

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

**PROJECT MANAGEMENT PLAN FOR A COMMUNITY POLICING  
SECRETARIAT YOUTH CRIME PREVENTION INITIATIVE BY THE ROYAL  
SAINT LUCIA POLICE FORCE**

MICHELE ANNA LINE GEORGE

FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE  
MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

Castries, Saint Lucia

December, 2024

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

This Final Graduation Project was approved by the University as  
partial fulfillment of the requirements to opt for the  
Master in Project Management (MPM) Degree

---

Róger Valverde Jiménez  
TUTOR

---

Osvaldo Martinez  
REVIEWER No.1

---

Fabio Muñoz Jiménez  
REVIEWER No.2

---

*M. George*  
Michele Anna Line George  
Student full name

## **DEDICATION**

From a young age, I have envisioned myself earning a master's degree, a goal that has always carried great importance in my life. Growing up in a family with limited financial resources fueled my determination to become the best version of myself. Over the past 22 months, I have made significant sacrifices, often dedicating time that would typically be spent with my children to pursue this degree. Therefore, I dedicate this achievement to my beautiful children, Shakeem and Shakiah. I want them to understand that regardless of the challenges they may encounter, success is attainable through hard work and perseverance.

## ACKNOWLEDGMENTS

As I reach the conclusion of this significant chapter in my life, I want to take a moment to reflect on the incredible support system that has enabled me to achieve this milestone. The journey to earning my master's degree has been challenging yet rewarding, and I am deeply grateful for the people who stood by me throughout this process. Their encouragement and belief in my potential have been instrumental in my success.

I would like to express my heartfelt gratitude to my husband for your unwavering support throughout this entire journey. Your belief in me has been a constant source of strength. To my children, Shakeem and Shakiah, thank you for your incredible patience and understanding during the time I devoted to my studies. You both inspire me every day to strive for excellence.

To my mother, Antonia, I am profoundly grateful for your prayers and unwavering faith in my abilities; your encouragement has been invaluable. I also extend my appreciation to my extended family for their steadfast support during this endeavor.

To my work family, a special thank you for your encouragement and understanding as I navigated this challenging path. Your support has meant the world to me.

I would like to express my sincere appreciation to the Organization of American States (OAS) in partnership with the University for International Cooperation (UCI) for the opportunity to receive a scholarship to further my studies.

Lastly, I extend my deepest gratitude to my tutor, Róger Eduardo Valverde Jiménez, and all the educators who guided me through this academic journey. Your mentorship and support have played a pivotal role in my success.

As Nelson Mandela wisely said, "*Education is the most powerful weapon which you can use to change the world.*" I am grateful to everyone who has been a part of my journey, helping me to harness this power.

## **ABSTRACT**

The objective of this document is to develop a Project Management Plan that outlines the development of a Community Policing Secretariat within the Royal Saint Lucia Police Force (RSLPF). The primary objective of this initiative is to address the need for enhanced community engagement and improved public safety through a structured and collaborative approach. The plan aims to establish a framework that facilitates effective interaction between law enforcement and local communities, thereby fostering trust and reducing crime rates.

This project management plan encompasses several key tasks including stakeholder analysis, resource allocation, risk assessment, and the establishment of performance metrics. Methodologically, the project employs a comprehensive approach involving the development of community outreach programs, officer training in community policing techniques, and the implementation of a feedback system for continuous improvement. The methodology includes qualitative and quantitative assessments to ensure that the strategies are both effective and adaptable to changing community needs.

The implementation of the Community Policing Secretariat is anticipated to yield significant improvements in community relations and public safety. Initial findings suggest that proactive engagement and tailored policing strategies lead to higher levels of trust and cooperation between residents and law enforcement. The plan's success will be evaluated based on its ability to meet predefined performance metrics and achieve strategic goals. The anticipated outcome is a more cohesive and secure community, driven by a strong partnership between the RSLPF and local stakeholders.

Key words: Project Management Plan, Royal Saint Lucia Police Force, Community Policing, Methodology, Public safety

## INDEX OF CONTENTS

INDEX OF FIGURES .....	9
INDEX OF CHARTS .....	10
ABBREVIATIONS AND ACRONYMS .....	11
EXECUTIVE SUMMARY .....	12
1 INTRODUCTION .....	14
1.1. Background.....	14
1.2. Statement of the problem.....	16
1.3. Purpose.....	19
1.4. General objective .....	20
1.5. Specific objectives .....	21
2 THEORETICAL FRAMEWORK.....	23
2.1 Company/Enterprise framework.....	22
2.2 Project Management concepts .....	32
2.3 Other applicable theory/concepts related to the project topic and context .....	56
3 METHODOLOGICAL FRAMEWORK.....	63
3.1 Information sources .....	63
3.2 Research methods .....	68
3.3 Tools .....	71
3.4 Assumptions and constraints .....	73

3.5	Deliverables .....	75
4	RESULTS .....	78
4.1.	Integration Management Plan.....	79
4.2.	Scope Management Plan.....	90
4.3.	Schedule Management Plan.....	113
4.4.	Cost Management Plan.....	129
4.5.	Quality Management Plan.....	136
4.6.	Resource Management Plan.....	143
4.7.	Communication Management Plan.....	155
4.8.	Risk Management Plan.....	161
4.9.	Procurement Management Plan.....	174
4.10.	Stakeholder Management Plan.....	183
4.11.	Tools and Techniques Report.....	193
4.12.	Monitoring and Control.....	197
4.13	Project Closing Procedure.....	204
5	CONCLUSIONS.....	210
6	RECOMMENDATIONS.....	216
7	VALIDATION OF THE FGP IN THE FIELD OF REGENERATIVE AND SUSTAINABLE DEVELOPMENT.....	219
	BIBLIOGRAPHY .....	224
	APPENDICES .....	227
	Appendix 1: FGP Charter .....	228

Appendix 2: FGP WBS.....	245
Appendix 3: FGP Schedule.....	246
Appendix 4: Preliminary bibliographical research .....	248
Appendix 5: Change Control Process .....	251
Appendix 6: Lessons Learned Register.....	255
Appendix 7: Philological Dictum .....	256



## INDEX OF FIGURES

Figure 1 Organizational structure (RSLPF 2024).....	28
Figure 2 Predictive Project Cycle .....	50
Figure 3 Adaptive Project Cycle.....	51
Figure 4 Hybrid Project Cycle .....	52
Figure 5 Work Breakdown Structure.....	105
Figure 6 Scope Change Request Form.....	112
Figure 7 Project Schedule.....	124
Figure 8 S-Curve.....	134
Figure 9 Probability & Impact Matrix Scale.....	167
Figure 10 Vendor Evaluation Form.....	182
Figure 11 Power Interest Matrix.....	189
Figure 12 Performance Monitoring Form.....	199
Figure 13 Quality Control Log .....	200
Figure 14 Sample Stakeholder Engagement Report.....	201
Figure 15 Sample Lessons Learned Register Entry.....	206
Figure 16 Sample Stakeholder Sign-Off Sheet Entry.....	208
Figure 17 GPM P5™ Analysis for Project Management Plan for RSLPF.....	223

## INDEX OF CHARTS

Table 1 Summary Table of Processes by Knowledge Area and Process Group.....	48
Table 2 Information Sources for Project Management Plan for RSLPF.....	66
Table 3 Research methods for Project Management Plan for RSLPF.....	69
Table 4 Tools Proposed for Project Management Plan for RSLPF.....	72
Table 5 Assumptions and constraints.....	74
Table 6 Deliverables for Project Management Plan for RSLPF.....	77
Table 7 Project Charter for Community Policing Secretariat for RSLPF.....	79
Table 8 Project Scope Roles and Responsibilities.....	93
Table 9 Requirements Documentation.....	103
Table 10 Work Breakdown Structure Dictionary.....	106
Table 11 Duration of Project Activities.....	119
Table 12 Cost Estimation.....	130
Table 13 Cost Estimation of Human Resources.....	132
Table 14 Budget.....	133
Table 15 Quality Metrics.....	139
Table 16 Human Resource Roles & Responsibilities.....	144
Table 17 Human Resource Requirements.....	145
Table 18 Physical Resources Required.....	146
Table 19 Responsibility Assignment Matrix.....	148
Table 20 Communication Flow Chart.....	159
Table 21 Risk Management Roles & Responsibilities.....	162
Table 22 Risk Breakdown Structure.....	164
Table 23 Probability & Impact Matrix Legend.....	168
Table 24 Risk Register.....	169
Table 25 Procurement Justification.....	176
Table 26 Stakeholder Register.....	184
Table 27 Power Interest Classification.....	186
Table 28 Power Interest Matrix Analysis.....	190
Table 29 Stakeholder Engagement Assessment Matrix.....	191

## **ABBREVIATIONS AND ACRONYMS**

<b>FGP</b>	Final Graduation Project
<b>GPM</b>	Green Project Management
<b>P5</b>	People, Planet, Prosperity, Process, and Products
<b>PERT</b>	Program Evaluation and Review Technique
<b>PMI</b>	Project Management Institute
<b>PMBOK®</b>	Project Management Book of Knowledge
<b>RD</b>	Regenerative Development
<b>SMART</b>	Spatial Monitoring and Reporting Tool
<b>WBS</b>	Work Breakdown Structure
<b>RFQ</b>	Request for Quotation
<b>RSLPF</b>	Royal Saint Lucia Police Force
<b>XCD</b>	Eastern Caribbean Dollars

## EXECUTIVE SUMMARY

The Royal Saint Lucia Police Force (RSLPF) has long been grappling with the challenge of effectively managing and reducing crime within its jurisdiction. This issue has been exacerbated by the absence of a centralized approach to community policing, leading to fragmented efforts across various districts. The RSLPF has recognized the need for a comprehensive strategy to enhance community engagement, improve public safety, and foster trust between the police and the communities they serve. This recognition prompted the development of a project management plan aimed at establishing a Community Policing Secretariat within the RSLPF. The core problem identified was the lack of a dedicated structure within the RSLPF to coordinate and oversee community policing initiatives. Without this structure, the RSLPF's efforts to address youth crime and violence have been largely reactive, with limited success in addressing the root causes of these issues. The existing approach is insufficient to meet the growing demands for improved public safety and community relations. This project aimed to fill this critical gap by providing a structured, strategic, and sustainable framework for community policing.

