**Green Project Management EnVex 4.4**



 **“Learning for the Future”**



**MEMORANDUM**

**TO:** Project Management Officer

**FROM:** Managing Director

**RE:** Lessons Learned

Please Note,

The importance of projects and of project management is that we are continuously looking to improve the work that we do and more importantly, how we do it.

After completing the exercises within the project Case Study today, the Board are very interested in what your team has learned from the exercises and how you might apply these skills and lessons in the future.

To that end, you are being tasked with the original project again, much as you could be in real life in the future. However, on this occasion the Board would like to see your approach to the four projects, taking into account the lessons that you have learned from each of the exercises today and from the advice of the instructor to appraise the project fully and also to take into account the change and green potentials to make as robust a project foundation as possible.

Finally, present this new version to the Board in the form of a comparison to the original response you gave and explain why you have changed your approach and what benefits this improved approach would give.

I look forward to your response.

The full version of the documentation you used is attached below.

Regards,

MD

**Introduction**

Increased Property Abandonment has been identified as a persistent problem for a community West of Detroit. A number of local community groups, backed by State and local officials have requested that the problem be addressed by the town council.

A variety of local code and ordinance violations have been cited local residents as a significant problem for the community including squatting, weeds, pests, unsafe buildings, graffiti, and hazardous materials. This results in many residents living in fear and feeling unable to tackle the problem themselves.

A potential solution to the problem has been identified by the town council that has visited groups in other areas to see how they deal with similar problems. The proposal is for the introduction of a Code enforcement division of law enforcement.

A team of 10 code officers and 5 administrators will be hired and will report to a single director who will be appointed by the Police Chief.

The officers will have a number of roles, including:

* Inspecting reported incidents
* Work with neighbourhood associations as liaisons.
* Present evidence in court when a property has failed a third inspection or when a home has been abandoned for longer than 6 months.
* Work with the parks department to cut overgrown grass and assess fees.
* Informing residents about city council initiatives
* Monitor potential problem areas
* Becoming actively involved with community activities and events

Carry out the activities requested in the Memorandum working together in your teams. Produce the relevant project documents and use any supporting material you need to fulfil the task.

You have 90 minutes to deliver the requirements and then 30 minutes to present and hold Q&A.

**Benefits**

**Reduction in public nuisances and improved quality of life for residents:** As the code officers will be based in the area they will be on hand to liaise with residents and the Police to tackle violations in a way that makes an impact and improves the quality of life for the community.

They will also be on hand to check in on vulnerable residents and act as an information service to ensure that the community is kept informed about opportunities, events and decisions that will impact on them.

The dealing with violations will help to improve the environment of the area and encourage residents to take more pride in their community by reporting incidents to the department who will be able to take action.

**Increased community confidence:** As the department is able to act as professional witness in cases that go to court they are able to provide the time table of events and the ordinances, and codes that were violated as well as all measures that were taken to address the problems.

**Options Considered**

**Do Nothing:** This is not an option due to continual pressure from residents, community groups, as well as the possibility that the situation will worsen requiring further more costly intervention.

**Provide additional funding to the Police:** This option would provide an additional resource to the community allowing for increased patrols. However, there are a number of other considerations.

As the additional officers could be called to other major incidents throughout the city they would not always be able to provide the dedicated presence required in the community.

The Police provide a specialist service so this option would be considerably more expensive with a Police officer costing $125 per site visit as compared to a cost of $45 for a code officer. It has therefore been rejected as a viable option.

**Create a code enforcement department:** A dedicated team of code officers would address the need for a more permanent and high profile presence across the community. The team would act as a liaison between the Police and the community, reporting code, ordinance, and environmental issues as well as acting as an information service for the community.

**Costs and Timescales -** The following figures are estimates based on current knowledge at the time of writing: The project is proposed initially over a 3 year period

|  |  |  |  |
| --- | --- | --- | --- |
| Budget Line | Year 1 | Year 2 | Year 3 |
| Staff Costs\* |   |   |   |
| *10 x Code Officers* | $420,000  | $461,580  | $507,276  |
| *5 x Supervisors* | $280,000  | $307,720  | $338,184  |
| *Total Staff Costs* | *$700,000*  | *$769,300*  | *$845,460*  |
| *Premises Costs* | *$36,000*  | *$36,000*  | *$36,000*  |
| Additional Costs |   |   |   |
| *Training* | $7,000  | $5,000  | $5,000  |
| *Equipment* | $20,000  | $10,000  | $10,000  |
| *Uniforms* | $4,200  | $2,000  | $2,000  |
| *Operating Costs* | $10,000  | $10,000  | $10,000  |
| *Total Additional Costs* | *$41,200*  | *$27,000*  | *$27,000*  |
| Total Annual Costs | **$777,200**  | **$832,300**  | **$908,460**  |

|  |
| --- |
| ***Total project cost for first 3 years: $2,517,960***  |

\*Includes Insurance and Pension

**Notes:**

* Code officers will patrol the area 6 days per week
	+ Shift pattern covering the hours of 8:00am - 10:00pm
	+ Take part in a one week intensive training programme Uniforms will be provided
* Equipment will be provided
* Salary costs will increase by 1% per year
* Rent has been agreed at a fixed rate for 3 years
* Equipment costs are reduced after the first year and initial purchase
* Training budget will be reduced after initial intake of wardens to cover new recruits and additional training courses

**Project funding:** The project will be funded for the first year by the community development fund and then be offset by fine collections until it is self sustaining.

***The town has responsibility for the property where the department will be based. Part of their contribution is the rent of the premises.***

Carry out the activities requested in the Memorandum working together in your teams. Produce the relevant project documents and use any supporting material you need to fulfil the task.

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