



Tilikum Bridge Grand Opening Event Project

Project Management

ETM 545-001

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PURPOSE

“Special events are an important dimension to the overall vitality of the City of Portland. Events bring community members together and draw tourists into the City.”

- Special Events Committee, Portland, OR

The proposed project involves the grand opening of the new bridge in Portland that started its construction back in June of 2011, named the Tilikum Crossing, or *Bridge of the People*. It will be a unique bridge in the United States designed to carry light rail trains, buses, cyclists, pedestrians and streetcars, but not private vehicles. In keeping with the bridge’s characteristic of being people-oriented, we thought, why not turn the Grand Opening of the bridge into an event?

The Tilikum Bridge Grand Opening Event Project would be an event that gives back to the community who be using the new bridge and rail system. Bringing the community together for an event like this is intended to have to following goals: It will act as a great example for the public of how the City of Portland uses tax-payer income to good use, it will attract and inform tourists and people unfamiliar with Portland’s great transportation systems, and it could even possibly pay for itself through the vendors, games, and merchandising that will be available the day of the event. The event itself would be held on the bridge sometime in September — this date will be finalized after having a concrete date for the completion of the bridge from the bridge-project team. Because the event will be taking place the day before the bridge is open to the general public, there will not be any issues regarding obstructions to the city by the event and no fees will be incurred that would normally apply when using city space to hold such an event.

OBJECTIVES

The Tilikum Bridge Grand Opening Event Project has the following set of goals on the day-of and leading up to the event:

- **The Grand Opening Event** — A “Cutting of the Ribbon” ceremony followed by a raffle drawing for the “1st-2-Ride Across” event and then the 1st-2-Ride Across event.
- **Event Attendance** — To ensure a sufficient number of people RSVP for the event before the day of the event via email response, Facebook, and other social media.
- **Event Marketing and Promotion** — Launch an event website and circulate fliers to inform the public of the event.
- **Facilities** — Coordinate appropriate facilities needed for the event.
- **Food, Refreshments & Vendors** — Coordinate the food, refreshments, and vendors that will be in attendance on the day of the event.
- **Activities & Entertainment** — Coordinate the guest speakers, live music, and games for the day of the event.
- **Media Coverage** — Coordinate the media coverage for the event.

A successful project will be marked by the favorable completion of the goals described above. A more detailed Work Breakdown Structure (WBS) outlining the project’s deliverables and related tasks can be found in **Appendix A**. A project team, called the Special Events Committee, will be created to complete the tasks required for the project outlined in the WBS. The project team will be created from resources in the Transportation Department of the City of Portland, but other resources from the parent organization (e.g. the City of Portland) might be consulted as well as resources from an outside organization with whom the project team will coordinate for certain expertise and services.

The Tilikum Bridge Grand Opening Event’s Special Events Committee will organize and coordinate efforts with the team that puts-on the Portland Farmer’s Market every Saturday. In exchange for a small percentage of sales from the Market Event, vendors will use the bridge space to set up their booths along the bridge free of charge. During regular operations, vendors are subject to a 10% vendor fee per stall. With an estimated 11,000 people in attendance every Saturday, this one time partnership between Portland Farmer’s Market and the City of Portland’s Department of Transportation, will be a win-win for all parties involved.

Ideally the event will pay for itself, if not be profitable, from the revenues from games, raffle tickets, merchandising, and donation booths that will be available and provided on the day of the event. At the very least, the event will inform a larger population about a new for-profit service that the city will make available — the Tilikum bridge and the new Trimet rail line.

OVERVIEW

We propose that the Portland Department of Transportation add the cost of the Tilikum Bridge Grand Opening Event Project to the current budget for the Tilikum Bridge Project. This project can be viewed as a type of “Product Line Extension”. According to Meredith, J. and Mantel, S., authors of *Project Management: A Managerial Approach (8th ed.)*, a project of this type is characterized as the following:

“In this case, a project to develop and distribute new products would be judged on the degree to which it fits the firm’s existing product line, fills a gap, strengthens a weak link, or extends the line in a new, desirable direction. Sometimes careful calculations of profitability are not required. Decision makers can act on their beliefs about what will be the likely impact on the total system performance if the new product is added to the line” (Meredith, J., & Mantel, S., 2012, p. 48).

In comparison to the total budget of the bridge’s construction of \$134.6M, the cost of launching such an event (of approximately \$10,000.00) would fail to make a dent when you consider the daily expenditures on the bridge project that amount to a total of about \$86,000.00 a day. The benefits of this Tilikum Bridge Grand Opening Event Project would be much greater than its initial cost, spanning further than mere economic analysis. Facets of the City of Portland such as the Tilikum Bridge, its Urban Growth Boundary, and the bounty of festivals and events the city holds, add to the city’s livability and overall appeal for future growth.

The project will be housed within a functional group of the organization of the city of Portland. The Special Events Committee, consisting of members from the Oregon Department of Transportation, will manage their time between this project and their regular daily duties for about a period of 1 one month — the projected allotted time for the planning of this event. This project’s organizational structure will be that of a functional organization which allows for more open channels of communication between the group spearheading the event and other individuals in the Department of Transportation involved with the Tilikum Bridge Project. **Appendix C** depicts where the project and where the Special Events Committee reside within the larger parent organization — the City of Portland.

The Special Events Committee will perform all of the work as described by the WBS. An important partnership for the event will be that between the Special Events Committee and the staff of the Portland Farmer’s Market. The work that will be performed by the Portland Farmer’s Market team and staff will be separate from that of the Tilikum Grand Opening project team and is therefore not part of the structural organization for this project. Although their contribution to the event is important, their event is simply taking place within the scope of our project’s event. Open and clear communication between the two project leaders and teams will be crucial to the success of the event.

PERSONNEL

The Tilikum Grand Opening project will be planned and managed by a Special Events Committee created for this event — a subset team derived from resources from the City of Portland's Department of Transportation. The members of this project-team will work on the tasks of this project while also performing their everyday departmental functions; some of the members will be more devoted with their time to the project than others. A responsibility and accountability assignment matrix or the RACI (Responsible, Accountable, Consult, Inform) Table, can be found in **Appendix B**. The RACI Table demonstrates certain ways in which each member of the project-team will be involved with the project. The project-team will be comprised of the following personnel:

Event Coordinator/Project Manager:

Accountable for overall success of the project. If not directly related to the completion of a task, they will at least be informed of all important tasks by the person who is responsible for approval. They will also be the main point of contact with any individuals outside of the functional project team, specifically, they are the main point of contact between the Tilikum Grand Opening project team and the Portland Farmer's Market staff.

Event Assistant 1/Marketing Coordinator:

Responsible for the completion of many of the milestone events. Also accountable for some tasks of lesser importance, but must inform and gather approval from the Event Coordinator for any tasks for which they are accountable. Will be mostly involved in the initial planning, the attendance for the event and helping organize the event activities.

Event Assistant 2:

Same as the Event Assistant 1. They will both sometimes share responsibilities for certain tasks, but only one or the other will ever be fully accountable. Like the Event Assistant 1, must report all activities to the Event Coordinator for approval. The Event Assistant 2 will be mostly involved with organizing the needed facilities for the event, coordinating with the corresponding media outlets, and helping organize the event activities.

Transportation Intern 1:

The Transportation Intern 1 will be responsible for completing many of the lower lever tasks required for the project (e.g. circulation of event posters and flyers, collection of event materials, event preparation and set-up).

Web Developer/Graphic Designer:

This individual, who exists within the Department of Transportation functional organization maintaining the organizations website, will also provide miscellaneous graphic design work and will spend some time for this project creating and publishing the event's internet presence.

Transportation Engineer:

The Transportation Engineer will be the liaison between the Grand Opening Event and the Tilikum Bridge Project. They will communicate information to the Event Team regarding the progress of the bridge itself (e.g. completion of bridge, availability of event space). This Transportation

Engineer will also be the main speaker at the event and one of the key figures during the Cutting of the Ribbon Event.

