



In the Beginning

Project Plan 1.1

Taura Hanson
Amanda Healey
December 11, 2009

Document Version Control

Version	Date Changed	Author	Changes
1	December 11	Amanda & Taura	Document created
1.1	January 6	Amanda & Taura	Quality plan - 10 persons sample reduced to 5. User testing graphics removed due to finished refined student project being used. WBS changed to reflect time management plan. Time management plan broken down into more manageable chunks, some allotted hours increased. Cost management plan increased to reflect changes made to the time management plan

Table of Contents

Executive Summary 5

Project Overview 5

Scope Management Plan 6

Scope Statement 6

Scope Change Procedures 7

Work Breakdown Structure 8

Time Management Plan 10

Project Schedule 10

Task List 11

Human Resources Management Plan 15

Team Organization 15

Required Skills Analysis 16

Cost Management Plan 17

Budget Overview 17

Labour Costs 18

Materials Costs 18

Usage Costs 18

Quality Management Plan 19

Quality Priorities 19

Quality Plan 20

Risk Management Plan 21

Project Risk Tolerance Statement 21

Risk Register 22

Communications Management Plan 23

Communications Expectations 23

Communications Requirements 24

Procurement Management Plan 25

Procurement Overview 25

Procurement Plan 26

Project Approvals 27

Executive Summary

Project Overview

The finished product includes both an iPhone AR app and a printed storybook with tags. Functionality and the design of the final pieces are equally important in the final product. We will be working closely with a professional animator (Choom) who will provide assets and some of the animation for the application.

We are interested in expanding our flash skills to create something fun by incorporating emerging augmented reality technologies. Risks include technical difficulties using new technologies, as well as iPhone compatibility, and general functionality and design issues.

The stakeholders include ourselves, Dave Olsson, Brett Forsyth, and VFS.

Key Points

Goal

To create an entertaining, interactive, augmented reality book for adults aged 25 to 35.

Project Objectives

1. Create a flash based game and an 8 to 12 page story book for the iPhone.
2. Incorporate multi-touch interactivity with basic game mechanics to keep the user engaged for at least 15 minutes.

Estimated Completion Date

March 8, 2010

Estimated Budget

\$20,000

Scope Management Plan

Scope Statement

We are building an augmented reality application in Flash. We would like to adapt it for the iPhone, but we are unsure if current Flash technologies will support it. The application will be based on a story targeted at adults aged 25 - 35. We are trying to secure a story that has already been written and illustrated by a VFS graduate and would like the final book to be between 8 to 12 pages. The persona will be able to interact with the 2.5 D characters in the story. The types of interactions will be dependent on the story. We are unsure if they will be able to interact with the assets on screen or by motion tracking in front of the camera. It will be done in a hand-inked and watercolour animation style and will use stock sound effects. We would like to have background elements in the book, and the interactive foreground elements in an augmented reality space. We are unsure of the amount of detail that will be in the printed book.

Major deliverables include:

1. Flash AR application
2. Printed storybook or physical manifestation of the tags
3. Case study
4. Production book

Scope Management Terms

Scope

All the work needed to complete the project.

Scope Change Procedures

Method by which changes will be proposed, means by which changes will be accepted or rejected, and responsibility for updating the project plan.

Work Breakdown Structure

A hierarchical model of all the work to be done on the project.

100% Rule

The work breakdown structure must show one hundred percent of all the work to be done on the project including project management work.

Scope Management Plan

Scope Change Procedures

Any changes to scope will be made through us, Amanda, Taura and Dave. If needed, we will meet with Brett to review the scope and the changes that need to happen to complete the projects within its specified requirements. Otherwise, we will update the project plan and post online. All changes will be documented on project path.

Scope Management Terms

Scope

All the work needed to complete the project.

Scope Change Procedures

Method by which changes will be proposed, means by which changes will be accepted or rejected, and responsibility for updating the project plan.