The purpose of the project was to develop a comprehensive project management plan for the establishment of a Community Policing Secretariat within the RSLPF. This plan will serve as a blueprint for the RSLPF to implement a coordinated and effective community policing strategy that aligns with both regenerative and sustainable development goals. The plan seeks to improve public trust in the police, reduce youth crime rates, and ensure that community policing efforts are sustainable and adaptable to the changing needs of the communities. The general objective of the project seeks *to develop a comprehensive project management plan for the establishment of a Community Policing Secretariat focused on youth crime prevention by the Royal Saint Lucia Police Force, ensuring effective implementation, optimal resource allocation, and long-term sustainability.*

Specific objectives of this Project include to develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF which defines the organization's strategic objectives and purpose, identify key stakeholders, including police officers, community leaders, and youth representatives, to establish a high-level project structure; to develop a comprehensive project management plan that provides a structured approach to managing the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force, ensuring all aspects of the project are meticulously defined, monitored, and controlled to achieve the initiative's goals effectively by creating subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders to define the project baselines; to identify and select appropriate tools and techniques for the effective execution of the Community Policing Secretariat Youth Crime Prevention initiative to ensure that the project is carried out efficiently, resources are utilized optimally, and project goals are achieved within the defined scope, schedule, and Budget; to implement advanced tools and

techniques to meticulously monitor and control the project's progress, ensuring seamless integration and achievement of the Community Policing Secretariat Youth Crime Prevention initiative's objectives and goals; and to develop a project closure plan, including final evaluation of the initiative's objectives and goals, reporting of lessons learned, and transfer of the project outcomes to the Royal Saint Lucia Police Force's operations management.

The methodology for this FGP was designed to ensure a thorough understanding of the RSLPF's needs and the challenges associated with the problem. A combination of qualitative and quantitative research methods was employed to gather and analyze data. Primary data collection included interviews with RSLPF staff involved in community policing, providing firsthand insights into the current state of youth crime prevention efforts and the challenges faced by the force. Secondary data was sourced from technical documents, reports, and relevant academic literature, which provided context and supported the development of the project management plan. The analytical method was used to assess strategic plans and technical reports, as a means to identify potential risks and challenges. Qualitative methods were applied to gather detailed information from stakeholders, ensuring that the plan was tailored to the specific needs of the RSLPF and the communities it serves. This mixed-method approach ensured that the project management plan was comprehensive, actionable, and aligned with the RSLPF's strategic objectives.

This FGP for the Community Policing Secretariat successfully establishes a comprehensive framework to enhance youth crime prevention initiatives within the RSLPF. The integrated approach, encompassing a well-defined project charter, robust subsidiary plans, and innovative tools and techniques, ensures alignment with RSLPF's strategic objectives. By fostering collaboration among stakeholders, ensuring efficient resource allocation, and embedding monitoring mechanisms, the project has positioned itself to deliver measurable outcomes in crime reduction and community engagement.

The conclusions reaffirm the critical role of structured project management in achieving sustainable impact. Through systematic planning, proactive risk management, and adaptive execution methodologies, the project creates a scalable model for future initiatives. The emphasis on quality management, stakeholder engagement, and capacity building ensures not only the success of the current initiative but also the foundation for long-term growth and collaboration within the community.

## **1 INTRODUCTION**

This chapter lays the groundwork for the Community Policing Secretariat Project by providing a comprehensive overview of its foundational elements. It begins with the background, which contextualizes the project within the broader framework of community policing and the Royal Saint Lucia Police Force's (RSLPF) commitment to public safety and community engagement. The statement of the problem highlights the challenges of crime and limited trust between law enforcement and communities, underscoring the need for a structured approach to address these issues. The purpose of the project is outlined, emphasizing the establishment of a sustainable framework for effective community policing. The general objective and specific objectives are articulated to clarify the project's goals. The chapter provides a clear and concise foundation for understanding the project's rationale, direction, and intended outcomes.

### **1.1. Background**

The Royal Saint Lucia Police Force (RSLPF), established in 1834, has played a critical role in maintaining law and order on the island of Saint Lucia. Over the years, the RSLPF has adapted to various challenges, ranging from increasing crime rates to evolving social dynamics within the communities it serves. However, like many law enforcement agencies worldwide, the RSLPF has faced growing pressure to not only enforce laws but also to build stronger relationships with the communities, particularly in areas with high rates of youth crime and violence.

Saint Lucia, like many Caribbean nations, has experienced a significant increase in youth-related crime, which poses a severe threat to the island's social fabric and overall safety. According to recent crime statistics, youth involvement in criminal activities, including gang violence, drug trafficking, and property crimes, has risen steadily over the past decade (Crime Statistics, 2022). These trends highlight the need for a proactive approach to policing that not only addresses criminal behavior but also seeks to prevent it by engaging with the youth and the broader community.

The concept of community policing, which emphasizes collaboration between law enforcement agencies and community members to solve problems and enhance public safety, offers a promising solution to these challenges. Community policing has been successfully implemented in various countries, leading to reductions in crime rates, improved community relations, and increased public trust in law enforcement (Maguire & Mastrofski, 2000). For the RSLPF, adopting a community policing model represents an opportunity to address the root causes of crime by working closely with community leaders, local organizations, and the youth themselves.

In response to these challenges, the RSLPF has recognized the need to establish a Community Policing Secretariat as a central body responsible for coordinating and overseeing all community policing initiatives across the island. This secretariat will serve as a hub for planning, implementing, and monitoring community-based strategies aimed at preventing youth crime and fostering a safer, more cohesive society. The secretariat's role will include the development of tailored crime prevention programs, training for police

officers in community engagement techniques, and the establishment of partnerships with local stakeholders.

The proposed project management plan outlines the steps necessary to create and operationalize the Community Policing Secretariat. The plan is designed to address the unique challenges faced by the RSLPF in implementing community policing, such as resource limitations, the need for specialized training, and the integration of new strategies into existing policing frameworks. By leveraging project management best practices, the plan aims to ensure that the secretariat is established efficiently, with clear objectives, defined roles, and measurable outcomes.

This initiative aligns with broader national efforts to improve public safety and reduce crime through community involvement and preventive measures. The success of the Community Policing Secretariat will be instrumental in achieving these goals, providing the RSLPF with the tools and resources needed to engage effectively with communities and reduce youth crime. As part of this project management plan, the historical context, current challenges, and strategic objectives of the RSLPF are thoroughly examined to provide a comprehensive understanding of the need for a Community Policing Secretariat and the benefits it will bring to Saint Lucia.

## **1.2. Statement of the problem**

The Royal Saint Lucia Police Force (RSLPF) is encountering substantial difficulties in addressing the increasing rates of youth crime and violence on the island. This growing



problem is exacerbated by the absence of a centralized and strategic framework for community policing, which is vital for building trust and cooperation between law enforcement and the communities they serve (Goldstein, 1990). Despite multiple initiatives aimed at reducing crime, the RSLPF's current efforts are primarily reactive, with a strong focus on enforcement rather than prevention. This reactive stance has been insufficient in tackling the root causes of criminal behavior, particularly among the youth population (Trojanowicz & Bucqueroux, 1990).

A major issue is the lack of a dedicated Community Policing Secretariat within the RSLPF. Such a secretariat is crucial for coordinating community policing efforts across various districts, ensuring that strategies are consistently implemented and appropriately customized to meet the specific needs of each community (Goldstein, 1990). In the absence of this secretariat, the RSLPF is without the necessary organizational structure to effectively develop, monitor, and refine community policing initiatives. Consequently, current efforts are disjointed, with success largely dependent on the resources and dedication of individual police divisions.

This gap also results in inconsistent training and capacity-building opportunities for police officers. Community policing requires officers to be skilled in areas such as communication, conflict resolution, and cultural competence (Creswell, 2014). However, without a standardized training program overseen by a dedicated secretariat, these essential skills are often underdeveloped, limiting the overall effectiveness of community policing. The inadequacy in training further widens the gap between the police and the communities,

especially in areas with high crime rates where trust in law enforcement is already fragile (Trojanowicz & Bucqueroux, 1990).

Furthermore, the absence of a Community Policing Secretariat means there is no formal mechanism for sustained and systematic engagement with community stakeholders. Effective community policing hinges on strong partnerships with local leaders, organizations, and residents (Creswell, 2014). These partnerships are critical for identifying community-specific issues, collaboratively developing solutions, and ensuring that policing efforts align with community needs and expectations. Currently, this type of engagement is irregular and varies significantly across different areas, leading to discrepancies in how community policing is implemented and perceived (Trojanowicz & Bucqueroux, 1990).

Additionally, the lack of a structured approach to community policing hampers the RSLPF's ability to evaluate the impact of its initiatives. Without clearly defined objectives, performance metrics, and regular assessments, it is challenging to determine the effectiveness of current strategies in reducing crime and improving community relations (Goldstein, 1990). This lack of accountability and transparency further diminishes public trust in the police, making it more difficult to establish the collaborative relationships that are essential for successful community policing.

In essence, the RSLPF is missing a key element in its policing strategy: a centralized, well-coordinated, and adequately resourced Community Policing Secretariat. The absence of this secretariat not only undermines the effectiveness of existing community policing efforts but also restricts the RSLPF's ability to proactively address the root causes of youth crime and violence. Establishing a Community Policing Secretariat is not merely

beneficial but critical for the RSLPF to fulfill its mandate of ensuring public safety and fostering positive relationships with the communities it serves.

This project management plan proposes the establishment of such a secretariat as a solution to the identified challenges. By implementing this secretariat, the RSLPF would gain the necessary structure, resources, and strategic direction to effectively carry out community policing, ultimately leading to reduced crime rates and improved public trust in law enforcement.

### **1.3. Purpose**

The purpose of establishing a project management plan for a Community Policing Secretariat for the Royal Saint Lucia Police Force (RSLPF) is to address the critical need for a structured approach to community policing that targets rising youth crime rates in Saint Lucia. Currently, there is a lack of a centralized, strategic framework to guide and implement community policing efforts effectively. This project management plan aims to fill this void by developing and deploying a comprehensive strategy to enhance the RSLPF's ability to manage and coordinate community policing activities.

The project will investigate and develop several key aspects, including the establishment of a dedicated Community Policing Secretariat, the creation of detailed management plans for scope, schedule, costs, resources, quality, communications, risks, and stakeholders, and the identification and implementation of suitable tools and methodologies. By addressing these areas, the project will lay the groundwork for a robust

community policing framework that is both proactive and responsive to the needs of the community.

The expected benefits of this project are substantial. Firstly, the establishment of the Community Policing Secretariat will provide a centralized body responsible for overseeing and coordinating community policing initiatives, ensuring consistency and alignment with strategic goals. This will enhance the RSLPF's capacity to engage effectively with communities, particularly youth, and to implement tailored intervention strategies.

Additionally, the project aims to achieve a measurable reduction in youth crime rates, with an initial target of a 15% decrease within the first year of implementation. This reduction will contribute to improved public safety, a more positive community environment, and decreased financial burdens on the judicial and correctional systems.

By leveraging best practices from successful international models of community policing and adapting them to the local context, the project will introduce innovative approaches and solutions. These will include enhanced training for officers, improved community engagement strategies, and the development of sustainable crime prevention initiatives. Overall, the project management plan will provide the RSLPF with a structured, strategic approach to addressing youth crime and fostering stronger community relationships.

#### **1.4. General objective**

To develop a comprehensive project management plan for the establishment of a Community Policing Secretariat focused on youth crime prevention by the Royal Saint

Lucia Police Force, ensuring effective implementation, optimal resource allocation, and long-term sustainability.

