/12/21	Tue 1/12/21

	Task Mode	WBS	Task Name	Duration	Predeces	Successors	Start	Finish
51		1.3.2.3.3	Choose printer vendor	1 day	47	52	Tue 1/12/21	Tue 1/12/21
52		1.3.2.3.4	Place print order	1 day	51,49,50	53	Wed 1/13/21	Wed 1/13/21
53		1.3.2.3.5	All print products/signage have been received and posted	0 days	52	63,64	Wed 1/13/21	Wed 1/13/21
54		1.3.2.4	<b>Social media campaign</b>	8 days			Mon 1/4/21	Mon 1/13/21
55		1.3.2.4.1	Set up social media accounts	1 day	47	56	Tue 1/12/21	Tue 1/12/21
56		1.3.2.4.2	Implement social media campaign	1 day	47,55	58	Wed 1/13/21	Wed 1/13/21
57		1.3.2.4.3	Social media campaign established	0 days		63,64	Mon 1/4/21	Mon 1/4/21
58		1.3.2.5	<b>Fundraising</b>	22 days	56		Fri 1/15/21	Mon 2/15/21
59		1.3.2.5.1	Develop fundraising plan	2 days	46,39	61	Mon 1/25/21	Tue 1/26/21
60		1.3.2.5.2	<b>Execute fundraising plan</b>	22 days			Fri 1/15/21	Mon 2/15/21
61		1.3.2.5.2.1	Remarket GoFundMe	14 days	59	67	Wed 1/27/21	Mon 2/15/21
62		1.3.2.5.2.2	<b>Host fundraising pep rally in the community</b>	2 days			Fri 1/15/21	Mon 1/18/21
63		1.3.2.5.2.2.1	Determine pep rally location	1 day	44,53,57	65,66	Fri 1/15/21	Fri 1/15/21
64		1.3.2.5.2.2.2	Procure Needed Event Supplies	1 day	44,53,57	65,66	Fri 1/15/21	Fri 1/15/21
65		1.3.2.5.2.2.3	Set up Event	1 day	64,63	67	Mon 1/18/21	Mon 1/18/21
66		1.3.2.5.2.2.4	Execute event	1 day	64,63	67	Mon 1/18/21	Mon 1/18/21
67		1.3.2.5.2.3	Funds raised	0 days	66,61,65	71,68,73	Mon 2/15/21	Mon 2/15/21
68		1.3.2.6	Project Status Report #2 out to stakeholders	0 days	67		Mon 2/15/21	Mon 2/15/21
69		1.3.3	<b>Build playground</b>	55 days			Fri 1/15/21	Thu 4/1/21
70		1.3.3.1	<b>Acquire and manage contractor</b>	14 days			Tue 2/16/21	Sat 3/6/21
71		1.3.3.1.1	Identify contractor	3 days	67	72	Tue 2/16/21	Thu 2/18/21
72		1.3.3.1.2	Execute contract	1 day	71	76,77,78,79,73	Fri 2/19/21	Fri 2/19/21
73		1.3.3.1.3	Playground Materials Acquisition and Delivered to Build Site	15 days	67,72	74	Sat 2/20/21	Sat 3/6/21
74		1.3.3.1.4	Playground Materials Delivered Signed Off	0 days	73	96	Sat 3/6/21	Sat 3/6/21
75		1.3.3.1.5	<b>Confirm regulatory requirements</b>	1 day			Mon 2/22/21	Mon 2/22/21