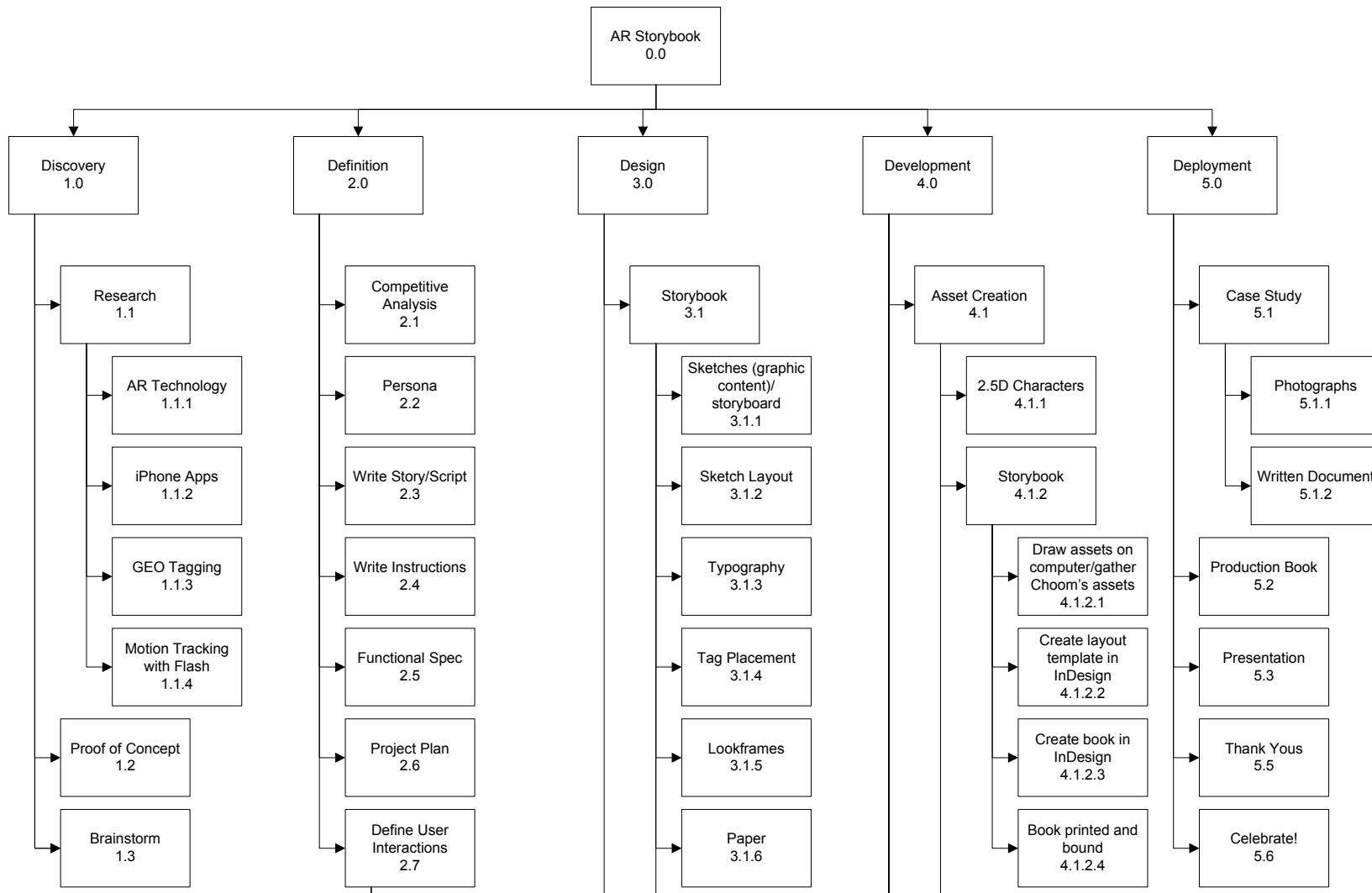
Work Breakdown Structure

A hierarchical model of all the work to be done on the project.

