

Community-Engaged Project Management

Case Studies

Throughout this module, we have included workbook activities that ask you to apply the concepts you are learning. Since you can't practice project management without a project, we have created two case studies for you to use.

Case 1 offers a scenario that you can draw on to practice everything from writing project management documents to brainstorming potential project challenges. Think of this case study as a foundation you can build on - it offers a useful starting point that you can adapt and add to as-needed. For our purposes there isn't a right or wrong way to manage this project, so make it your own!

Case 2 starts with a scenario, like the one you'll find in Case 1, but we've also included an example of how this project could be managed - from start to finish. If you're having trouble with a particular concept or method, you may want to look at these examples for inspiration.

As you move forward in the module, use this as a base for your knowledge. Draw on these case studies when you encounter workbook activities, so you can decide the actions, roles, and personalities of the team, community partner, and civic members.

Case 1: Rising Water in Sunnydale

As part of their class, Public Engagement in Civic Engineering, four students have been matched with their local city's civil engineering group to design a dam that will prevent a local park from flooding. As part of this project, the students, Rashida, Nancy, Xiu, and Gregor, are required to establish a relationship with their community partner, Lyle Johnson, the Civil Engineering lead at the City of Sunnydale, in order to understand the specifications of the project. Lyle is new to this role and came from a private civil engineering firm prior to taking this position.

The students and their community partner have fifteen weeks to provide a full report and designs for the city. If plans are not submitted on time, there will not be sufficient time for the city to use them before flood season in the fall.

Sunny Glade Park is located in the Riverside neighborhood of Sunnydale. The students do not know a lot about Sunnydale and its community, but they have heard that Riverside residents are divided on whether or not a dam should be installed; some believe the flooding is part of the natural experience of living near a river and others are concerned about the impact of a new dam on local wildlife. In addition to this, the students know that they will have to work with the City Standards Board and consider national standards for dam building in order to have a design that is implementable. As part of their assignments, they have to turn in reports on environmental factors, civic relations, designs, and challenges.

The members of the student team have different academic backgrounds and levels of experience. Nancy and Gregor are both senior students who have had internships in civil engineering. Rashida is a junior civil engineering student who is also pursuing a dual degree in public policy. Xiu is not a civil engineering student, but is studying biological sciences, but is considering switching to civil engineering following this course.

Case 2: Running for a Reason: A Campus Fundraiser

Project Overview

Nona and Tegan are college students at the University of the North. They are working with their student organization, Students to Alleviate Poverty, to set up a 5k Run around campus to raise money for the local homeless shelter, the West Haven Night Shelter.

They have never coordinated something like this before, but know that they need to work with their university's student life office to get permission for campus events, work with campus safety to determine a route, and to establish a marketing plan. They have two months to coordinate and advertise the event. They hope to have 500 runners in the event, will give T-shirts to all the runners, and want to consider asking local companies to sponsor their event. They also know that they can't do this all themselves and need to get members of their organization, friends, and local community members to volunteer to help. They also have to be sure that their messaging and cause is aligned with the West Haven Night Shelter. They have established a relationship with the night shelter's public relations team to help with coordination and planning.

Managed Project: At a Glance

Planning:

- Goal setting
 - Nona and Tegan need to set some goals for the event.
 - **SMART Goals**
 - **Specific and Measurable:** The students want to raise \$3000 for the homeless shelter through registrations and sponsorships
 - **Achievable:** Based off previous events their student organization has organized, the goal of \$3000 is achievable
 - **Relevant:** The student organization that Nona and Tegan are apart of has the goal of reducing the amount of homeless citizens in Ann Arbor, so the goal to raise money for the shelter is relevant to the student org's mission
 - **Timely:** Nona and Tegan have 8 months to plan the 5k, and have set up specific dates to have milestones completed by
- Project Charter
 - Nona and Tegan begin to write a project charter. In order to do so, they need to think about the following information:
 - An opportunity statement: [insert example]
 - Develop Objectives
 - Identify Deliverables
 - Stakeholders: Who will this effect?

- Nona and Tegan
 - The student organization
 - The University of Michigan
 - The homeless shelter
 - Homeless individuals
 - The city of Ann Arbor
 - Traffic flow on race day
 - Other organizations in AA working to reduce poverty, homelessness
- Taking Action
 - Project Scoping
 - Specify exclusions
 - Insert example
 - Specify assumptions
 - It is assumed the homeless shelter would benefit from a cash donation
 - Develop roles
 - Community roles
 - Insert example
 - Project roles
 - Nona will work on all logistics
 - Tegan will work on all marketing and outreach
 - Time management
 - Nona and Tegan create a gantt chart, with specific milestones and completion dates
 - Identifying and preparing for risks
 - Tegan and Nona sit down with the homeless shelter, their student org, U-M, and the city of AA to discuss any potential risks or issues with holding a 5k
 - Engaging Stakeholders
 - Recognize community expertise
 - Tegan and Nona don't assume they know how to plan a 5k, so they consult with local event planners, race runners, and the homeless shelter to ensure all needs are met
 - Practice cultural humility
 - Need example
 - Cultivate equitable relationships
 - Tegan and Nona recognize that they need to be working WITH the homeless shelter, rather than doing things FOR the shelter
- Evaluation
 - Determining roles
 - Need example
 - Soliciting community feedback
 - Exit interviews

- Nona and Tegan have planned to meet with all the earlier identified stakeholders after the event, to understand what went well and what could be improved in future events
 - Community surveys
 - The students create and disseminate a survey to everyone involved in the planning and day-of event
- Sustaining
 - Transferring and sharing knowledge; communicating and documentation
 - Throughout the entire process, from planning to evaluation, Tegan and Nona have taken detailed notes at every meeting. All logistics, documents, and feedback received about the event have been organized and shared with the homeless shelter, as well as with the student organization, so that when Tegan and Nona graduate, incoming students would be able to replicate the event
- Celebrate
 - Because of their attention to detail throughout the project management process and commitment to creating an equitable community engagement experience, Tegan and Nona met and surpassed their goal of raising \$3000 for the homeless shelter!