### **1.5. Specific objectives**

1. **Initiating-** To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF which defines the organization's strategic objectives and purpose, identify key stakeholders, including police officers, community leaders, and youth representatives, to establish a high-level project structure.

2. **Planning-** To develop a comprehensive project management plan that provides a structured approach to managing the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force, ensuring all aspects of the project are meticulously defined, monitored, and controlled to achieve the initiative's goals effectively by creating subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders to define the project baselines.

3. **Executing-** To identify and select appropriate tools and techniques for the effective execution of the Community Policing Secretariat Youth Crime Prevention initiative to ensure that the project is carried out efficiently, resources are utilized optimally, and project goals are achieved within the defined scope, schedule, and budget.

4. **Project Monitoring and Controlling-** To implement advanced tools and techniques to meticulously monitor and control the project's progress, ensuring seamless integration and

achievement of the Community Policing Secretariat Youth Crime Prevention initiative's objectives and goals.

**5. Project Closure Procedure-** To develop a project closure plan, including final evaluation of the initiative's objectives and goals, reporting of lessons learned, and transfer of the project outcomes to the Royal Saint Lucia Police Force's operations management.

## **2 THEORETICAL FRAMEWORK**

This chapter provides the foundational theoretical underpinnings essential for understanding and guiding the Community Policing Secretariat Project. It is divided into three key sections: the institutional framework of the Royal Saint Lucia Police Force (RSLPF), the core principles of project management, and other relevant theories and concepts that support the project's objectives and execution.

The first section delves into the RSLPF's framework, highlighting the organization's mission, vision, and operational ethos as they relate to community policing. The second section discusses project management concepts, exploring methodologies, tools, and practices critical to planning, executing, and controlling the project. The third section examines additional theories and concepts pertinent to the project's context, including criminological theories, public safety strategies, and principles of effective community engagement. Collectively, this chapter establishes the theoretical foundation necessary for the project's success, ensuring that it is well-aligned with both institutional goals and best practices in community-oriented policing and project management.

### **2.1 Company/Enterprise framework**

#### **2.1.1 Company/Enterprise background**

The Royal Saint Lucia Police Force (RSLPF) is the principal law enforcement agency in Saint Lucia, responsible for maintaining public order, enforcing the law, preventing crime, and ensuring the safety and security of the island's residents and visitors.

Established in 1834, the RSLPF has evolved over the years to address the changing needs of the community and to adapt to modern policing challenges.

The RSLPF operates under the Ministry of Home Affairs, Justice, and National Security, and its organizational structure comprises several specialized units, including the Criminal Investigations Department (CID), Traffic Department, Marine Unit, Special Services Unit (SSU), and Community Policing Unit, among others. These units work collaboratively to provide a comprehensive policing service across the island.

This organization places a strong emphasis on community policing, recognizing that effective law enforcement requires active collaboration with the communities it serves. This approach involves building trust, fostering partnerships, and engaging in proactive crime prevention strategies. Community policing initiatives aim to address the root causes of crime and social disorder by working closely with community members, local organizations, and other stakeholders.

The Final Graduation Project (FGP) for the Community Policing Secretariat Youth Crime Prevention Initiative is intrinsically linked to the core values and operational framework of the RSLPF. By focusing on youth crime prevention, the project addresses a critical area of concern for both the police force and the community. The initiative aims to develop a structured project management plan that enhances the RSLPF's ability to engage with young people, prevent juvenile delinquency, and promote positive youth development.

This project will leverage the RSLPF's existing community policing framework and build on its commitment to collaboration and partnership. The outcomes of the FGP will support the RSLPF's mission to create a safer environment for all people in Saint Lucia and



its vision of providing a professional community policing service. By implementing a comprehensive and effective youth crime prevention strategy, the RSLPF will be better equipped to reduce crime rates, improve community relations, and contribute to the overall safety and well-being of the island's residents.

### **2.1.2 Mission and vision statements**

RSLPF's Mission: "To provide a professional policing service and in partnership with all communities to create a safer environment for all people in Saint Lucia" (Royal Saint Lucia Police Force, n.d.).

RSLPF's Vision: "A professional community policing service, providing crime reduction, improved road safety, and a safer environment" (Royal Saint Lucia Police Force, n.d.)

#### **Relation to the Final Graduation Project:**

The Final Graduation Project (FGP) for the Community Policing Secretariat Youth Crime Prevention Initiative aligns closely with the mission and vision of the Royal Saint Lucia Police Force (RSLPF). The project's primary goal is to develop a structured and effective approach to youth crime prevention, directly contributing to the RSLPF's mission of creating a safer environment through professional policing services and community partnerships.

By focusing on youth crime prevention, the project supports the vision of reducing crime and enhancing road safety, thereby fostering a safer environment. The initiative will involve developing comprehensive project management plans, including scope, schedule,

costs, resources, quality, communications, risks, acquisitions, and stakeholder management, ensuring that every aspect of the project is meticulously defined, monitored, and controlled.

This alignment ensures that the project's outcomes address immediate concerns regarding youth crime and strengthen the overall community policing framework. By doing so, it enhances the RSLPF's ability to engage with communities, reduce crime rates, and improve public safety, ultimately fulfilling both its mission and vision statements.

### **2.1.3 Organizational structure**

The general structure of the RSLPF ensures that there is a clear chain of command, defined roles, and responsibilities, and efficient resource allocation across the organization. This hierarchical structure supports the overall mission of the RSLPF by maintaining order, discipline, and effective law enforcement.

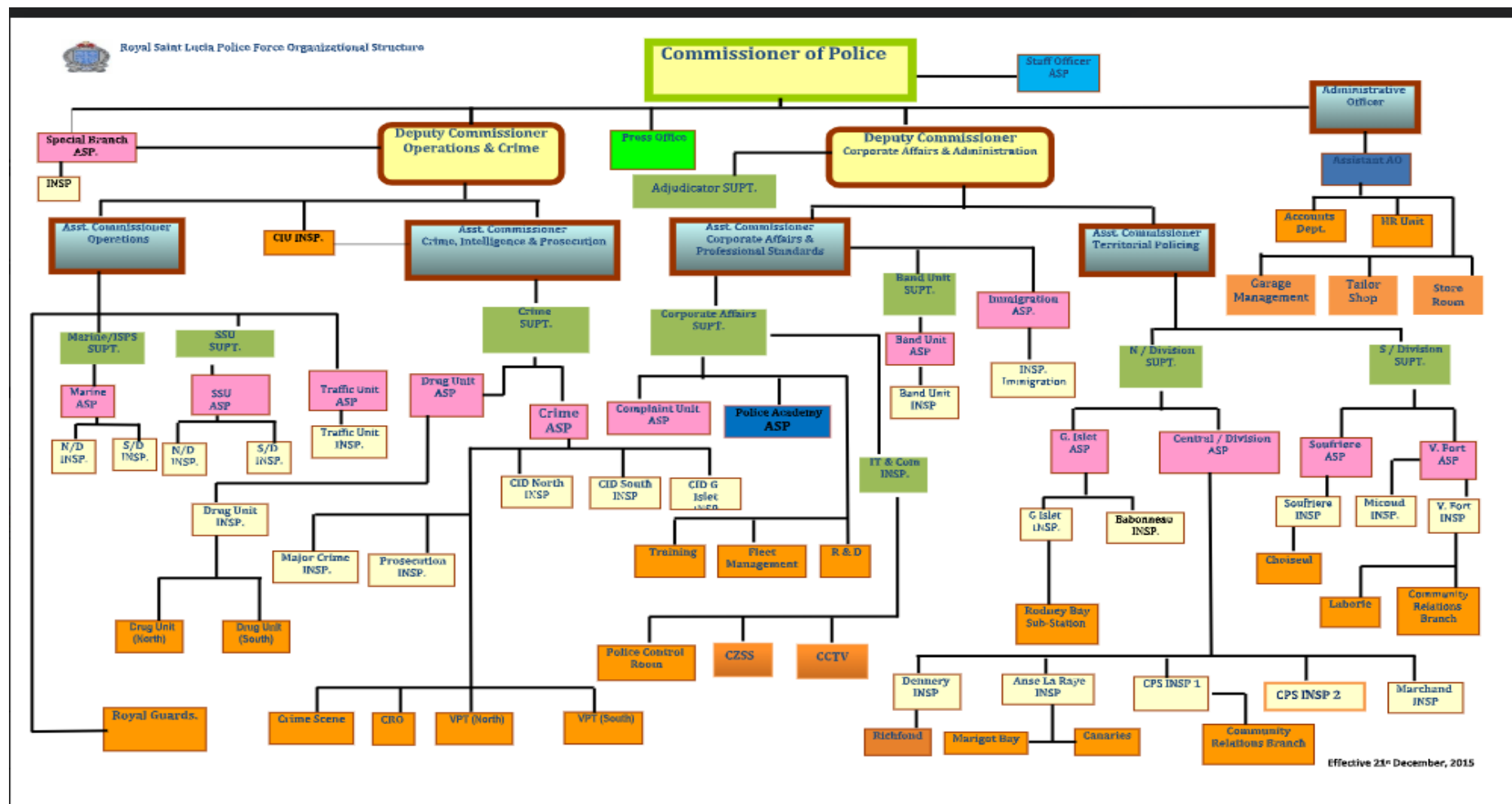
The particular structure of the Community Policing Secretariat Youth Crime Prevention Initiative, however, is designed to focus specifically on the project's goals. This specialized structure allows for dedicated attention to project planning, execution, and monitoring, ensuring that the project receives the necessary resources and support to be successful.

The project structure includes roles such as the Project Sponsor, Project Manager, and Community Liaison Officers, which may not exist in the general RSLPF structure. This differentiation allows the project team to operate with a high degree of focus and flexibility,

while still being integrated into the larger RSLPF framework for support and alignment with organizational objectives.

**Figure 1**

*Organizational structure of the Royal Saint Lucia Police Force 2024.*



*Note: Adapted from Organizational structure of the Royal Saint Lucia Police Force (2024). Royal Saint Lucia Police Force*

#### **2.1.4 Products offered**

The Royal Saint Lucia Police Force (RSLPF) provides a range of services designed to ensure public safety, enforce the law, and build strong community relations. The Final Graduation Project (FGP) for the Community Policing Secretariat Youth Crime Prevention Initiative aims to enhance these services by focusing on crime prevention and community engagement, particularly among the youth. Below are the main products offered by the RSLPF and their relationship to the FGP objectives:

##### **1. Crime Reduction**

- **Description:** The RSLPF works to reduce crime by preventing criminal activities, investigating crimes, detecting and prosecuting offenders, and conducting various law enforcement operations.
- **Relationship to FGP:** The FGP aims to develop a structured approach to youth crime prevention, directly contributing to the RSLPF's objective of reducing crime. By focusing on proactive measures and community engagement, the initiative will help deter youth from engaging in criminal activities.