Appendix J, the Resource Load Table, depicts a more detailed view of how each member of the Special Events Committee is committing their time to the Tilikum Bridge Project Grand Opening Event and how each resource is being utilized throughout the project.

SCHEDULES

The estimated date for the completion of the bridge will be one September 2015. According to online publications, the most likely day for opening the bridge and rail lines to public use would be on a weekend day — a Saturday. Our project's timeline is based on the final definition of this date. The Tilikum Bridge Grand Opening Event Project would commence four weeks prior to the opening day of the bridge. For the purposes of this proposal we chose a projected event date of Saturday, September 19th, 2015. A baseline schedule, **Appendix D**, has been created demonstrating the progression and estimated length of time for the tasks leading up to the event. Project Milestones and important tasks for this project include the following:

Initial Planning - Friday, August 28, 2015.

Public Attendance (Marketing and Promotion) - Monday, September 7, 2015.

Coordinate VIP Attendance - Thursday, September 10, 2015.

Coordinating with PFM Team - Thursday, September 10, 2015.

Media Coverage - Tuesday, September 15, 2015.

Event Activities & Entertainment - Thursday, September 17, 2015.

Coordinate Facilities - Friday, September 18, 2015.

Event Preparation - Friday, September 18, 2015.

In **Appendix F**, the project's activity times are detailed for each task. This includes variances from the expected times that it will take to complete these tasks as well as the listed predecessors and interdependencies of each task. These variances are important for they provide a visualization of the consequences for optimistic and pessimistic completions of tasks.

Appendix G, the Gantt chart, is a more detailed, but easier to follow, depiction of the baseline schedule. It shows the duration of each task, the dependencies of each task, and shows the location in time of the project milestones.

Appendix H, the Activity on Node (AON) network diagram clearly demonstrates the project's critical path as well as the project's available slack times. From this information we can make decisions such as crashing, crunching, or fast-tracking the project in order to mitigate risks if they should arise.

Finally, **Appendix I**, shows the probability of completing the Tilikum Bridge Grand Opening Event Project on time according to the projected and expected times delegated to each task.

RESOURCES

An estimated project budget has been constructed to demonstrate the potential costs related to the Tilikum Bridge Grand Opening Event. A bottom-up budgeting approach was taken for the formulation of a budget for this project through the analysis of the resources needed for the elemental tasks and the potential length of these tasks for this project. **Appendix D** shows the breakdown of the budget for the Tilikum Bridge Grand Opening Event Project by showing both the labor costs associated with each task in the project and the capital expenses accrued per task. After a preliminary analysis, we estimate a total project cost of **\$10,097.00**. Labor costs for the project amount to \$5,297.00 while capital costs for all of the tasks combined sum up to \$4,800.00. This budget would be a very feasible addition to the budget of the Department of Oregon's Tilikum Bridge Project. Especially when you consider the potential profits from games, raffles, merchandising, and donations that may come from the 10,000+ expected attendance to the event.

The Tilikum Bridge Grand Opening Event Project's partnerships with the Portland Farmer's Market and Portland Saturday Market, will be great contributors to the success of this project and its expected benefits. The Portland Saturday Market has a historied record of consistent attendance and they possess years of experience launching their events successfully every Saturday at both the Portland State University's park blocks and water front.

Weekly meetings throughout the progression of the project the Project Manager will keep the Special Events Committee on task and aware of any issues that may arise affecting the project's schedule and completion via the monitoring of an earned value analysis report, for which the preliminary estimate can be seen in **Appendix K**. For the creation of Appendix K a 50-50 rule was assumed; this takes into account that 50% of credit will be given toward the completion of the task when the task is initiated and the other 50% is given when the task is finalized. In total there will be 4 progress meeting within the Special Committee team through the 4 week, 20 day, estimated time budget for this project.

In addition to the cost monitoring thought Appendix K and **Appendix L** that will be monitored by the Project Manager, he will also address certain control measures for the higher risks and critical or near-critical tasks. The process and tools used for these control measures can be seen in **Appendix M** and **Appendix N**. Lastly, **Appendix O** describes in detail the characteristics of the processes that will occur at the end of the project – the project's completion/termination procedures.

RISK MANAGEMENT PLANS

The following are foreseeable potential risks the project could face and their respective mitigation plan:

Tasks #: Potential Risk	Mitigation Plan
1: Trouble in communication with interested parties.	Start early – this is one of the first tasks in the project.
2: Rain or Inclement weather on opening day.	Very unlikely for a Summer day in Portland – but sell plastic ponchos for profit.
3: Delays in Permit.	Consult with higher up management for expedited procedures (close relationships within the organization)
4: Guest speaker cancels last minute – gets sick	Have a back-up option, contact more than one guest speaker.
5: Satisfied by 4.	None.
6: Delays in the creation of invitations.	Start this early – plus there is plenty of slack time for this task.
7: Delay in mailing.	Do not procrastinate task and mail immediately after task if necessary.
8: Delay Set-up informational toll number and informational E-mail.	Plenty of slack time for this task.
9: Event website crashes.	Open communication with website handler, these things are easily fixed.
10: Satisfied by 9.	None.
11: Delays in design event posters and flyers.	Plenty of slack time for this task – but have backup option for printing.
12: Person circulating event posters and flyers gets sick.	Do not over load resources do if one is unavailable another has the bandwidth to fill-in.
13: Unable to create social-media event pages (Facebook, Twitter, etc.)	Get someone younger to do this task.
14: Coordinate paid catering and food vendors for event	This task is crucial to the event – must start on time – one person in charge of this task reduces chance of failure.
15: Same as 14	This task is crucial to the event – must start on time – one person in charge of this task reduces chance of failure.

16: Same as 15	This task is crucial to the event – must start on time – one person in charge of this task reduces chance of failure.
17: Same as 16	This task is crucial to the event – must start on time – one person in charge of this task reduces chance of failure.
18: On-time for event parking and directional assistance	Plenty of slack time for this task – but consult other resources within parent organization for alternatives
19: Get and set-up road marker signs or balloons to guide guests to location.	Very little risk of not being able to complete this task after task 18 is complete.
20: Organize event security (police and fire)	Little risk of failure.
21: Organize Portable Toilet facilities.	Little risk of failure.
22: Time lapse video of the construction of the bridge; preview and collect licenses.	Little risk of failure.
23: Event photographer cancels last minute.	One of the group members could take over for this task if needed.
24: Event videographer cancels last minute.	One of the group members could take over for this task if needed.
25: Invite TV news, radio news, and newspapers.	None.
26: Collect event materials for: Cutting of the Ribbon, Live Music, Guest Speakers, Raffles, and Games.	Start task early, if needed the team can ask for help from other resources within the department.
27: Practice Cutting of the Ribbon activity.	This is not a crucial event to practice. Can be cut if needed.
28: Set-up Raffles & practice Games for event.	Start task early, if needed the team can ask for help from other resources within the department.
29: Set-up all materials before Event.	Start task early, if needed the team can ask for help from other resources within the department.
30: Prepare registration table: Check-in, name tags, pens, guest book, etc.	Start task early, if needed the team can ask for help from other resources within the department.

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Appendix A: Work Breakdown Structure (WBS)

Initial Planning:

1. Determine and book event time and location.
2. Plan and create Grand Opening Day schedule.
3. Acquire necessary permits for the event.

VIP Attendance:

4. Compile guest speakers (VIP) list & contact information.
5. Contact, and Coordinate with guest speakers (VIPs).
6. Design and create event invitations - Mailings - VIPs.
7. Mail VIP invitations and launch public E-blast.

Public Attendance (Marketing and Promotion):

8. Set-up informational toll number and informational E-mail.
9. Create event website.
10. Launch event website.
11. Design event posters and flyers.
12. Circulate event posters and flyers.
13. Create social-media event pages (Facebook, Twitter, etc.)

Coordinating with PFM Team

14. Coordinate paid catering and food vendors for event.
15. Coordinate paid liquor and acquire liquor license for event.
16. Organize free refreshments and snacks for event.
17. Schedule, Contact, and Coordinate live music for event (27)

Coordinating Facilities:

18. Plan and prepare for event parking and directional assistance
19. Get and set-up road marker signs or balloons to guide guests to location.
20. Organize event security (police and fire)
21. Organize Portable Toilet facilities.