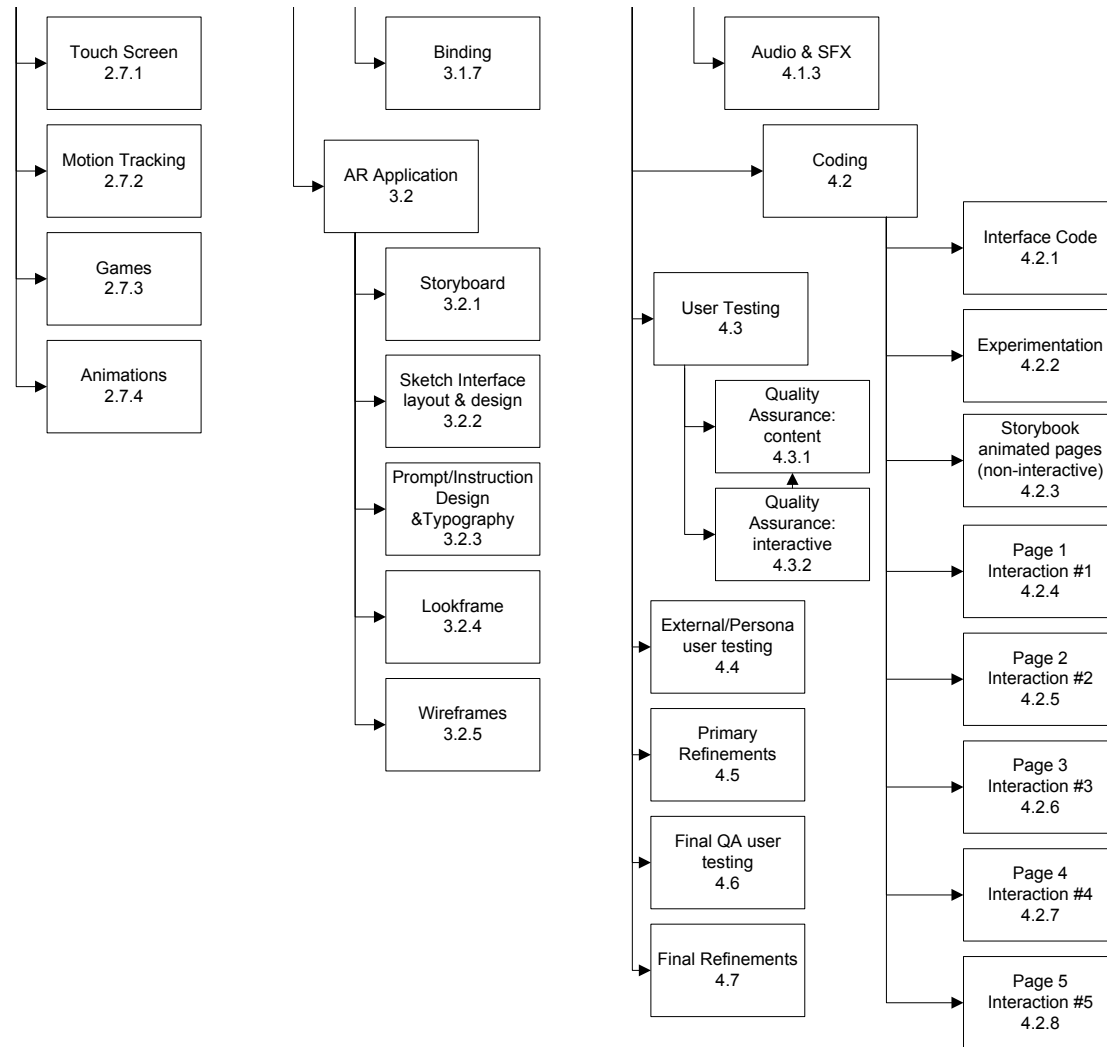
100% Rule

The work breakdown structure must show one hundred percent of all the work to be done on the project including project management work.