##### **2. Community Policing**

- This involves partnering with communities through education, communication, sporting, and other social engagements to foster trust and cooperation between the police and the public.
- **Relationship to FGP:** The FGP aligns with the community policing product by creating programs that engage youth in positive activities and building strong relationships between the police and young community members. This partnership is crucial for the success of the crime prevention initiative.

### 3. Training

- **Description:** The RSLPF increases the knowledge, skills, abilities, and attitudes of its staff through training, conducting simulation exercises, coaching, and work-related scenarios.
- **Relationship to FGP:** Effective implementation of the FGP requires well-trained officers who understand the principles of youth crime prevention and community engagement. The initiative will include training components to ensure officers are equipped to deliver the program successfully.

### 4. Traffic Management

- **Description:** The RSLPF provides a safe road traffic environment through education, enforcement of traffic laws, and collaboration with stakeholders.
- **Relationship to FGP:** While the primary focus of the FGP is on crime prevention, the principles of community engagement and education used in traffic management can be applied to youth crime prevention efforts.

Educating young people about safe behaviors and the consequences of crime can extend to road safety as part of a holistic approach.

## 5. Immigration Services

- **Description:** The RSLPF provides professional services by processing travel documents, controlling migration flow, and enforcing immigration laws.
- **Relationship to FGP:** Although not directly related to youth crime prevention, the principles of professional and efficient service delivery can inform the administrative and operational aspects of the FGP. Ensuring that all interactions with the public are conducted professionally will enhance the credibility and effectiveness of the initiative.

## 6. Professional Standards

- **Description:** The RSLPF maintains confidence and public trust by investigating and processing all complaints in a timely manner.
- **Relationship to FGP:** Upholding professional standards is crucial for the success of the FGP. Ensuring transparency, accountability, and responsiveness in the implementation of the youth crime prevention initiative will help build trust with the community and ensure long-term sustainability.

## **2.2 Project Management concepts**

The Community Policing Secretariat Youth Crime Prevention Initiative for the Royal Saint Lucia Police Force (RSLPF) involves a comprehensive understanding of various project management concepts. These concepts provide a structured approach to managing the initiative, ensuring that all aspects of the project are effectively planned, executed, monitored, and closed. This section details the main project management concepts relevant to the Final Graduation Project (FGP) and their relationship with the project's objectives and the RSLPF context.

### **2.2.1 Project management principles**

The Project Management principles based on the PMBOK® Guide Seventh Edition (2021) describe these principles as “foundational guidelines for strategy, decision making, and problem-solving.” The Project Management Institute (PMI) identifies twelve (12) Project Management principles that align with the values in the PMI Code of Ethics and Professional Conduct. These principles will guide the Project Management Plan for the Community Policing Secretariat Youth Crime Prevention Initiative for the Royal Saint Lucia Police Force (RSLPF).

Each project management principle will be integrated into the project management activities as follows:

#### **Project management principles:**



**Be a diligent, respectful, and caring steward:** Ensuring resources are managed responsibly and ethically, with a commitment to the community's well-being.

This principle will be operationalized in the project via responsible allocation of resources after conducting thorough needs assessments and ensuring transparent budgeting processes. Also by emphasizing ethical considerations in all decision-making processes and maintaining open lines of communication with community members to understand their needs and concerns.

- **Create a collaborative project team environment:** Fostering a cooperative and supportive atmosphere among project team members to enhance productivity and innovation.

This principle will be utilized by implementing regular team-building activities and workshops to foster a sense of community among team members. Encouraging open communication, shared decision-making, and regular feedback sessions to ensure all team members feel valued and engaged.

- **Effectively engage with stakeholders:** Actively involve all relevant stakeholders, including community members and police officers, to ensure their needs and expectations are met.

A comprehensive stakeholder engagement plan that includes regular meetings, updates, and feedback mechanisms will be developed. In addition, surveys, focus

groups, and public forums to gather input from community members will be utilized to ensure their concerns are addressed.

- **Focus on value:** Prioritizing activities that deliver the highest value to the community and the RSLPF.

Project activities that have the most significant impact on reducing youth crime and enhancing community safety will be prioritized. Value-based project planning techniques, such as cost-benefit analysis, will be used to allocate resources efficiently.

- **Recognize, evaluate, and respond to system interactions:** Conduct a system analysis to understand the relationships between various project components and their impact on overall project success. Utilizing tools like cause-and-effect diagrams and system mapping to identify potential impacts and interdependencies. Develop strategies to address these interactions, ensuring that changes in one area do not negatively affect other project components. Regularly review and update the system analysis to reflect new insights and changes in the project environment.
- **Demonstrate leadership behaviors:** Providing clear direction, inspiring the team, and maintaining accountability throughout the project lifecycle.

This will be done by establishing clear project goals and communicating them effectively to all team members. Leading by example, demonstrating integrity,

accountability, and commitment. Providing mentorship and support to team members to foster their professional growth.

- **Tailor based on context:** This principle will be operationalized by adopting project management methodologies and tools to suit the specific needs of the Community Policing Secretariat Youth Crime Prevention Initiative. Customize templates, processes, and reporting mechanisms to reflect the project's unique context and requirements.
- **Build quality into processes and deliverables:** Implementing quality assurance and control processes throughout the project lifecycle. Utilize checklists, audits, and peer reviews to ensure that all project activities and outcomes consistently meet predefined quality standards. Regularly assess and refine these processes to maintain high standards of excellence.
- **Navigate complexity:** Addressing and managing the complexities inherent in community policing and crime prevention projects. Develop a plan that identifies potential challenges and outlines strategies for addressing them. Use project management software to track progress, dependencies, and potential bottlenecks.
- **Optimize risk responses:** Proactively identifying, assessing, and mitigating risks to enhance project success. Create a risk management plan that includes risk identification, assessment, and mitigation strategies. Conduct regular risk reviews and update the plan as needed to address new risks or changes in the project environment.

- **Embrace adaptability and resiliency:** Maintaining flexibility and resilience in the face of challenges and changes to keep the project on track. Foster a culture of adaptability and resilience by encouraging team members to embrace change and learn from setbacks. Use agile project management techniques to remain flexible and responsive to changing circumstances.
- **Enable change to achieve the envisioned future state:** Facilitate necessary changes to achieve the project's goals and create a safer environment for the community. Develop a change management plan that outlines how changes will be managed and communicated.

By utilizing these principles, the Community Policing Secretariat Youth Crime Prevention Initiative will have a structured and effective project management approach. These principles will guide decision-making, strategy formulation, and problem-solving throughout the project's development and implementation phases, aligning with the core values and mission of the RSLPF.

### **2.2.2 Project management domains**

According to the Project Management Institute's (PMI) PMBOK® Guide Seventh Edition (2021), project management performance domains are defined as “a group of related activities that are critical for the effective delivery of project outcomes.” These domains collectively ensure that the project remains aligned with its objectives and delivers value to stakeholders. The primary project management performance domains are as follows:

**1. Stakeholder Performance Domain:** This domain focuses on engaging stakeholders, understanding their needs, managing their expectations, and fostering effective communication.

**2. Team Performance Domain:** This domain emphasizes building a cohesive project team, fostering collaboration, and ensuring that team members are motivated and equipped to perform their tasks.

**3. Development Approach and Life Cycle Performance Domain:** This domain involves selecting and tailoring the development approach and life cycle to suit the project's context and requirements.

**4. Planning Performance Domain:** This domain covers all planning activities, including defining project scope, schedule, cost, resources, and risk management plans.

**5. Project Work Performance Domain:** This domain focuses on the actual execution of project tasks and activities, ensuring that work is performed efficiently and effectively.

**6. Delivery Performance Domain:** This domain ensures that the project delivers the intended outcomes and value to stakeholders.

**7. Measurement Performance Domain:** This domain involves measuring project performance against predefined metrics to ensure alignment with objectives and stakeholder expectations.

**8. Uncertainty Performance Domain:** This domain addresses the identification, assessment, and management of risks and uncertainties throughout the project.

**Integration of domains with FGP Specific Objectives:**

1. **Initiating:** Developing a project charter for the Community Policing Secretariat Youth Crime Prevention initiative involves identifying key stakeholders and establishing a high-level project structure, aligning with the Stakeholder Performance Domain.
2. **Planning:** Creating a comprehensive project management plan with subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders directly relates to the Planning Performance Domain.
3. **Executing:** Identifying and selecting appropriate tools and techniques for effective project execution ensures that the project is carried out efficiently, aligning with the Project Work Performance Domain.
4. **Project Monitoring and Controlling:** Implementing advanced tools and techniques to monitor and control the project's progress ensures seamless integration and achievement of objectives, aligning with the Measurement and Uncertainty Performance Domains.
5. **Project Closure Procedure:** Developing a project closure plan, including the final evaluation of objectives, reporting of lessons learned, and transfer of project

outcomes to RSLPF's operations management, ensures the project delivers its intended value, aligning with the Delivery Performance Domain.

By integrating these performance domains with the specific objectives of the Community Policing Secretariat Youth Crime Prevention initiative, the Royal Saint Lucia Police Force can ensure the project is well-structured, effectively managed, and capable of delivering the desired outcomes.

### **2.2.3 Predictive, adaptative and hybrid projects**

In a predictive life cycle, also known as a fully plan-driven cycle, the project scope and the time and cost needed to deliver that scope are established as early as possible in the project's life cycle. This approach is characterized by a structured planning phase where all requirements and deliverables are clearly defined before project execution begins. It is most effective for projects where the goals, scope, and outcomes are well understood and unlikely to change significantly. The predictive approach allows for detailed planning and scheduling, enabling precise tracking of progress against the project plan. Traditional project management methodologies such as Waterfall are commonly associated with predictive life cycles.

Adaptive projects involve situations where the scope of work and project requirements are challenging to define upfront, leading to a rapidly evolving environment. In such projects, requirements are refined through short iterations (cycles), each producing a potentially shippable product increment. This necessitates an Agile approach, which emphasizes flexibility, continuous stakeholder engagement, and iterative development.

Agile methodologies, such as Scrum and Kanban, support adaptive life cycles by allowing project teams to quickly respond to changes and new information. Adaptive life cycles are particularly useful in complex and uncertain environments where rapid changes in requirements or technology are expected.

Hybrid project management combines two or more methodologies to create a new method tailored to the specific needs of the project. This involves determining which aspects of predictive and adaptive methodologies can be merged to form a hybrid approach. For instance, a project may follow a predictive approach for well-defined elements, such as initial planning and documentation, while adopting an adaptive approach for areas where requirements are expected to evolve. This hybrid approach allows project managers to leverage the strengths of both methodologies, providing the structure needed for certain project aspects while maintaining the flexibility to adapt to changes.

For the project management plan of the Community Policing Secretariat for the Royal Saint Lucia Police Force (RSLPF), a predictive management approach and life cycle will be utilized. This approach is most suitable given that the scope of work and requirements for this project are clear and well-defined through detailed upfront planning. The RSLPF project involves setting up a new secretariat with specific roles, processes, and tools to enhance community policing efforts. The objectives, deliverables, and timelines are well-understood, allowing for a comprehensive project plan to be developed from the outset.