Media Coverage:

22. Time lapse video of the construction of the bridge; preview and collect licenses.
23. Hire and coordinate with event photographer.
24. Hire and coordinate with event videographer.
25. Invite TV news, radio news, and newspapers.

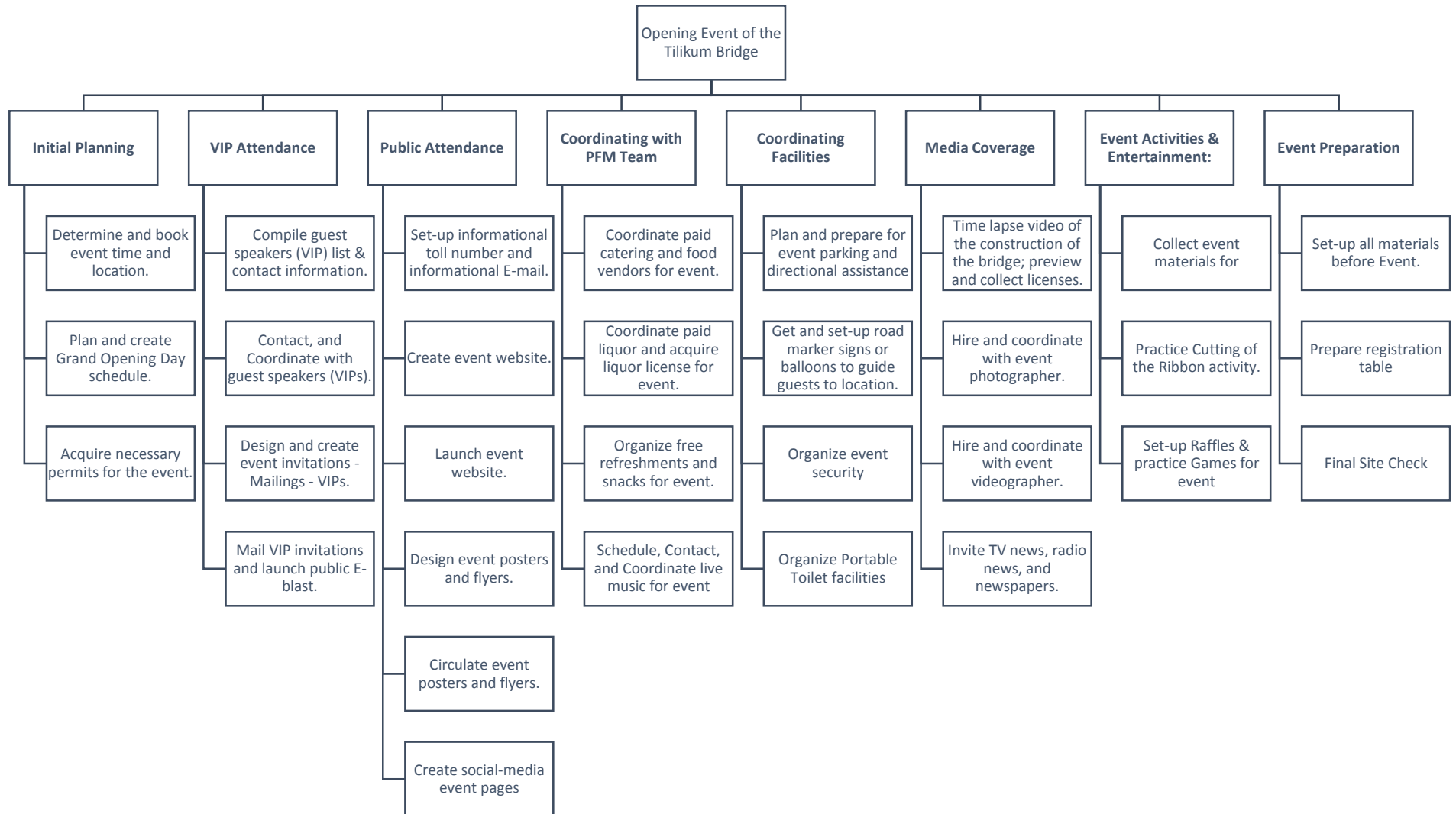
Event Activities & Entertainment:

26. Collect event materials for: Cutting of the Ribbon, Live Music, Guest Speakers, Raffles, and Games.
27. Practice Cutting of the Ribbon activity.
28. Set-up Raffles & practice Games for event.

Event Preparation:

29. Set-up all materials before Event.
30. Prepare registration table: Check-in, name tags, pens, guest book, etc.
31. Final Site Check

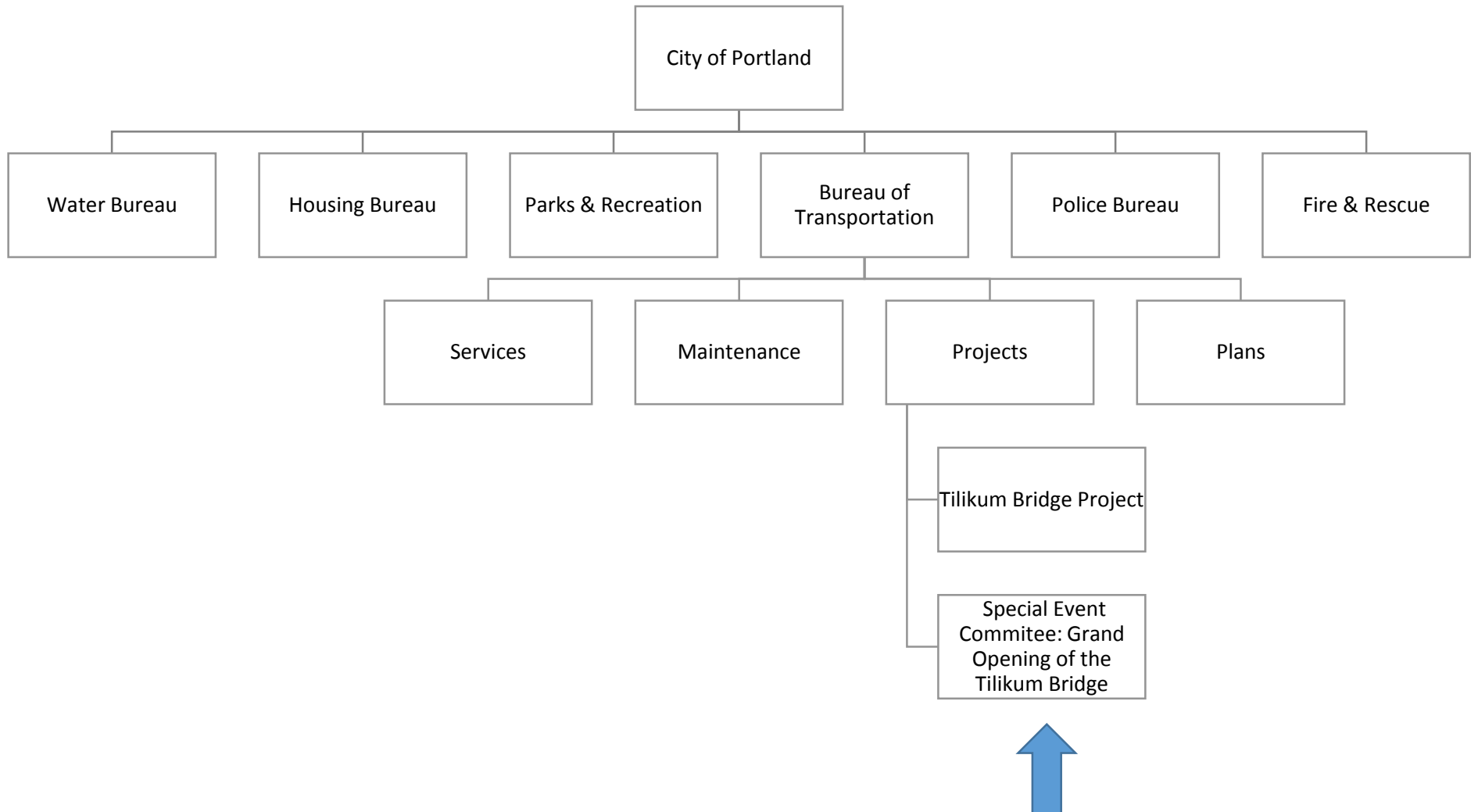
Appendix A: Work Breakdown Structure (WBS)