Work Breakdown Structure



Work Breakdown Structure



Time Management Plan

Project Schedule

Date	Milestone Or Deliverable	Approved By
December 16	Project plan	
January 4	Definition/Research stage complete	
January 21	Design stage complete	
Week 4 (Jan 24 - 30)	200 hours of work	
February 10	Illustrations and animations complete	
February 15	Project app ready for user testing	
February 18	Development stage complete (app)	
March 8	Project complete and handed in (app, printed book, case study, production book)	

Scope Management Terms

Scope

All the work needed to complete the project.

Scope Change Procedures

Method by which changes will be proposed, means by which changes will be accepted or rejected, and responsibility for updating the project plan.

Work Breakdown Structure

A hierarchical model of all the work to be done on the project.

100% Rule

The work breakdown structure must show one hundred percent of all the work to be done on the project including project management work.

Task List

WBS	Task Name	Task Details	Resources	Effort	Duration
1.3	Brainstorm story ideas	Meet with Choom, look online at existing stories	Choom, internet	12 hours	3 weeks
1.1.1	Research AR technology	Research online, talk to people with experience	Internet, people	20 hours	1 month
1.1.2	Research iPhone apps	Research online, talk to people with experience	Internet, people	2 hours	1 month
1.1.3	Research GEO tagging	Research online, talk to people with experience	Internet, people	2 hours	1 month
1.1.4	Research motion tracking with flash	Research online, talk to people with experience	Internet, people	2 hours	1 month
1.2	Proof of concept	Make an object appear in AR	Flex, FlarManager	4 hours	4 hours
2.1	Competitive analysis	Research online	Internet	10 hours	1 day
2.2	Persona	Develop questionnaire, interviews	InDesign, people	8 hours	1 day
2.3	Write story/script	Write copy for book. Meet with Choom, discuss with Dave	Choom, Dave	16 hours	1 day
2.4	Write instructions	Type out instructions that are easy to understand and navigate through app	InDesign	8 hours	1 day
2.5	Functional Spec	Research online, expected interactions, scenes, create document in InDesign	InDesign	2 hours	2 hours
2.6	Project Plan	Create multi-page document in InDesign	InDesign	12 hours	3 weeks
2.7.1	Define user interactions with touch screen	Sketches, notes	Sketchbook	4 hours	4 hours
2.7.2	Define user interactions with motion tracking	Sketches, notes	Sketchbook	2 hours	2 hours

Task List

WBS	Task Name	Task Details	Resources	Effort	Duration
2.7.3	Define games within story	Sketches, notes	Sketchbook, game designer	6 hours	6 hours
2.7.4	Define animations within story	Sketches, notes	Sketchbook	9 hours	9 hours
3.1.1	Storyboard	Sketch graphic content	Sketchbook	8 hours	1 day
3.1.2	Sketch layout	Sketch layout of assets	Sketchbook	8 hours	1 day
3.1.3	Storyboard typography	Look on computer and online for suitable font	Online, home and school PC	3 hours	3 hours
3.1.4	Storyboard tag design and placement	Discuss with Choom, sketches	Choom, sketchbook	2 hours	2 hours
3.1.5	Storyboard look frames	Compile graphics in Photoshop. Discuss with Choom, sketches and notes	Photoshop	3 hours	3 hours
3.1.6	Storyboard paper stock	Discuss with printing company	Printer	2 hours	2 hours
3.1.7	Storyboard binding	Discuss with printing company	Printer	2 hours	2 hours
3.2.1	Storyboard app	Storyboard AR application interactions	Sketchbook	20 hours	3 days
3.2.2	Sketch interface layout	Sketch AR interface layout and design	Sketchbook	8 hours	1 day
3.2.3	Prompt/Instruction design and typography	Design look and feel of instruction prompts	Sketchbook	8 hours	1 day
3.2.4	AR look frame	Compile CG graphics with photographs in Photoshop	Photoshop, Illustrator	2 hours	2 hours
3.2.5	AR wire frames	Develop and annotate in Illustrator	Illustrator	20 hours	3 days
4.1.1	Create 2.5 D AR assets	Create, scan (if needed) and animate in Flash	Illustrator, Photoshop, Flash	100 hours broken down after script/storyboard is written	1 month
4.1.2.1	Draw assets on computer/gather Choom's assets	Digitize sketches on computer	Illustrator	20 hours	4 days