	Task Mode	WBS	Task Name	Duration	Predeces	Successors	Start	Finish
76		1.3.3.1.5.1	Acquire water permit	1 day	72	80	Mon 2/22/21	Mon 2/22/21
77		1.3.3.1.5.2	Acquire land use permit	1 day	72	80	Mon 2/22/21	Mon 2/22/21
78		1.3.3.1.5.3	Acquire building permit	1 day	72	80	Mon 2/22/21	Mon 2/22/21
79		1.3.3.1.5.4	Acquire insurance	1 day	72	80	Mon 2/22/21	Mon 2/22/21
80		1.3.3.1.5.5	Regulatory requirements confirmed	0 days	76,77,78,79,73	82	Mon 2/22/21	Mon 2/22/21
81		1.3.3.1.6	<b>Design approval</b>	6 days			Tue 2/23/21	Tue 3/2/21
82		1.3.3.1.6.1	Share design requirements with contractor	1 day	80	83	Tue 2/23/21	Tue 2/23/21
83		1.3.3.1.6.2	Receive 3 playground design option to present to community stake	3 days	82	84	Wed 2/24/21	Fri 2/26/21
84		1.3.3.1.6.3	Playground design approved by stakeholders	2 days	83	85,87	Mon 3/1/21	Tue 3/2/21
85		1.3.3.1.6.4	Design approved for build	0 days	84	91,86	Tue 3/2/21	Tue 3/2/21
86		1.3.3.1.6.5	Payment to Start Work Made	0 days	85	96	Tue 3/2/21	Tue 3/2/21
87		1.3.3.2	Project status report #3 out to stakeholders	0 days	84	97	Tue 3/2/21	Tue 3/2/21
88		1.3.3.3	<b>Prepare for build</b>	35 days			Fri 1/15/21	Thu 3/4/21
89		1.3.3.3.1	Trash removal and site clean-up	2 days	44	90	Fri 1/15/21	Sat 1/16/21
90		1.3.3.3.2	Initial site inspection	1 day	89	91	Sun 1/17/21	Sun 1/17/21
91		1.3.3.3.3	Set up site for construction	1 day	90,85	92	Wed 3/3/21	Wed 3/3/21
92		1.3.3.3.4	Host Groundbreaking ceremony	1 day	91	93	Thu 3/4/21	Thu 3/4/21
93		1.3.3.3.5	Site prepared and open for build	0 days	92	95,116	Thu 3/4/21	Thu 3/4/21
94		1.3.3.4	<b>Active Build</b>	25 days			Fri 3/5/21	Mon 3/29/21
95		1.3.3.4.1	Prepare ground for playground equipment	3 days	93	96	Fri 3/5/21	Sun 3/7/21
96		1.3.3.4.2	Install playground equipment	7 days	95,86,74	98,97	Mon 3/8/21	Sun 3/14/21
97		1.3.3.4.3	Project status report #4 out to stakeholders	0 days	96,87	104,102	Sun 3/14/21	Sun 3/14/21
98		1.3.3.4.4	Prepare electrical , plumbing for installations	5 days	96	99	Mon 3/15/21	Fri 3/19/21
99		1.3.3.4.5	Install water fountains, outdoor seating, lights, fencing, etc	3 days	98	100	Sat 3/20/21	Mon 3/22/21
100		1.3.3.4.6	Install landscaping, benches	3 days	99	101	Tue 3/23/21	Thu 3/25/21



	Task Mode	WBS	Task Name	Duration	Predeces	Successors	Start	Finish
101		1.3.3.4.7	Post install completion inspection	2 days	100	102,107,112	Fri 3/26/21	Sat 3/27/21
102		1.3.3.4.8	Playground build complete	0 days	101,97	104,105,106	Sat 3/27/21	Sat 3/27/21
103		<b>1.3.3.4.9</b>	<b>▸ Safety Inspection</b>	<b>1 day</b>			<b>Mon 3/29/21</b>	<b>Mon 3/29/21</b>
104		1.3.3.4.9.1	Assess structure safety	1 day	102,97	108	Mon 3/29/21	Mon 3/29/21
105		1.3.3.4.9.2	Assess surface safety	1 day	102	108	Mon 3/29/21	Mon 3/29/21
106		1.3.3.4.9.3	Assess ADA requirements/ safety	1 day	102	108	Mon 3/29/21	Mon 3/29/21
107		1.3.3.4.9.4	Assess shade safety	1 day	101		Mon 3/29/21	Mon 3/29/21
108		1.3.3.4.9.5	Final inspection complete	0 days	104,105,10	109	Mon 3/29/21	Mon 3/29/21
109		1.3.3.4.9.6	Payment of Balance for Work Complete	0 days	108	112	Mon 3/29/21	Mon 3/29/21
110		<b>1.3.3.5</b>	<b>▸ Post Build</b>	<b>20 days</b>			<b>Fri 3/5/21</b>	<b>Thu 4/1/21</b>
111		<b>1.3.3.5.1</b>	<b>▸ Ribbon cutting ceremony and community celebration</b>	<b>2 days</b>			<b>Tue 3/30/21</b>	<b>Wed 3/31/21</b>
112		1.3.3.5.1.1	Obtain supplies for ribbon cutting	1 day	101,109	113	Tue 3/30/21	Tue 3/30/21
113		1.3.3.5.1.2	Set up and hold ribbon cutting event	1 day	112	114	Wed 3/31/21	Wed 3/31/21
114		1.3.3.5.1.3	Playground open for community	0 days	113	117,118,120	Wed 3/31/21	Wed 3/31/21
115		<b>1.3.3.5.2</b>	<b>▸ Sustainability plan</b>	<b>20 days</b>			<b>Fri 3/5/21</b>	<b>Thu 4/1/21</b>
116		1.3.3.5.2.1	Develop sustainability plan	3 days	93	117	Fri 3/5/21	Tue 3/9/21
117		1.3.3.5.2.2	Sustainability package delivered to city	1 day	114,116	120	Thu 4/1/21	Thu 4/1/21
118		1.3.3.5.2.3	Project status report #5 out to stakeholders	0 days	114	120	Wed 3/31/21	Wed 3/31/21
119		<b>1.4</b>	<b>▸ Project Transition/Close</b>	<b>1 day</b>			<b>Fri 4/2/21</b>	<b>Fri 4/2/21</b>
120		1.4.1	Record lessons learned	1 day	114,117,11		Fri 4/2/21	Fri 4/2/21