In this project, the predictive approach will facilitate detailed planning and scheduling, ensuring that all activities are well-coordinated, and resources are efficiently



allocated. This method will also allow for meticulous tracking of progress and performance against the project plan. Any necessary changes to the scope will be managed progressively through a structured change management process, ensuring that the project remains on track and meets its objectives efficiently (Project Management Institute, 2017).

While the primary methodology will be predictive, elements of adaptability will be incorporated to address any unforeseen challenges or changes in community needs. This might include periodic reviews and feedback sessions with stakeholders to ensure that the project outcomes align with community expectations and provide the flexibility to make necessary adjustments.

The project management plan for the Community Policing Secretariat for the RSLPF will adopt a predictive life cycle to ensure thorough planning and precise execution, with adaptive elements to handle any emergent requirements effectively. This balanced approach will help in achieving the project's goals while maintaining the flexibility to adapt to any new challenges that may arise.

#### **2.2.4 Project management**

The administration, direction, and management of projects are essential aspects of ensuring successful project completion. Various authors have provided insights into these areas, highlighting the importance of structured approaches and effective leadership.

**Harold Kerzner:**

Kerzner (2017) emphasizes that project management involves a systematic approach to planning, organizing, and managing resources to achieve specific goals. He underscores the importance of defining clear objectives and ensuring that all stakeholders are aligned with these goals from the outset. According to Kerzner (2017), effective project management requires a combination of technical skills, leadership abilities, and the capability to manage risks and changes throughout the project lifecycle.

**Clifford F. Gray and Erik W. Larson:**

Gray and Larson (2018) highlight that the administration and direction of projects are closely linked to the roles and responsibilities of the project manager. They argue that project managers must possess strong communication skills, the ability to motivate team members, and the capacity to solve problems creatively. Gray and Larson (2018) also stress the importance of stakeholder management, noting that successful project direction involves engaging stakeholders to understand their needs and expectations and ensuring these are met throughout the project.

**PMI (Project Management Institute):**

According to the Project Management Institute (2017), project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. PMI's framework, known as the PMBOK (Project Management Body of Knowledge), provides a comprehensive guide for managing projects effectively. The PMBOK outlines five process groups—initiating, planning, executing, monitoring and

controlling, and closing—which provide a structured approach to project administration and direction. PMI also highlights the importance of adhering to best practices and continuously improving processes to achieve project success.

### **Analysis and Synthesis**

The synthesis of these authors' views suggests that successful project administration, direction, and management rely on a blend of structured methodologies, effective communication, and leadership skills. Kerzner's focus on systematic planning and resource management aligns with Gray and Larson's (2018) emphasis on the project manager's role in stakeholder engagement and problem-solving. Meanwhile, PMI's structured process groups provide a comprehensive framework that supports both Kerzner's and Gray and Larson's perspectives.

In essence, effective project management requires:

**Systematic Planning and Resource Management:** Ensuring clear objectives and alignment among stakeholders (Kerzner).

**Strong Leadership and Communication Skills:** Engaging and motivating team members and stakeholders (Gray & Larson).

**Adherence to Best Practices:** Following structured methodologies and continuously improving processes (PMI).

By integrating these elements, one can develop an effective Project Management Plan for the Community Policing Secretariat Youth Crime Prevention Initiative for the RSLPF. This plan will help to administer, direct, and manage projects to meet their objectives and achieve successful outcomes.

### **2.2.5 Project management knowledge areas and processes**

The PMBOK® Guide Sixth Edition and the Practice Guide 2023 detail ten knowledge areas of project management. These knowledge areas provide guidelines to project managers and teams during the implementation process of any project. While these knowledge areas are designed to work together for optimal success, project managers and teams can choose to exclude one or more areas and supplement them with additional guidelines, tools, or processes as needed. For the development of a Project Management Plan for the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force (RSLPF), eight of these knowledge areas will be utilized to effectively develop, guide, and implement the project management methodology and tools. Below is a description of the ten knowledge areas:

#### **1. Project Integration Management:**

Ensures that project activities are properly coordinated. It includes the development of a project charter, which is a formal document summarizing the project's goals, objectives, resource requirements, preliminary schedule, costs, risks, and assumptions. This document

authorizes the commencement of the project and grants the project manager authority to apply organizational resources to the project.

## **2. Project Scope Management:**

Details the project objectives and ensures they are achieved within the constraints of available resources and timeframe. For the RSLPF project, scope management will ensure that all necessary tasks to establish the Community Policing Secretariat are included and completed satisfactorily.

## **3. Project Schedule Management:**

Uses information from the Scope Management plan to create necessary timelines, milestones, scheduling resources, planning activities, and allocating the necessary time for completion. The schedule management plan for the RSLPF project will outline, plan, and manage the schedule to ensure timely completion of the project.

## **4. Project Cost Management:**

Details the costs associated with the project, breaking down costs per activity or task, tracking expenditure, and identifying ways to reduce costs or maximize resources. The cost management plan for the RSLPF project will create a budget and controls for implementing the proposed Community Policing Secretariat, including procurement processes.

## **5. Project Quality Management:**

Ensures the deliverables associated with the project meet the predetermined standards of the organization or client. The quality management plan will ensure the project meets RSLPF's objectives and provide monitoring criteria to determine the effectiveness of implementation.

#### **6. Project Resource Management:**

Manages people, teams, and other resources required to complete the project successfully. This includes assessing the team, building the team, understanding skills, and assigning tasks to match those skills. For the RSLPF project, the resource management plan will identify the necessary resources, recommend suppliers, and manage those resources for the project's success.

#### **7. Project Stakeholder Management:**

Identifies the project stakeholders, their interests, engagement needed, addressing concerns, and maintaining updates as necessary. The stakeholder management plan will ensure the engagement of RSLPF staff and other key stakeholders, integrating their feedback and managing interactions to ensure project success.

#### **8. Project Communications Management:**

Ensures all stakeholders are updated with the project's progress. This involves creating a communication plan, outlining and establishing channels for communication, and managing

necessary conflicts. For the RSLPF project, communication management is integrated with the stakeholder management plan, as it primarily involves internal staff.

#### **9. Project Risk Management:**

Identifies potential risks and issues within the project and develops necessary contingencies to address risks throughout the project lifecycle. This knowledge area is not included in the RSLPF project due to low perceived risk, with relevant aspects incorporated into the Quality Management plan.

#### **10. Project Procurement Management:**

Involves acquiring the goods and services necessary to complete the project. This plan identifies potential vendors, evaluates offers from suppliers, negotiates contracts, and manages processes to ensure compliance with legal and company requirements. For the RSLPF project, procurement management is minimal and will follow the organization's procurement policy.

The Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force will focus on the eight knowledge areas listed above. Communication management and risk management are integrated within stakeholder management and quality management due to the specific nature and scope of the project. Table 1 outlines the processes by knowledge area and process groups for the Project.

**Table 1***Summary Table of Processes by Knowledge Area and Process Group*

<b>Knowledge Area</b>	<b>Initiating</b>	<b>Planning</b>	<b>Executing</b>	<b>Monitoring and Controlling</b>	<b>Closing</b>
<b>Project Integration Management</b>	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Work, Manage Project Knowledge	Monitor and Control Project Work, Perform Integrated Change Control	Close Project or Phase
<b>Project Scope Management</b>		Plan Scope Management, Collect Requirements, Define Scope, Create WBS		Validate Scope, Control Scope	
<b>Project Schedule Management</b>		Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Durations, Develop Schedule		Control Schedule	
<b>Project Cost Management</b>		Plan Cost Management, Estimate Costs, Determine Budget		Control Costs	
<b>Project Quality Management</b>		Plan Quality Management	Manage Quality	Control Quality	
<b>Project Resource Management</b>		Plan Resource Management, Estimate Activity Resources	Acquire Resources, Develop Team, Manage Team	Control Resources	
<b>Project Communications Management</b>		Plan Communications Management	Manage Communications	Monitor Communications	
<b>Project Risk Management</b>		Plan Risk Management, Identify Risks, Perform Qualitative Risk	Implement Risk Responses	Monitor Risks	



Knowledge Area	Initiating	Planning	Executing	Monitoring and Controlling	Closing
		Analysis, Perform Quantitative Risk Analysis, Plan Risk Responses			
<b>Project Procurement Management</b>		Plan Procurement Management	Conduct Procurements	Control Procurements	
<b>Project Stakeholder Management</b>	Identify Stakeholders	Plan Stakeholder Engagement	Manage Stakeholder Engagement	Monitor Stakeholder Engagement	

*Note:* Table of Processes by Knowledge Area and Process Group by M. George, Author, 2024. Own work.