Task List

WBS	Task Name	Task Details	Resources	Effort	Duration
4.1.2.2	Create layout template in InDesign	Create a master page including text placement, page numbers, tag placement, margins, etc.	InDesign	4 hours	1 day
4.1.2.3	Create in InDesign	Compile assets into template	InDesign	10 hours	2 days
4.1.2.4	Book printed and bound	Send files to printer, binding, pick up	Print Shop,	1 hour	1 week
4.1.3	Create SFX and audio track	Gather and edit sound files	Audio lab, sound designer	16 hours	1 week
4.2.1	Interface code	Buttons, instructions, transitions for entire app	Flash, Flex, internet help	30 hours	1 week
4.2.2	Experimentation	Experimentation with unknown coding concepts	Flash, Flex	24 hours	4 days
4.2.3	Movie clip pages into flash	Compile animations in Flash (2 hours a page)	Flash, After Effects, compression software	16 hours	2 days
4.2.4.1	Storybook interactions page 1	Write code interactions and animations in class files and import to the main file, debugging.	Flex, Flash, Brett, Dave	16 hours	2 days
4.2.4.2	Storybook interactions page 2	Write code interactions and animations in class files and import to the main file, debugging.	Flex, Flash, Brett, Dave	16 hours	2 days
4.2.4.3	Storybook interactions page 3	Write code interactions and animations in class files and import to the main file, debugging.	Flex, Flash, Brett, Dave	16 hours	2 days
4.2.4.4	Storybook interactions page 4	Write code interactions and animations in class files and import to the main file, debugging.	Flex, Flash, Brett, Dave	16 hours	2 days
4.2.4.5	Storybook interactions page 5	Write code interactions and animations in class files and import to the main file, debugging.	Flex, Flash, Brett, Dave	16 hours	2 days
4.3.1	Quality assurance: content	Copy, images, sound	Amanda, Taura, Dave	10 hours	2 weeks
4.3.2	Quality assurance: interactive design	Ongoing (debugging) AR interactions, final test group after refinements	Amanda, Taura, Dave	10 hours	6 weeks

Task List

WBS	Task Name	Task Details	Resources	Effort	Duration
4.4	External/persona user testing	Testing on 5 people, documentation of UX	5 test subjects from persona group	6 hours	1 day
4.5	Refinements	Fix bugs and address persona input	Flex	10 hours	1 day
4.6	Final QA user testing	Find small issues after first round of refinements	3 VFS students, Dave, Taura and Amanda	6 hours	1 day
4.7	Refinements	Fix small issues after first round of refinements	Flash, Flex	10 hours	1 day
5.11	Case study photographs	Set up lighting in production studio and photograph	Danny Chan, production studio	3 hours	3 hours
5.12	Case study written document	Document process in a multi-page document in InDesign. 1 hr/ week in class	InDesign	14 hours	7 weeks
5.2	Production book	Gather and organize all project documents in a binder	Multiple resources	3 hours	3 hours
5.3	Presentation	Prepare PDF and practice presentation	InDesign	16 hours	3 hours
5.5	Thank you's	Send out cards/gifts	Photocopier, Canada Post	3 hours	3 hours
5.6	Celebrate!	Sleep, eat, drink, party :)			
Total hours of effort				584	

Human Resources Management Plan

Team Overview

Name	Role	Responsibilities	Hours
Taura Hanson	Develop / Designer	PM, interface design, persona development, research, ActionScript coding.	265.5
Amanda Healey	Develop / Designer	PM, interface design, persona development, research, ActionScript coding.	265.5
Choom	Designer	Asset creation & animation, writing	50
Danny Chan	Photographer	Photograph final work	3
Dave Olsson	Project Advisor/Mentor	Ensure we stay on track, keeping deadlines, provide creative direction and technical support when needed.	
Brett Forsyth	Department Head/ Advisor	Ensure we stay on track, keeping deadlines, provide creative direction and technical support when needed.	
Total			584

Human Resources Terms

Work Package

A group of tasks assigned to a person or small group. In this document, if two people work on the same WBS element, split the hours of effort between them based on their share of the work to be done.