Appendix B: The Responsible Accountable Consult and Inform Matrix (RACI)

Deliverables	Task#	Tasks	Event Coordinator (PM)	Event Assistant/ Marketing Coordinator	Event Assistant 2	Transportation Intern	Web Developer/ Graphic Designer	Transportation Engineer
Initial Planning	1	Determine and book event time and location.	A	R				C
	2	Plan and create Grand Opening Day schedule.	A	R	I	I	I	C/I
	3	Acquire necessary permits for the event.	A	R				I
VIP Attendance	4	Compile guest speakers (VIP) list & contact information.	A/R					C
	5	Contact, and Coordinate with guest speakers (VIPs).	I	A/R				
	6	Design and create event invitations - Mailings - VIPs.	I	A			R	
	7	Mail VIP invitations and launch public E-blast.	I	A			R	
Public Attendance (Marketing and Promotion):	8	Set-up informational toll number and informational E-mail.	I	A/R				
	9	Create event website.	I	A/R			R	
	10	Launch event website.	I	A			R	
	11	Design event posters and flyers.	I	A/R			R	
	12	Circulate event posters and flyers.	I	A		R		
	13	Create social-media event pages (Facebook, Twitter, etc.)	I	A			R	
Coordinating with PFM Team	14	Coordinate paid catering and food vendors for event.	A/R					
	15	Coordinate paid liquor and acquire liquor license for event.	A/R					
	16	Organize free refreshments and snacks for event.	A/R					
	17	Schedule, Contact, and Coordinate live music for event	A/R					
Facilities	18	Plan and prepare for event parking and directional assistance	I		A/R			C
	19	Get and set-up road marker signs or balloons to guide guests to location.	I		A	R		
	20	Organize event security (police and fire)	I		A/R			
	21	Organize Portable Toilet facilities.	I		A/R	R		
Media Coverage:	22	Time lapse video of the construction of the bridge; preview and collect licenses.	I		A/R			C
	23	Hire and coordinate with event photographer.	I		A/R			
	24	Hire and coordinate with event videographer.	I		A/R			
	25	Invite TV news, radio news, and newspapers.	I		A/R			
Event Activities & Entertainment	26	Collect event materials for: Cutting of the Ribbon, Live Music, Guest Speakers, Raffles, and Games.	A			R		
	27	Practice Cutting of the Ribbon activity.	A/R					R
	28	Set-up Raffles & practice Games for event.		A		R		
Event Preparation	29	Set-up all materials before Event.	A/I	R	R	R		
	30	Prepare registration table: Check-in, name tags, pens, guest book, etc.	A/I	R	R	R		
	31	Final Site Check	A/R					

Appendix C: Functional Organization



Appendix D: Baseline Schedule

Task Mode	Task Name	Duration	Start	Finish	Start Slack	Predecessors
Auto Scheduled	(D)_schedule	20 days	Mon 8/24/15	Fri 9/18/15	0 days?	
Auto Scheduled	1	2 days	Mon 8/24/15	Tue 8/25/15	0 days	
Auto Scheduled	2	3 days	Wed 8/26/15	Fri 8/28/15	0 days	1
Auto Scheduled	3	2 days	Wed 8/26/15	Thu 8/27/15	13 days	1
Manually Scheduled	Initial Planning Milestone	1 day?	Fri 8/28/15	Fri 8/28/15	15 days?	
Auto Scheduled	4	2 days	Mon 8/31/15	Tue 9/1/15	5 days	2
Auto Scheduled	5	2 days	Wed 9/2/15	Thu 9/3/15	5 days	5
Auto Scheduled	6	3 days	Tue 9/8/15	Thu 9/10/15	3 days	6
Manually Scheduled	VIP Attendance Milestone	1 day?	Thu 9/10/15	Thu 9/10/15	6 days?	
Auto Scheduled	7	2 days	Fri 9/11/15	Mon 9/14/15	3 days	7
Auto Scheduled	8	2 days	Mon 8/31/15	Tue 9/1/15	0 days	2
Auto Scheduled	9	3 days	Wed 9/2/15	Fri 9/4/15	9 days	10
Auto Scheduled	10	1 day	Mon 9/7/15	Mon 9/7/15	9 days	11
Auto Scheduled	11	3 days	Wed 9/2/15	Fri 9/4/15	0 days	10
Manually Scheduled	Public Attendance (Marketing and Promotion)	1 day?	Mon 9/7/15	Mon 9/7/15	9 days?	
Auto Scheduled	12	4 days	Mon 9/7/15	Thu 9/10/15	6 days	13
Auto Scheduled	13	3 days	Mon 9/7/15	Wed 9/9/15	6 days	13
Auto Scheduled	14	4 days	Mon 9/7/15	Thu 9/10/15	0 days	13
Manually Scheduled	Coordinating with PFM Team	1 day?	Thu 9/10/15	Thu 9/10/15	6 days?	
Auto Scheduled	15	3 days	Mon 9/7/15	Wed 9/9/15	7 days	13
Auto Scheduled	16	3 days	Mon 9/7/15	Wed 9/9/15	7 days	13
Auto Scheduled	17	3 days	Fri 9/11/15	Tue 9/15/15	0 days	17
Auto Scheduled	18	1 day	Wed 9/16/15	Wed 9/16/15	0 days	3,21
Auto Scheduled	20	2 days	Thu 9/17/15	Fri 9/18/15	0 days	22
Manually Scheduled	Facilities Milestone	1 day?	Fri 9/18/15	Fri 9/18/15	0 days?	
Auto Scheduled	21	1 day	Thu 9/17/15	Thu 9/17/15	1 day	22
Auto Scheduled	23	1 day	Tue 9/15/15	Tue 9/15/15	3 days	9
Auto Scheduled	24	1 day	Tue 9/15/15	Tue 9/15/15	3 days	9
Manually Scheduled	Media Covarage	1 day?	Tue 9/15/15	Tue 9/15/15	3 days?	
Auto Scheduled	25	1 day	Thu 9/10/15	Thu 9/10/15	6 days	16
Auto Scheduled	26	5 days	Mon 8/31/15	Fri 9/4/15	5 days	2
Auto Scheduled	28	3 days	Mon 9/14/15	Wed 9/16/15	1 day	30
Auto Scheduled	29	3 days	Mon 9/14/15	Wed 9/16/15	0 days	30
Auto Scheduled	19	1 day	Thu 9/17/15	Thu 9/17/15	1 day	30
Auto Scheduled	27	1 day	Thu 9/17/15	Thu 9/17/15	0 days	32
Manually Scheduled	Event Activities and Entertainment Milestone	1 day?	Thu 9/17/15	Thu 9/17/15	1 day?	
Auto Scheduled	30	1 day	Thu 9/17/15	Thu 9/17/15	0 days	30
Auto Scheduled	31	1 day	Fri 9/18/15	Fri 9/18/15	0 days	36,34,31
Manually Scheduled	Event Preparation	1 day?	Fri 9/18/15	Fri 9/18/15	0 days?	