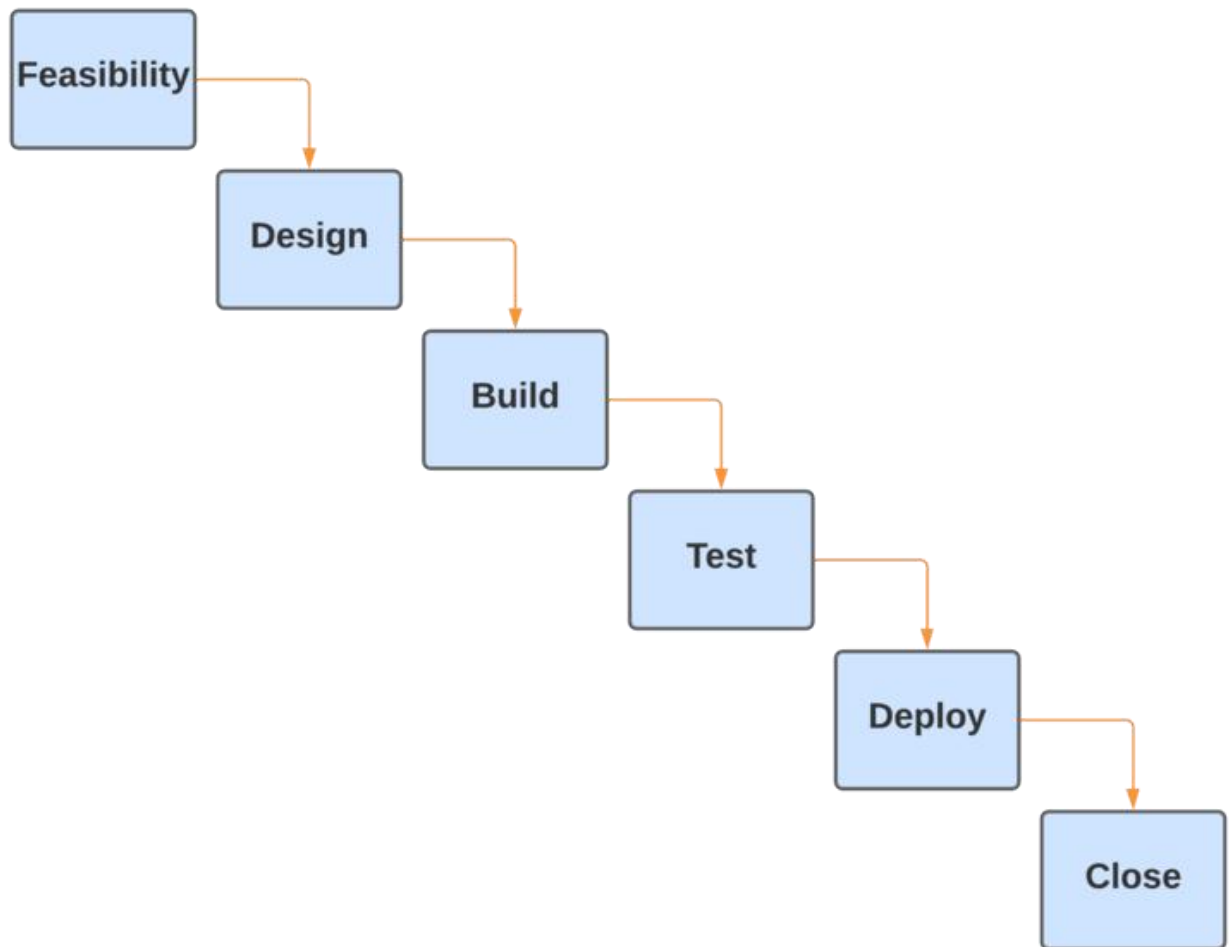
### 2.2.6 Project life cycle

#### Predictive Life Cycle

According to the PMBOK® Guide seventh edition (2021), "A predictive life cycle undertakes the bulk of the planning up front and then continues to replan by using rolling wave and progressive elaboration" (PMI, 2021). This approach is often referred to as a fully plan-driven cycle, where the project scope, time, and cost are determined as early as possible. Figure 2 highlights the predictive project life cycle.

**Figure 2**

*Predictive Project Life Cycle*



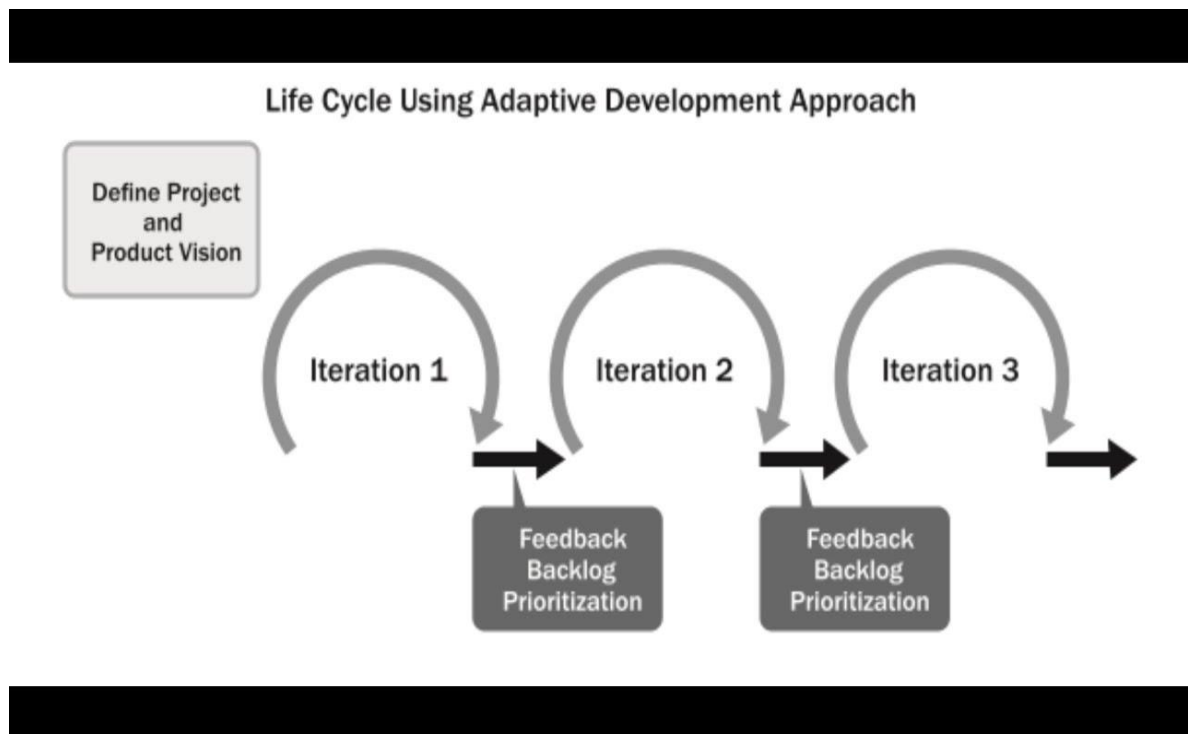
*Note:* Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) seventh edition, Project Management Institute, Inc., 2021, Figure 2-9, Page 43.

## Adaptive Project Life Cycle

The PMBOK® Guide seventh edition (2021) describes the adaptive development approach as an iterative process: "During each iteration (sometimes known as sprints), the customer reviews a functional deliverable at the end of each iteration. At the review, the key stakeholders provide feedback, and the project team updates the project backlog of features and functions to prioritize the next iteration" (PMI, 2021). This life cycle is particularly useful in rapidly changing environments where the project scope and requirements are difficult to define from the outset. Figure 3 illustrates the adaptive project life cycle.

**Figure 3**

*Adaptive Project Life Cycle*



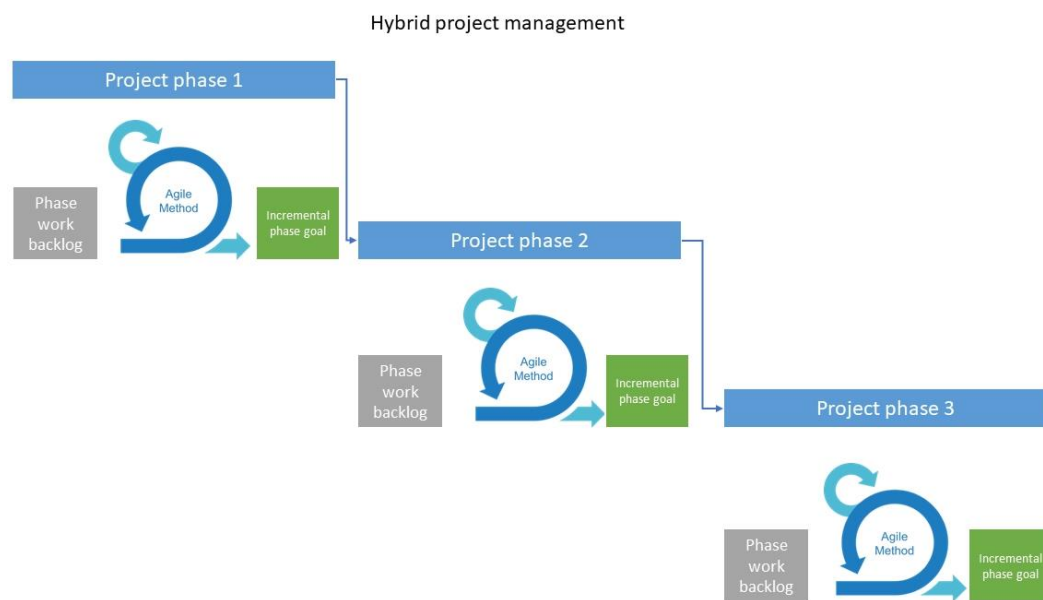
*Note:* Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) seventh edition, Project Management Institute, Inc., 2021, Figure 2-11, Page 45.

### Hybrid Project Life Cycle

The PMBOK® Guide seventh edition (2021) does not define a specific Hybrid life cycle but describes it as "A combination of two or more agile and nonagile elements, having a nonagile result." Hybrid project management combines different methodologies, such as Agile and traditional waterfall methods, to suit the specific needs of the project. Figure 4 below shows the hybrid project life cycle.

**Figure 4**

#### *Hybrid Project Life Cycle*



*Note:* Teamhood website, 2023. Hybrid Project Management.

### **2.2.7 Company strategy, portfolios, programs and projects**

#### **Company Strategy:**

Business strategy, as noted by Michael Porter (1996), involves making choices to perform activities differently or to perform different activities than rivals to deliver a unique mix of value. For the Royal Saint Lucia Police Force (RSLPF), the strategy is aimed at enhancing community safety, reducing crime, and building public trust. This strategy includes crime prevention, community engagement, training, traffic management, immigration control, and maintaining professional standards. The importance of this strategy for the RSLPF lies in providing guidance and direction through a clear roadmap for achieving a safer environment. It ensures efficient resource allocation towards initiatives that align with strategic priorities, maintains and enhances public confidence through professional standards and community partnerships, and facilitates informed decision-making processes that align with long-term goals and community needs.

**Portfolio Management:** As defined by PMI (2017), portfolio management involves the centralized management of one or more portfolios to achieve strategic objectives. This approach helps ensure that all projects and programs align with the organization's strategy. The importance of portfolio management for the RSLPF is multifaceted. It ensures strategic alignment by guaranteeing that all projects and programs support the overarching goals of

crime reduction and community safety. It optimizes resource use by prioritizing initiatives that offer the greatest benefit to public safety and community well-being, balances risk across various initiatives to maintain a sustainable and effective portfolio, and monitors the performance of individual projects and programs to ensure they contribute to strategic objectives.

**Program Management:** Program management involves managing related projects in a coordinated way to achieve benefits not available from managing them individually. Programs focus on comprehensive goals such as crime prevention, community policing, and youth engagement (Managing Successful Programmes, 2011). The importance of program management for the RSLPF includes ensuring benefit realization by delivering greater benefits than individual efforts, enhancing coordination and resource sharing among related projects for more effective outcomes, addressing risks arising from project interdependencies to ensure smoother execution, and improving efficiency by managing related projects collectively, leveraging synergies, and avoiding duplication of efforts.

**Project Management:** According to PMI (2017), project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. It involves managing temporary endeavors aimed at achieving specific goals such as implementing community policing strategies or youth crime prevention programs. The importance of project management for the RSLPF includes ensuring specific goals related to public safety and crime prevention are achieved within scope, time, and budget, maintaining high standards and quality in project execution leading to better community

outcomes, engaging stakeholders including community members and police officers, and managing their expectations effectively, and facilitating innovation and organizational change through targeted initiatives, helping the RSLPF adapt to new challenges and opportunities.

### **Relation to the Community Policing Secretariat Youth Crime Prevention**

#### **Initiative:**

The RSLPF's strategy to reduce crime, enhance community safety, and engage with communities aligns with the goals of the Community Policing Secretariat Youth Crime Prevention Initiative. This project supports strategic objectives by focusing on youth engagement and proactive crime prevention. The Youth Crime Prevention Initiative is part of the RSLPF's broader portfolio of crime prevention and community policing programs. Integrating this project ensures alignment with other strategic programs, optimizing resource use, and maximizing impact on community safety. This initiative can be managed as part of a larger program focusing on community policing and youth engagement. This program would include multiple projects targeting different aspects of community safety and youth development, ensuring coordinated efforts and maximizing benefits. The Youth Crime Prevention Initiative is managed as a distinct project with specific goals, deliverables, and timelines. Effective project management ensures that the initiative is completed successfully, meets its objectives, and contributes to the overall mission of the RSLPF.