Required Skills Analysis

Skills Required	Team Member Assigned	Required Level	Current Level	Development Strategy
ActionScript coding	Amanda, Taura, Choom	Medium	Low	Consult with Dave and Brett to fix bugs quicker.
Interface design	Amanda & Taura	Medium	Medium	
Subject research	Amanda & Taura	Medium	Medium	
Persona development	Amanda & Taura	Medium	Medium	
Illustration	Choom	High	High	
Sound FX, music	Amanda & Taura	Medium	Medium	Consultation with a sound designer will make sure that our SFX and music are top notch.
User testing	Amanda & Taura	Low	Low	
Photography	Danny Chan	Medium	High	

Cost Management Plan

Budget Overview

Role	Name
Labour Costs	29200
Materials Costs	100
Usage Costs	
Total	29300

Printing and binding costs for the book are unknown at this time. \$100 is a rough estimate for 3 books to be produced.

Cost Management Terms

Labour Cost

Human costs based on the number of hours and the cost per hour for that particular role.

Materials Cost

Cost of items that will be consumed during the project such as paper or writable discs.

Usage Cost

Rental cost or depreciation cost involved in using particular pieces of equipment such as cameras or vehicles.

Labour Costs

Role	Total Hours	Per Hour Cost	Subtotal
Research	60	50	3000
Design	125	50	6250
Development	399	50	19950
Total Labour Costs			29200

Materials Costs

Role	Total Hours	Per Hour Cost	Subtotal
Paper, printing, binding			100
Total Labour Costs			100

Usage Costs

Role	Total Hours	Per Hour Cost	Subtotal
Total Labour Costs			0

Quality Management Plan

Quality Priorities

Most of our quality standards can be approached with user testing. Visually and functionally it needs to be appealing to the persona. We have minimal concerns with the functionality of the app due to the new technology that we are using to create it.

Quality Management Terms

Quality Standard

A measurable characteristic of the work produced that is needed to achieve the project objectives.

Quality Assurance

Actual work that will be performed which will increase the likelihood of meeting the quality standards of the project. Quality assurance tasks should appear in the work breakdown structure.

Quality Control

Testing points in the lifecycle of the project where the work performed will be measured against the quality standards established in the plan. Quality control tasks should appear in the work breakdown structure.

Quality Plan

Quality Standard	Quality Assurance Tasks	Quality Control Tasks
Interactions need to be intuitive	Ongoing QA, User testing - Set up a meeting with a sample similar to the persona to test the app	Get a group of 5 people from the persona population Refinements
Book instructions need to be simple and thorough	User testing - Set up a meeting with a sample similar to the persona to test comprehension	Get a group of 5 people from the persona population Refinements
Animations need to be smooth	Ongoing QA with Dave, Amanda and Taura	Get animations from Choom Optimize graphics Refinements
User interface needs to be attractive and functional	Advisor critique design, User testing - Set up a meeting with a sample similar to the persona	Get a group of 5 people from the persona population Refinements

Risk Management Plan

Project Risk Tolerance Statement

Due to the fact that we're working with new software and emerging technologies, problems that have not been well documented may occur. Finding support for these problems online and in forums is unlikely. Brett and Dave will be our main source of assistance in this case. Working with an outside illustrator whose schedule is dependant on freelance work could prove to be difficult if she secures a paying job in the new year that consumes most of her time. These risks could be detrimental to the completion of the project but with proper time management and communication we should be able to deal with issues as they arise and produce a great augmented reality application

On the next page you'll see each specific risk, how severe the impact would be if it occurs (high, medium, or low), how likely it is to occur (high, medium, or low), what our management strategy for that risk is (for example: mitigation - we'll schedule a second photo shoot just in case the pictures from the first day aren't suitable), how we'll know and how often we need to check to see if the risk has been triggered, and finally, who is responsible for monitoring and acting on this risk.