Appendix E: Project Budget

		SALARY per HOUR	30	23	21	16	35	50		
Deliverables	Task#	Tasks	Event Coordinator (PM)	Event Assistant/ Marketing Coordinator	Event Assistant 2	Transportation Intern	Web Developer/ Graphic Designer	Transportation Engineer	Total Hours	Capital Costs (per task)
Initial Planning	1	Determine and book event time and location.	1	2.5				0.5	4	\$0.00
	2	Plan and create Grand Opening Day schedule.	2.5	7	0.5	0.5	0.5	1	12	\$0.00
	3	Acquire necessary permits for the event.	1	4.5				0.5	6	\$0.00
VIP Attendance	4	Compile guest speakers (VIP) list & contact information.	4					2	6	\$0.00
	5	Contact, and Coordinate with guest speakers (VIPs).	0.5	4.5					5	\$0.00
	6	Design and create event invitations - Mailings - VIPs.	0.5	1			9		10.5	\$200.00
	7	Mail VIP invitations and launch public E-blast.	0.5	2			2		4.5	\$50.00
Public Attendance (Marketing and Promotion):	8	Set-up informational toll number and informational E-mail.	0.5	4					4.5	\$200.00
	9	Create event website.	0.5	0.5			8		9	\$200.00
	10	Launch event website.	0.5	0.5			1		2	\$0.00
	11	Design event posters and flyers.	0.5	2			8		10.5	\$500.00
	12	Circulate event posters and flyers.	0.5	1		20			21.5	\$0.00
	13	Create social-media event pages (Facebook, Twitter, etc.)	0.5	0.5			3		4	\$0.00
Coordinating with PFM Team	14	Coordinate paid catering and food vendors for event.	5						5	\$0.00
	15	Coordinate paid liquor and acquire liquor license for event.	5						5	\$0.00
	16	Organize free refreshments and snacks for event.	4						4	\$350.00
	17	Schedule, Contact, and Coordinate live music for event	5						5	\$0.00
Facilities	18	Plan and prepare for event parking and directional assistance	0.5		3			1	4.5	\$0.00
	19	Get and set-up road marker signs or balloons to guide guests to location.	0.5		1	4			5.5	\$100.00
	20	Organize event security (police and fire)	0.5		4				4.5	\$300.00
	21	Organize Portable Toilet facilities.	0.5		3	1			4.5	\$1,500.00
Media Coverage:	22	Time lapse video of the construction of the bridge; preview and collect licenses.	0.5		2			1	3.5	\$0.00
	23	Hire and coordinate with event photographer.	0.5		2				2.5	\$200.00
	24	Hire and coordinate with event videographer.	0.5		2				2.5	\$200.00
	25	Invite TV news, radio news, and newspapers.	0.5		2				2.5	\$0.00
Event Activities & Entertainment	26	Collect event materials for: Cutting of the Ribbon, Live Music, Guest Speakers, Raffles, and Games.	2			10			12	\$1,000.00
	27	Practice Cutting of the Ribbon activity.	2					1	3	\$0.00
	28	Set-up Raffles & practice Games for event.		2		10			12	\$0.00
Event Preparation	29	Set-up all materials before Event.	1	2.5	2.5	5			11	\$0.00
	30	Prepare registration table: Check-in, name tags, pens, guest book, etc.	1	2	2	3			8	\$0.00
	31	Final Site Check	4						4	\$0.00
										Total
TOTAL HOURS: LABOR			46.00	36.50	24.00	53.50	31.50	7.00		+
TOTAL COST: LABOR			\$1,380.00	\$839.50	\$504.00	\$856.00	\$1,102.50	\$350.00	Total	\$5,032.00
										\$9,832.00

Appendix F: Project Activity Time and Precedence

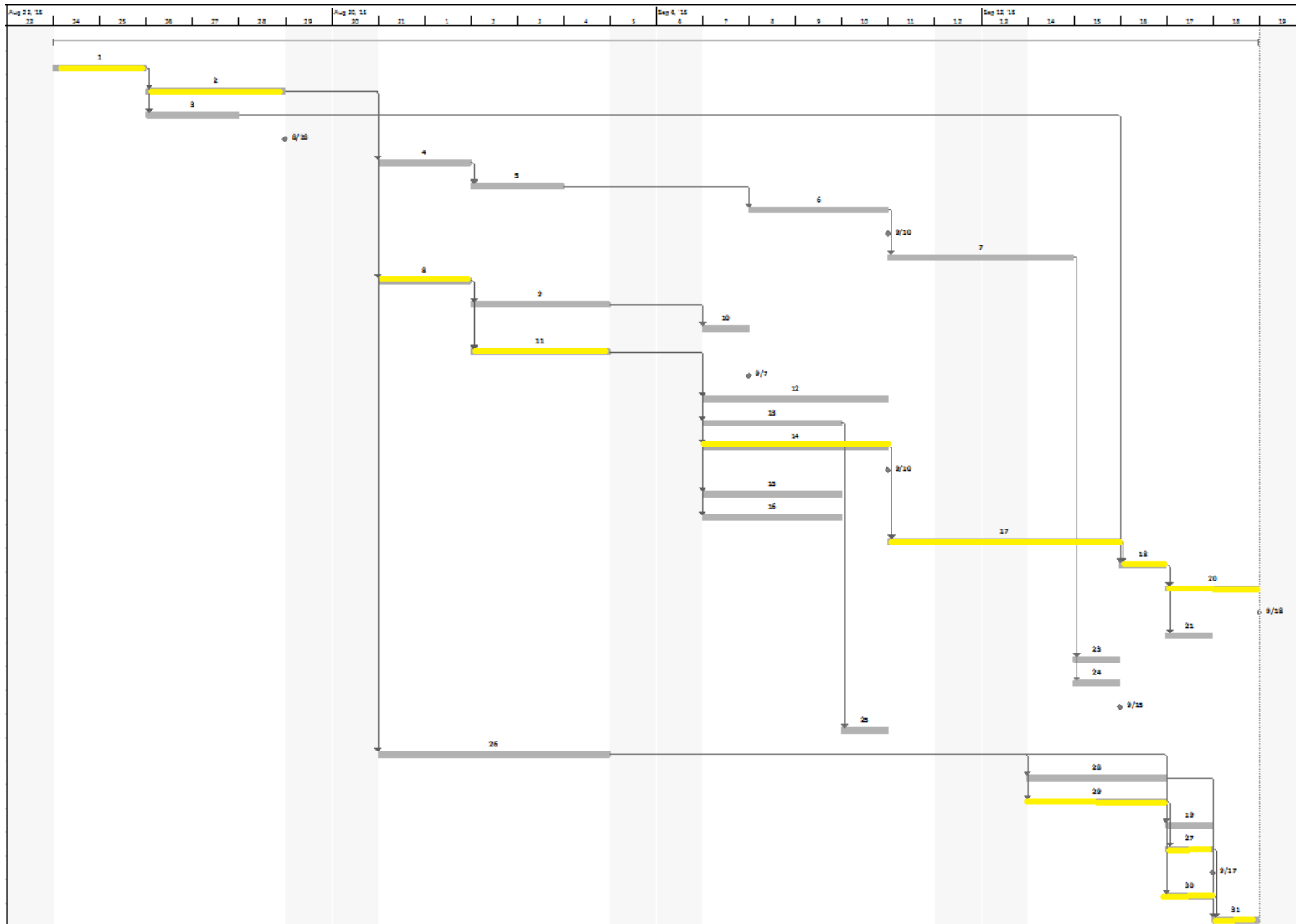
Deliverables	Task#	Tasks	Optimistic Time, a	Most Likely Time,m	Pessimistic Time,b	Immediate Predecessor Activities	Expected Time,TE	Variance	Standard deviation	Slack ,days
Initial Planning	1	Determine and book event time and location.	2	4	6		4	0.44	0.67	0
	2	Plan and create Grand Opening Day schedule.	10	12	15	1	12	0.69	0.83	0
	3	Acquire necessary permits for the event.	3	6	8	1	6	0.69	0.83	13
VIP Attendance	4	Compile guest speakers (VIP) list & contact information.	4	6	10	2	6	1.00	1.00	5
	5	Contact, and Coordinate with guest speakers (VIPs).	4	5	6	5	5	0.11	0.33	5
	6	Design and create event invitations - Mailings - VIPs.	8	10.5	12	6	10	0.44	0.67	3
	7	Mail VIP invitations and launch public E-blast.	3	4.5	7	7	5	0.44	0.67	3
Public Attendance (Marketing and Promotion):	8	Set-up informational toll number and informational E-mail.	3	4.5	5.5	2	4	0.17	0.42	0
	9	Create event website.	6	9	11	10	9	0.69	0.83	9
	10	Launch event website.	1	2	3	11	2	0.11	0.33	9
	11	Design event posters and flyers.	8	10.5	12.5	10	10	0.56	0.75	0
	12	Circulate event posters and flyers.	20	21.5	23	13	22	0.25	0.50	6
	13	Create social-media event pages (Facebook, Twitter, etc.)	1.5	4	5	13	4	0.34	0.58	6
Coordinating with PFM Team	14	Coordinate paid catering and food vendors for event.	3	5	6	13	5	0.25	0.50	0
	15	Coordinate paid liquor and acquire liquor license for event.	3	5	6	13	5	0.25	0.50	7
	16	Organize free refreshments and snacks for event.	3	4	6	13	4	0.25	0.50	7
	17	Schedule, Contact, and Coordinate live music for event	3	5	6	17	5	0.25	0.50	0
Facilities	18	Plan and prepare for event parking and directional assistance	2	4.5	5	3,21	4	0.25	0.50	0
	19	Get and set-up road marker signs or balloons to guide guests to location.	5	5.5	6.5	22	6	0.06	0.25	0
	20	Organize event security (police and fire)	2	4.5	5	22	4	0.25	0.50	0
	21	Organize Portable Toilet facilities.	3	4.5	5	9	4	0.11	0.33	1
Media Coverage:	22	Time lapse video of the construction of the bridge; preview and collect licenses.	2	3.5	4	9	3	0.11	0.33	0
	23	Hire and coordinate with event photographer.	1	2.5	3.5	16	2	0.17	0.42	3
	24	Hire and coordinate with event videographer.	1	2.5	3.5	2	2	0.17	0.42	3
	25	Invite TV news, radio news, and newspapers.	1.5	2.5	3.5	30	3	0.11	0.33	6
Event Activities & Entertainment	26	Collect event materials for: Cutting of the Ribbon, Live Music, Guest Speakers, Raffles, and Games.	10	12	14		12	0.44	0.67	5
	27	Practice Cutting of the Ribbon activity.	1	3	4	30	3	0.25	0.50	0
	28	Set-up Raffles & practice Games for event.	9	12	13	32	12	0.44	0.67	1
Event Preparation	29	Set-up all materials before Event.	8	11	13	30	11	0.69	0.83	0
	30	Prepare registration table: Check-in, name tags, pens, guest book, etc.	6	8	9	30	8	0.25	0.50	0
	31	Final Site Check	2	4	5	36,34,31	4	0.25	0.50	0