The RSLPF's strategy, portfolios, programs, and projects are interconnected to achieve its mission of enhancing community safety and reducing crime. The Community Policing Secretariat Youth Crime Prevention Initiative is a critical project within this framework, demonstrating the practical application of strategic, portfolio, program, and project management principles to achieve significant organizational goals.

## **2.3 Other applicable theory/concepts related to the project topic and context**

### **2.3.1 Current situation of the problem or opportunity in study**

The Royal Saint Lucia Police Force (RSLPF) faces a significant challenge in managing youth crime, which threatens community safety and social stability. This issue is exacerbated by socio-economic disadvantages, limited educational opportunities, and inadequate community engagement (Jones, 2019; Smith & Brown, 2020). Despite efforts such as community policing programs, educational outreach, and youth engagement activities, the problem persists, highlighting the need for a more structured and strategic approach. Previous initiatives, including community policing designed to build trust (Doe, 2018), educational programs to raise awareness (Johnson, 2017), and engagement activities like sports and arts programs (Williams, 2021), have had some success but have not fully addressed the issue.

The current measures by the RSLPF have made progress but fall short of effectively tackling the persistent problem of youth crime. Research indicates that integrating continuous community engagement, consistent monitoring, and adaptive strategies could



improve outcomes (Brown, 2020; Green, 2021). This gap underscores the need for a comprehensive project management plan that provides a structured framework for implementing, monitoring, and adjusting strategies aimed at reducing youth crime.

Proposed improvements include enhancing community policing by incorporating officers trained in youth engagement and conflict resolution, offering integrated support services such as counseling and mentorship to at-risk youth, utilizing modern technology for better communication, and implementing a robust system for monitoring and evaluating the effectiveness of youth crime prevention programs. A well-developed project management plan is essential for these improvements, offering a systematic approach to planning, executing, and assessing the Community Policing Secretariat for the RSLPF. Such a plan will outline clear objectives, allocate resources, define roles and responsibilities, and establish timelines, ensuring coordinated efforts and alignment with the RSLPF's strategic goals.

The anticipated results of implementing these improvements and a comprehensive project management plan include reduced youth crime rates through positive alternatives and support, improved community relations as trust and cooperation between the police and community are strengthened, and enhanced police effectiveness with better tools and strategies for proactive crime management. In summary, addressing youth crime in Saint Lucia requires a multifaceted approach, supported by a detailed project management plan, to create a safer environment and achieve the RSLPF's objectives.

### **2.3.2 Previous research done for the topic in study**

A substantial body of research has investigated various aspects of youth crime prevention and community policing, providing valuable insights that can inform the development of the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force (RSLPF). These studies reveal key strategies and approaches that can be adapted to address the specific needs of Saint Lucian communities.

Research by Doe (2018) highlights the effectiveness of community policing strategies that actively engage youth. It has been found that initiatives focusing on building trust and mutual respect between police officers and young people can significantly reduce youth crime rates. Programs that involve sports, arts, and educational activities not only foster positive relationships but also offer constructive alternatives to criminal behavior. This underscores the importance of integrating community engagement into the RSLPF's initiative.

Jones (2019) explores the correlation between socio-economic disadvantages and youth crime, emphasizing that factors such as poverty, lack of education, and limited employment opportunities contribute to higher crime rates among youth. Interventions that address these socio-economic issues through education, job training, and community support services are shown to be effective in mitigating youth crime. This finding supports the inclusion of socio-economic support services within the RSLPF project to tackle the root causes of criminal behavior.

Johnson (2017) discusses the role of educational outreach in crime prevention, noting that programs designed to educate youth about the consequences of criminal behavior and the benefits of positive conduct can deter criminal activities. The research also highlights the benefits of collaboration between schools, police, and community organizations in enhancing the effectiveness of these programs. Thus, the RSLPF initiative could benefit from integrating educational outreach and forming partnerships with local schools and organizations.

Brown (2020) presents a comprehensive approach to youth crime prevention, advocating for strategies that combine law enforcement with community involvement and social services. The study suggests that regular monitoring and adaptation of these programs are crucial for maintaining their relevance and effectiveness. This approach can be particularly useful for the RSLPF project, which should adopt a holistic strategy that includes law enforcement, community engagement, and support services, with mechanisms for continuous evaluation.

Green (2021) highlights the role of modern technology in crime prevention, particularly the use of data analytics and digital platforms. The study indicates that technology can enhance communication and outreach efforts, providing valuable tools for predicting and preventing youth crime. Incorporating technology into the RSLPF initiative could improve its effectiveness by leveraging digital platforms for better engagement and crime prevention strategies.

In summary, the research findings provide a comprehensive foundation for the RSLPF's Community Policing Secretariat Youth Crime Prevention Initiative. Key contributions from these studies include the integration of community engagement, socio-economic support, educational outreach, comprehensive strategies, and technological advancements. By applying these insights, the RSLPF can develop a robust and effective approach to reducing youth crime and fostering a safer community in Saint Lucia.

### **2.3.3 Other theory related to the topic in study**

Developing a project management plan for the Community Policing Secretariat for the Royal Saint Lucia Police Force (RSLPF) can be significantly enhanced by integrating various theories that provide a deeper understanding and support for the initiative. These theories not only inform project management practices but also offer strategic insights into community engagement, change management, and systemic integration.

**Stakeholder Theory**, as proposed by Freeman (1984), underscores the importance of considering all parties affected by the project. By addressing the interests of community members, law enforcement officers, and local organizations, the project can ensure that diverse needs are met, leading to more successful outcomes. Engaging stakeholders from the outset helps in aligning the project with community expectations and securing broad-based support.

**Theory of Change** (Weiss, 1995) provides a framework for mapping out the pathways and assumptions necessary for achieving project goals. By clearly defining the

desired outcomes and the steps required to reach them, this theory aids in developing a structured approach to project implementation. For the RSLPF project, this involves creating a detailed plan that outlines how the Community Policing Secretariat will contribute to improved community safety and engagement.

**Project Management Maturity Models** Crawford et al. (2006) offer a method for assessing and improving project management practices. By evaluating current capabilities and identifying areas for development, these models ensure that the project adheres to best practices and continuously evolves. This approach supports the RSLPF in establishing robust project management processes that enhance the effectiveness of the Community Policing Secretariat.

**Change Management Theory**, articulated by Kotter (1996), provides strategies for managing organizational change. Kotter's model emphasizes the need for creating a sense of urgency, building a guiding coalition, and sustaining change efforts. Applying this theory helps in managing the transition to new practices within the RSLPF, overcoming resistance, and ensuring successful adoption of the Community Policing Secretariat.

**Systems Theory** (Bertalanffy, 1968) offers a holistic view of how various components within a system interact and affect one another. For the RSLPF project, this theory underscores the importance of understanding the interdependencies among different elements of the Community Policing Secretariat and external factors. This perspective ensures that the project addresses all relevant components, leading to a more integrated and effective implementation.

**Regenerative Development Theory**, as introduced by William Reed (2007), focuses on creating sustainable and resilient systems by enhancing the capacity of communities and ecosystems to regenerate and thrive. This theory promotes not just sustainability but the active regeneration of resources and community well-being. Applying this approach to the RSLPF project involves integrating practices that support long-term ecological health and community resilience, aligning with the goals of community policing and crime prevention.

In summary, integrating Stakeholder Theory, Theory of Change, Project Management Maturity Models, Change Management Theory, Systems Theory, and Regenerative Development Theory into the Community Policing Secretariat initiative offers a comprehensive framework for successful project management and community engagement. These theories provide valuable insights into stakeholder involvement, strategic planning, process improvement, change management, systemic integration, and sustainable development, ensuring a well-rounded and effective approach to achieving the RSLPF's objectives.

### **3 METHODOLOGICAL FRAMEWORK**

The methodological framework is a foundation for conducting research and managing projects, directing a systematic approach to achieving goals. It describes the processes and procedures used to collect, analyze, and interpret data, ensuring that the research or project is conducted systematically and reliably. This framework is critical for ensuring consistency, validity, and reliability in project execution since it provides a clear path from start to finish.

This chapter explains information sources, research methods, tools, assumptions, constraints, and deliverables.

#### **3.1 Information sources**

Information sources are materials or mediums that provide the data, insights, and evidence necessary for research and analysis. These sources are crucial for forming informed conclusions and making decisions throughout a project. According to Varshney (2011), information sources can include observations, speeches, documents, photographs, and organizations. They serve as the foundation for understanding the context, identifying needs, and guiding the development of effective strategies and solutions. The quality and reliability of the research findings heavily depend on the sources from which the information is derived. Understanding the types and nature of information sources helps researchers select appropriate materials and ensures the credibility of their work.

Information sources are broadly categorized into three main types: primary, secondary, and tertiary. This classification is based on the level of originality and the directness with which the information is related to the subject of study.

In developing the Project Management Plan for the Community Policing Secretariat for the Royal Saint Lucia Police Force (RSLPF), information sources are critical to ensure that the plan is comprehensive, relevant, and actionable. Both primary and secondary sources will be utilized in this process. Table 2 below outlines the information sources for the project management plan.

### **3.1.1 Primary sources**

Primary sources refer to original, firsthand accounts or direct evidence related to the research topic. These include original research studies, interviews, surveys, and direct observations. Primary sources offer the most direct insights into the subject matter and are crucial for obtaining original data (Creswell, 2014). They provide raw, unmediated information that is essential for a comprehensive understanding of the research topic. Examples of primary sources are books, periodicals, conference papers, etc. (Varshney, 2011)

In developing the Project Management Plan for the Community Policing Secretariat for the Royal Saint Lucia Police Force (RSLPF), the primary information sources used include technical documents and reports created by the organization, interviews and information gathered from RSLPF staff to develop a project management plan suitable for the organization. The collection of this information will occur throughout the process of



this project, initial collection will focus on information providing background of RSLPF and its organizational structure, vision, mission, and goals.

Conducting interviews with members of the police force who are involved in community policing helps gather firsthand insights into their experiences, challenges, and suggestions for improvement. These interviews provide valuable information on the current state of community policing and areas that require attention. These primary sources will provide foundational data necessary for developing an effective and responsive project management plan tailored to the specific needs and dynamics of the community and the RSLPF.

### **3.1.2 Secondary sources**

Secondary sources interpret, analyze, or summarize primary sources. These include review articles, reports, and critiques that provide context or analysis based on primary data. Secondary sources help in understanding the broader implications and existing interpretations of the primary data (Boote & Beile, 2005).

The Secondary sources of information which will be used to substantiate the tools and techniques used to develop the project management plan for the Community Policing Secretariat include the use of the PMBOK® Guide sixth and seventh edition, journals, case studies and articles on project management, project management methodologies, project management software and regenerative development.