Risk Management Terms

Avoidance

Taking action that removes a potential risk entirely.

Transference

Passing the risk onto someone else such as getting insurance, hiring an outside contractor or forcing the user to sign a waiver.

Mitigation

Taking action that reduces the impact should a risk be triggered. Something you will be doing.

Contingency

A back-up plan in case a risk is triggered. Something you may or may not do.

Acceptance

No action is taken to prevent or lessen the impact of the risk.

Risk Register

Risk Area	Severity: High,Med,Low	Probability: High,Med,Low	Management Strategy	Risk Trigger	Person Responsible
Migraines	High	High	Don't fight it, medication, sleep	This project	Amanda/ Taura
App may not work on iPhone	Low	High	Develop for PC use/ future iPhone	Adobe's specs on software	Amanda/ Taura
Choom may take longer on illustrations and have no time to work on animations	High	Med	Amanda and Taura will take over animating duties	Choom's paid work increases	Amanda/ Taura
Problems with skill set in AR coding	High	Med	Meet with Brett to troubleshoot, revise scope, code tutorials and forums online	It doesn't work	Amanda/ Taura
Problems with game mechanics, user iterations, and functionality of app	High	Low	User testing throughout process	It doesn't work	Amanda/ Taura
Persona doesn't like app	Low	Low	User testing throughout process	Negative persona response	Amanda/ Taura

Communications Management Plan

Communications Expectations

Taura and Amanda are in constant communication with each other, and in meeting and via email with Dave. Taura will be travelling during the course of the project and will keep in contact with Amanda, Dave, and Choom via Skype and email.

Communications Terms

Stakeholder

Person who has influence over, or is affected by, the project.

Quality Assurance

Actual work that will be performed which will increase the likelihood of meeting the quality standards of the project. Quality assurance tasks should appear in the work breakdown structure.

Quality Control

Testing points in the life cycle of the project where the work performed will be measured against the quality standards established in the plan. Quality control tasks should appear in the work breakdown structure.

Communications Requirements

Stakeholder	Information Needs	Frequency & Timing	Method Of Delivery
Amanda	The state of all components of the project at any given time.	Daily	Casual Conversations, Scheduled Meetings, Email, IM, Basecamp, Skype
Taura	The state of all components of the project at any given time.	Daily	Casual Conversations, Scheduled Meetings, Email, IM, Basecamp, Skype
Choom	Changes in scope or schedule or direction.	As needed	Scheduled Meetings, Email, Skype
Dave	Week by week progress and successes, difficulties blocking progress, changes in scope or schedule or direction, quality of work being produced.	Weekly	Scheduled Meetings, Email, IM, Basecamp, Skype
Brett	The overall progress of the project, difficulties that are blocking progress, and any serious changes in scope or direction.	As needed	Scheduled Meetings, Email, IM, Basecamp
VFS	Legalities	As needed	Email

Procurement Management Plan

Procurement Overview

We are collaborating with an outside freelance illustrator. We will also require at least three hard copy books printed (1 for Taura, 1 for Amanda, 1 for VFS). Our printing source will be based on the lowest cost options available. The software being used is already in our possession.

Procurement Terms

Solicitation

Requesting outside bids to provide products or services needed for the project.

Source Selection

The means by which providers for particular products or services will be selected.

Procurement Plan

Required Product Or Service	Source	Date Needed	Team Number Responsible
Illustrations	Choom	End of January to Mid February	Choom
Printing and binding	Hemlock (or similar printer)	March 8	Amanda
Candy and Girl Guide cookies	Candy Aisle and Brett's daughter	Ongoing (perhaps intravenous)	Taura & Amanda (I'll scratch her back if she scratches mine)

Project Approvals

Role	Name	Signature
Project Sponsor		
Project Manager		

Confidentiality Note

Please request permission of the project manager prior to giving copies of this document to people outside the project team or sponsor.