Appendix F: Project Activity Time and Precedence (cont)

Deliverables	Task#	Capital Costs (per task)	Event Coordinator (PM)	Event Assistant/ Marketing Coordinator	Event Assistant 2	Transportation Intern	Web Developer/ Graphic Designer	Transportation Engineer
Initial Planning	1	\$0.00	\$ 30.00	\$ 57.50	\$ -	\$ -	\$ -	\$ 25.00
	2	\$0.00	\$ 75.00	\$ 161.00	\$ 10.50	\$ 8.00	\$ 17.50	\$ 50.00
	3	\$0.00	\$ 30.00	\$ 103.50	\$ -	\$ -	\$ -	\$ 25.00
VIP Attendance	4	\$0.00	\$ 120.00	\$ -	\$ -	\$ -	\$ -	\$ 100.00
	5	\$0.00	\$ 15.00	\$ 103.50	\$ -	\$ -	\$ -	\$ -
	6	\$200.00	\$ 15.00	\$ 23.00	\$ -	\$ -	\$ 315.00	\$ -
	7	\$50.00	\$ 15.00	\$ 46.00	\$ -	\$ -	\$ 70.00	\$ -
Public Attendance (Marketing and Promotion):	8	\$200.00	\$ 15.00	\$ 92.00	\$ -	\$ -	\$ -	\$ -
	9	\$200.00	\$ 15.00	\$ 11.50	\$ -	\$ -	\$ 280.00	\$ -
	10	\$0.00	\$ 15.00	\$ 11.50	\$ -	\$ -	\$ 35.00	\$ -
	11	\$500.00	\$ 15.00	\$ 46.00	\$ -	\$ -	\$ 280.00	\$ -
	12	\$0.00	\$ 15.00	\$ 23.00	\$ -	\$ 320.00	\$ -	\$ -
	13	\$0.00	\$ 15.00	\$ 11.50	\$ -	\$ -	\$ 105.00	\$ -
Coordinating with PFM Team	14	\$0.00	\$ 150.00	\$ -	\$ -	\$ -	\$ -	\$ -
	15	\$0.00	\$ 150.00	\$ -	\$ -	\$ -	\$ -	\$ -
	16	\$350.00	\$ 120.00	\$ -	\$ -	\$ -	\$ -	\$ -
	17	\$0.00	\$ 150.00	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	18	\$0.00	\$ 15.00	\$ -	\$ 63.00	\$ -	\$ -	\$ 50.00
	19	\$100.00	\$ 15.00	\$ -	\$ 21.00	\$ 64.00	\$ -	\$ -
	20	\$300.00	\$ 15.00	\$ -	\$ 84.00	\$ -	\$ -	\$ -
	21	\$1,500.00	\$ 15.00	\$ -	\$ 63.00	\$ 16.00	\$ -	\$ -

Media Coverage:	22	\$0.00	\$ 15.00	\$ -	\$ 42.00	\$ -	\$ -	\$ 50.00
	23	\$200.00	\$ 15.00	\$ -	\$ 42.00	\$ -	\$ -	\$ -
	24	\$200.00	\$ 15.00	\$ -	\$ 42.00	\$ -	\$ -	\$ -
	25	\$0.00	\$ 15.00	\$ -	\$ 42.00	\$ -	\$ -	\$ -
Event Activities & Entertainment	26	\$1,000.00	\$ 60.00	\$ -	\$ -	\$ 160.00	\$ -	\$ -
	27	\$0.00	\$ 60.00	\$ -	\$ -	\$ -	\$ -	\$ 50.00
	28	\$0.00	\$ -	\$ 46.00	\$ -	\$ 160.00	\$ -	\$ -
Event Preparation	29	\$0.00	\$ 30.00	\$ 57.50	\$ 52.50	\$ 80.00	\$ -	\$ -
	30	\$0.00	\$ 30.00	\$ 46.00	\$ 42.00	\$ 48.00	\$ -	\$ -
	31	\$0.00	\$ 120.00	\$ -	\$ -	\$ -	\$ -	\$ -
		\$4,800.00						\$ 5,032.00

Appendix G&H : Gantt chart

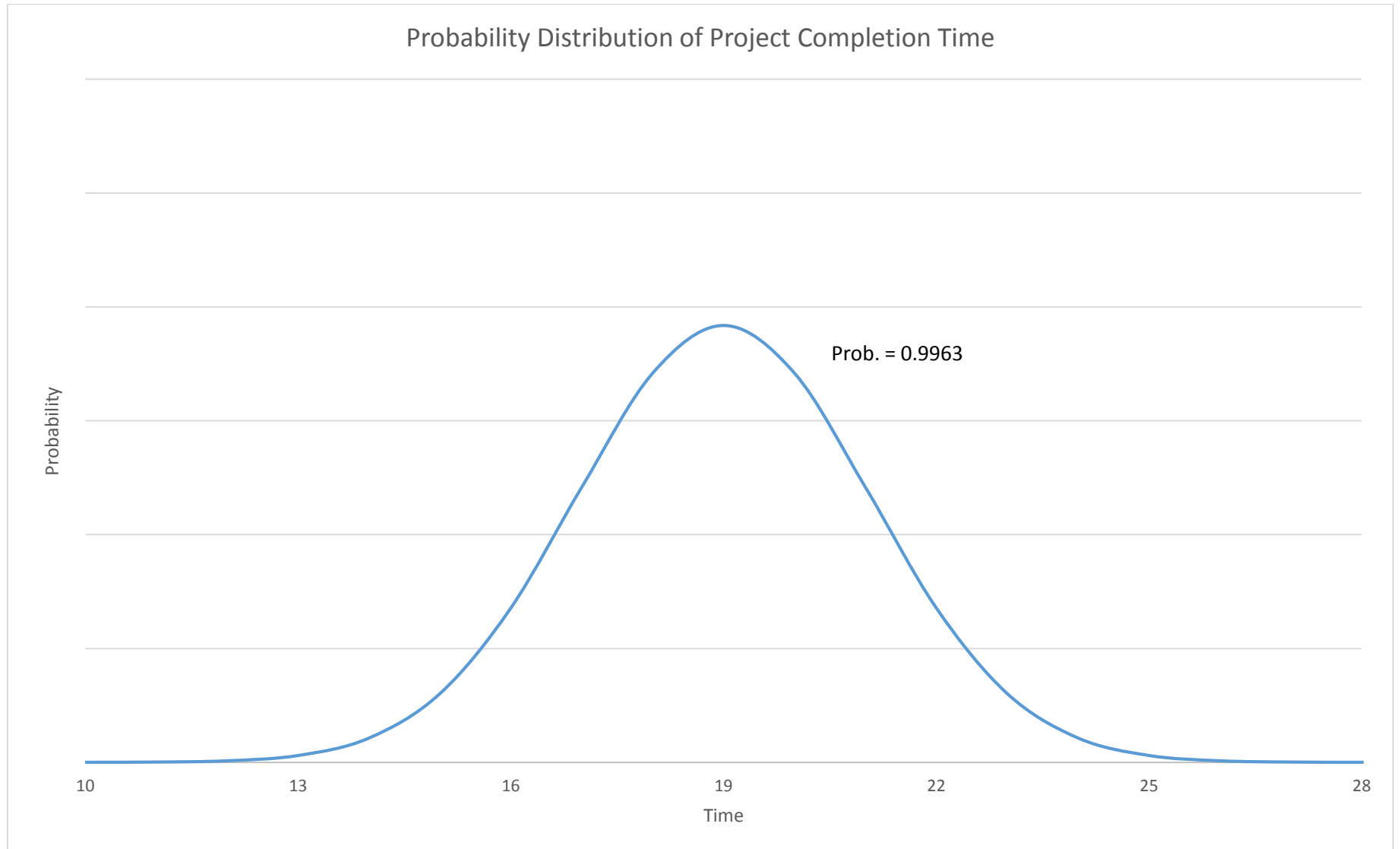


Appendix I: The Probability Diagram

Task #	Critical Tasks	Optimistic Time, a	Most Likely Time, m	Pessimistic Time, b	Expected Time, TE	Variance	Standard deviation
1	Determine and book event time and location.	2	4	6	4	0.44	0.67
2	Plan and create Grand Opening Day schedule.	10	12	15	12	0.69	0.83
8	Set-up informational toll number and informational E-mail.	3	4.5	5.5	4	0.17	0.42
11	Design event posters and flyers.	8	10.5	12.5	10	0.56	0.75
14	Coordinate paid catering and food vendors for event.	3	5	6	5	0.25	0.50
17	Schedule, Contact, and Coordinate live music for event	3	5	6	5	0.25	0.50
18	Plan and prepare for event parking and directional assistance	2	4.5	5	4	0.25	0.50
20	Organize event security (police and fire)	2	4.5	5	4	0.25	0.50
27	Practice Cutting of the Ribbon activity.	1	3	4	3	0.25	0.50
29	Set-up all materials before Event.	8	11	13	11	0.69	0.83
30	Prepare registration table: Check-in, name tags, pens, guest book, etc.	6	8	9	8	0.25	0.50
31	Final Site Check	2	4	5	4	0.25	0.50

Desired project completion time, D	20
The critical time of the project, μ	19
The variance of the critical path, σ^2	4.32
σ	2.08
Z	2.68
P	99.63%

Appendix I: The Probability Diagram (cont.)



Appendix J: A resource Load Table

[illegible]

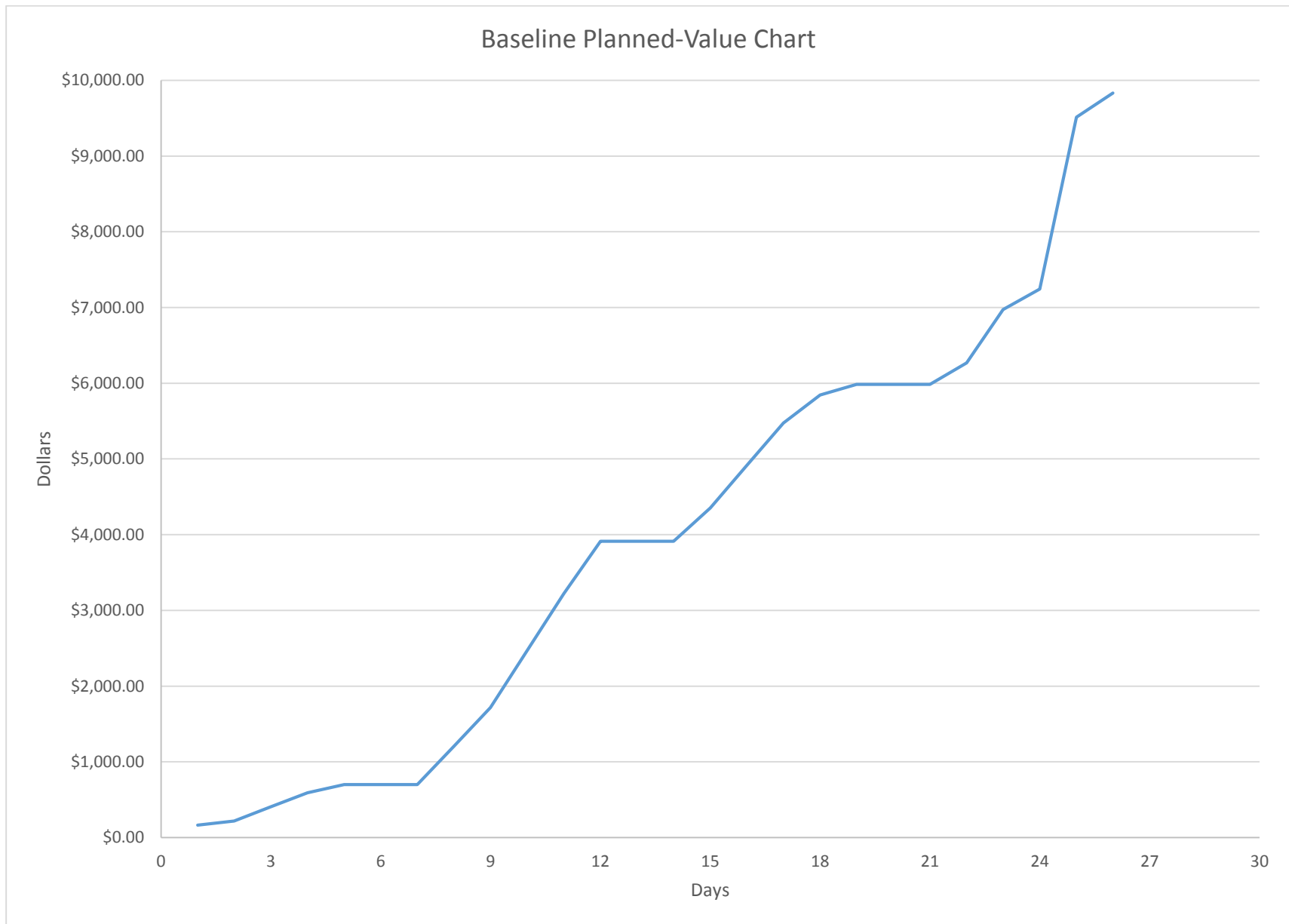
[illegible]

Transportation Engineer																														
1	0.5	0.3	0.3																											
2	1			0.3	0.3	0.3																								
3	0.5			0.3	0.3																									
4	2								1	1																				
18	1																									1				
22	1	1																												
27	1																										27			

Appendix K: A Planned Value Table

		M	T	W	TH	F	M	T	W	TH	F	M	T	W	TH	F	M	T	W	TH	F
Costs	Task#	24	25	26	27	28	31	1	2	3	4	7	8	9	10	11	14	15	16	17	18
\$112.50	1	\$56.25	\$56.25																		
\$322.00	2			\$107.33	\$107.33	\$107.33															
\$158.50	3			\$79.25	\$79.25																
\$220.00	4						\$110.00	\$110.00													
\$118.50	5								\$59.25	\$59.25											
\$553.00	6												\$184.33	\$184.33	\$184.33						
\$181.00	7															\$90.50	\$90.50				
\$307.00	8						\$153.50	\$153.50													
\$506.50	9								\$168.83	\$168.83	\$168.83										
\$61.50	10											\$61.50									
\$841.00	11								\$280.33	\$280.33	\$280.33										
\$358.00	12											\$89.50	\$89.50	\$89.50	\$89.50						
\$131.50	13											\$43.83	\$43.83	\$43.83							
\$150.00	14											\$37.50	\$37.50	\$37.50	\$37.50						
\$150.00	15											\$50.00	\$50.00	\$50.00							
\$470.00	16											\$156.67	\$156.67	\$156.67							
\$150.00	17															\$50.00	\$50.00	\$50.00			
\$128.00	18																		\$128.00		
\$200.00	19																			\$200.00	
\$399.00	20																			\$199.50	\$199.50
\$1,594.00	21																			\$1,594.00	
\$107.00	22	\$107.00																			
\$257.00	23																	\$257.00			
\$257.00	24																	\$257.00			
\$57.00	25														\$57.00						
\$1,220.00	26						\$244.00	\$244.00	\$244.00	\$244.00	\$244.00										
\$110.00	27																			\$110.00	
\$206.00	28																\$68.67	\$68.67	\$68.67		
\$220.00	29																\$73.33	\$73.33	\$73.33		
\$166.00	30																			\$166.00	
\$120.00	31																				\$120.00
\$9,832.00	Total	\$163.25	\$56.25	\$186.58	\$186.58	\$107.33	\$507.50	\$507.50	\$752.42	\$752.42	\$693.17	\$439.00	\$561.83	\$561.83	\$368.33	\$140.50	\$282.50	\$706.00	\$270.00	\$2,269.50	\$319.50
	Cumulative	\$163.25	\$219.50	\$406.08	\$592.67	\$700.00	\$1,207.50	\$1,715.00	\$2,467.42	\$3,219.83	\$3,913.00	\$4,352.00	\$4,913.83	\$5,475.67	\$5,844.00	\$5,984.50	\$6,267.00	\$6,973.00	\$7,243.00	\$9,512.50	\$9,832.00

Appendix L: A Baseline Planned Value Chart



Appendix M: Control Measures

The Project Manager, after the completion of the project, will create a post-performance review, also known as a Post-Control Report that will consider the following sections within the report:

The Project Objectives – A short description of the objectives within the project and a short overview of the Special Event Committee’s performance toward the project’s objectives and goals.

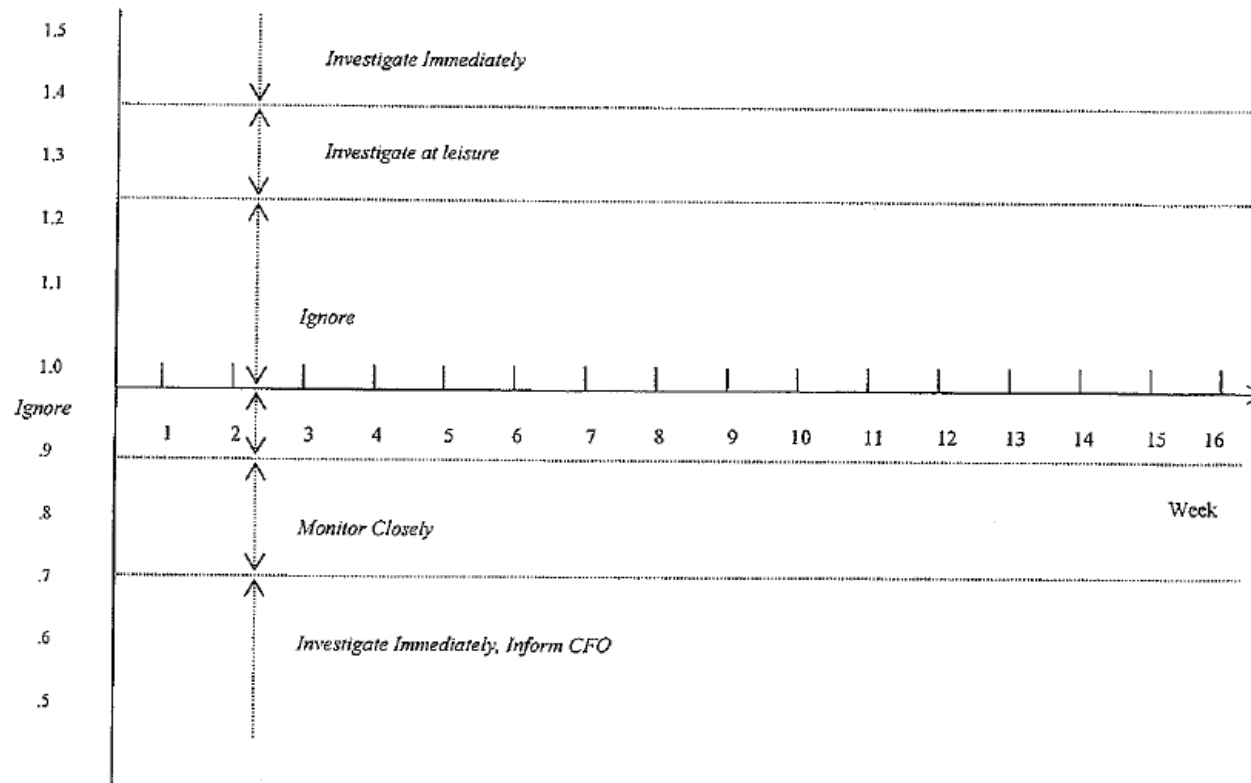
Milestones, Gates, and Budgets – A full report on the performance of the Tilikum Bridge Grand Opening Event Project against the project’s schedule and budget.

The Final Report on Project Results – Closing statements on the failures and/or successes of the Tilikum Bridge Grand Opening Event Project.

Recommendations for Performance and Process Improvement – A thoughtful analysis on lessons learned from the Tilikum Bridge Grand Opening Event Project and how the completion/termination of the project can benefit future endeavors.

The intent of such a report will be to help future projects to meet their goals by analyzing in retrospect how the goals, objectives, tasks, schedules, and budgets of this project were met or not met, achieved or not achieved.

Appendix N: Control Chart



Critical Ratio to be measured as:

$(\text{Actual Progress} / \text{Scheduled Progress}) \times (\text{Budget Cost} / \text{Actual Cost})$

Appendix O: Project Termination

The end of this project will be marked by the successful completion of all the tasks outlined in the project's WBS. At the termination of the project, the resources of the Special Events Committee will return to the normal functions within their respective functional organization. More specifically, The Tilikum Bridge Grand Opening Event Project's termination procedures will be as follows:

Members of the project team will remain within the functional organization, the Department of Transportation, but will resume their attention to their daily tasks full time. The only exception being the Transportation Intern who will either be hired-on to the department or terminated following his performance on the Tilikum Bridge Grand Opening Event Project and the need for additional personnel, which is dependent on future projects.

All materials and facilities that were used through the completion of the project will also return to their normal use and functions. After an analysis of the budget for the project after the completion of the last task, any left-over funds will be returned to the Tilikum Bridge Project fund – the parent project. Finally, all social media and informational outlets (e.g. website, toll free number) will be closed following the event date.