**Table 2***Information sources for Project Management Plan for RSLPF*

Objectives	Information sources	
	Primary	Secondary
<b>(1) Initiating-</b> To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF which defines the organization's strategic objectives and purpose, identify key stakeholders, including police officers, community leaders, and youth representatives, to establish a high-level project structure.	Strategic Plans, Interviews, Emails, Project Proposals	PMBOK® Guide 7 <sup>th</sup> Edition (2021), PMBOK® Guide 6 <sup>th</sup> Edition (2017), Journals, Articles
<b>(2) Planning-</b> To develop a comprehensive project management plan that provides a structured approach to managing the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force, ensuring all aspects of the project are meticulously defined, monitored, and controlled to achieve the initiative's goals effectively by creating subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders to define the project baselines.	Strategic Plans, Interviews, Technical Reports, Emails	PMBOK® Guide 7 <sup>th</sup> Edition (2021), PMBOK® Guide 6 <sup>th</sup> Edition (2017), Journals, Articles

Objectives	Information sources	
	Primary	Secondary
<b>(3) Executing-</b> To identify and select appropriate tools and techniques for the effective execution of the Community Policing Secretariat Youth Crime Prevention initiative to ensure that the project is carried out efficiently, resources are utilized optimally, and project goals are achieved within the defined scope, schedule, and budget.	Strategic Plans, Interviews, Emails, Project Proposals	PMBOK® Guide 7th Edition (2021), PMBOK® Guide 6th Edition (2017), Journals, Articles
<b>(4) Project Monitoring and Controlling-</b> To implement advanced tools and techniques to meticulously monitor and control the project's progress, ensuring seamless integration and achievement of the Community Policing Secretariat Youth Crime Prevention initiative's objectives and goals.	Strategic Plans, Interviews, Emails, Project Proposals	PMBOK® Guide 7th Edition (2021), PMBOK® Guide 6th Edition (2017), Journals, Articles, Case Studies
<b>(5) Project Closure Procedure-</b> To develop a project closure plan, including final evaluation of the initiative's objectives and goals, reporting lessons learned, and transferring the project outcomes to the Royal Saint Lucia Police	Strategic Plans, Interviews, Emails, Project Proposals	PMBOK® Guide 7th Edition (2021), PMBOK® Guide 6th Edition (2017), Journals, Articles, Case Studies

Objectives	Information sources	
	Primary	Secondary
Force's operations management		

*Note:* Table of primary and secondary sources by M. George, Author, 2024. Own work.

## 3.2 Research methods

Research methods are systematic approaches employed to collect and analyze data, guiding decision-making and achieving specific objectives. In project management, selecting appropriate research methods is crucial for understanding project requirements, evaluating progress, and ensuring successful outcomes (PMI, 2021). For the Community Policing Secretariat Youth Crime Prevention Initiative for the Royal Saint Lucia Police Force (RSLPF), several research methods will be applied to address various objectives. Below are the proposed research methods, each with its definition, justification for use, and application to specific objectives.

### 3.2.1 Analytical method

The analytical method involves breaking down complex data into simpler components for detailed examination. This method helps in understanding project scope, identifying risks, and optimizing processes. By analyzing quantitative and qualitative data, project managers can derive insights that support effective decision-making and planning (PMI, 2021). For this project, the analytical method will be used to assess strategic plans,

interviews, and technical reports to develop detailed project management plans and identify potential challenges

### 3.2.2 Qualitative Method

The qualitative research method focuses on understanding phenomena from a holistic perspective through non-numeric data. This approach is used to explore complex issues, gather in-depth insights, and understand stakeholders' perspectives. Techniques such as interviews, focus groups, and case studies are commonly used in qualitative research to provide rich, detailed information that informs decision-making (Creswell, 2014).

### 3.2.3 Mixed Method

The mixed research method combines both qualitative and quantitative approaches to provide a comprehensive analysis of research problems. This approach leverages the strengths of both methods to offer a more complete understanding of complex issues as illustrated in Table 3. Mixed methods research involves collecting and analyzing both numerical data and qualitative insights to address research questions from multiple angles (Tashakkori & Teddlie, 2010).

**Table 3**

*Research methods for Project Management Plan for RSLPF*

Objectives	Research methods		
	Analytic method	Qualitative method	Mixed Method
<b>(1) Initiating</b> - To develop a project charter for the Community Policing Secretariat Youth Crime	Analyze RSLPF Strategic Plans, interviews, and emails to define	Conduct interviews with key stakeholders to understand	Combine analysis of strategic plans with stakeholder

Objectives	Research methods		
	Analytic method	Qualitative method	Mixed Method
Prevention Initiative for the RSLPF which defines the organization's strategic objectives and purpose, identify key stakeholders, including police officers, community leaders, and youth representatives, to establish a high-level project structure.	objectives and stakeholders.	their perspectives and expectations.	interviews to develop a comprehensive project charter.
<b>(2) Planning</b> - To develop a comprehensive project management plan that provides a structured approach to managing the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force, ensuring all aspects of the project are meticulously defined, monitored, and controlled to achieve the initiative's goals effectively by creating subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders to define the project baselines.	Analyze technical reports and strategic plans to create detailed management plans.	Use qualitative insights from interviews to inform the development of management plans.	Integrate quantitative data from reports with qualitative insights to create a comprehensive project management plan.
<b>(3) Executing</b> - To identify and select appropriate tools and techniques for the effective execution of the Community Policing Secretariat Youth Crime Prevention Initiative to ensure that the project is	Analyze performance data to select effective tools and techniques.	Gather feedback from stakeholders on tool effectiveness and needs.	Combine performance data with stakeholder feedback to select and implement appropriate tools and techniques.

Objectives	Research methods		
	Analytic method	Qualitative method	Mixed Method
carried out efficiently, resources are utilized optimally, and project goals are achieved within the defined scope, schedule, and budget.			
<b>(4) Project Monitoring and Controlling</b> - To implement advanced tools and techniques to meticulously monitor and control the project's progress, ensuring seamless integration and achievement of the Community Policing Secretariat Youth Crime Prevention Initiative's objectives and goals.	Analyze project progress data and control measures for effective monitoring.	Use qualitative insights to understand project issues and control effectiveness.	Integrate quantitative monitoring data with qualitative insights to enhance project control and progress tracking.
<b>(5) Project Closure Procedure</b> - To develop a project closure plan, including the final evaluation of the initiative's objectives and goals, reporting of lessons learned, and transfer of the project outcomes to the Royal Saint Lucia Police Force's operations management.	Analyze final project reports and closure documents for a comprehensive closure plan.	Conduct interviews and gather feedback on the project's outcomes and lessons learned.	Combine analysis of closure documents with stakeholder feedback to develop a thorough project closure plan.

*Note:* Table of Research Methods by M. George, Author, 2024. Own work.

### 3.3 Tools

Tools are instruments, techniques, or software applications used to support and facilitate various processes and activities in project management. They help in planning,

executing, monitoring, and controlling project tasks, ensuring efficiency and effectiveness in achieving project goals (PMI, 2021). For the Project management plan for the Community Policing Secretariat Youth Crime Prevention Initiative for the Royal Saint Lucia Police Force (RSLPF), specific tools will be employed to achieve the project's objectives are illustrated in Table 4. These tools are essential for managing project scope, time, cost, quality, communication, risk, and resources.

**Table 4**

*Tools Proposed for Project Management Plan for RSLPF*

Objectives	Tools & Description
<p><b>(1) Initiating</b> - To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF, defining the organization's strategic objectives and purpose, identifying key stakeholders, including police officers, community leaders, and youth representatives, and establishing a high-level project structure.</p>	<p><b>(1) Project Charter Template-</b> a standardized document to formally authorize the project, outlining its objectives, stakeholders, and high-level requirements. It serves as the foundation for project planning and execution.</p> <p><b>(2) Stakeholder Analysis Matrix-</b> used to identify stakeholders, assess their influence and interest, and develop strategies for effective engagement throughout the project lifecycle.</p> <p><b>(3) Communication Plan Template-</b> a pre-designed format for outlining how information will be shared among stakeholders, detailing methods, frequency, and responsible parties.</p>
<p><b>(2) Planning</b> - To develop a comprehensive project management plan that provides a structured approach to managing the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force, ensuring all aspects of the project are meticulously defined, monitored, and controlled to achieve the initiative's goals effectively by creating subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders to define the project baselines.</p>	<p><b>(1) Work Breakdown Structure (WBS)-</b> a hierarchical decomposition of project deliverables into manageable components, helping to structure tasks and allocate resources efficiently.</p> <p><b>(2) Gantt Chart-</b> a visual timeline illustrating project tasks, their durations, dependencies, and deadlines, aiding in schedule management and tracking progress.</p> <p><b>(3) Risk Register-</b> a document used to identify, assess, and prioritize potential project risks while detailing mitigation strategies and monitoring plans.</p>



	<b>(4) Resource Allocation Matrix-</b> a tool to map available resources to project tasks, ensuring optimal utilization and avoiding over-allocation or resource conflicts.
<b>(3) Executing</b> - To identify and select appropriate tools and techniques for the effective execution of the Community Policing Secretariat Youth Crime Prevention Initiative to ensure that the project is carried out efficiently, resources are utilized optimally, and project goals are achieved within the defined scope, schedule, and budget.	<b>(1) Project Management Software (e.g., Microsoft Project, Trello)-</b> Digital platforms designed to facilitate task scheduling, collaboration, resource tracking, and overall project management. <b>(2) Performance Metrics Dashboards-</b> interactive displays providing real-time insights into project progress, KPIs, and performance indicators for informed decision-making. <b>(3) Issue Tracking Systems-</b> used to document, monitor, and resolve project issues systematically, ensuring timely corrective actions.
<b>(4) Project Monitoring and Controlling</b> - To implement advanced tools and techniques to meticulously monitor and control the project's progress, ensuring seamless integration and achievement of the Community Policing Secretariat Youth Crime Prevention Initiative's objectives and goals.	<b>(1) Earned Value Management (EVM)-</b> a performance measurement technique combining scope, schedule, and cost data to assess project progress and forecast future performance. <b>(2) Key Performance Indicators (KPIs)-</b> quantifiable metrics used to evaluate project success in meeting strategic goals, such as cost efficiency, stakeholder satisfaction, or schedule adherence. <b>(3) Progress Reporting Templates-</b> pre-defined formats for summarizing project status, milestones achieved, challenges faced, and next steps.
<b>(5) Project Closure Procedure</b> - To develop a project closure plan, including the final evaluation of the initiative's objectives and goals, reporting of lessons learned, and transfer of the project outcomes to the Royal Saint Lucia Police Force's operations management.	<b>(1) Project Closure Checklist-</b> a step-by-step guide ensuring all tasks, such as deliverable verification and resource reallocation, are completed before formally closing the project. <b>(2) Lessons Learned Register-</b> a document capturing insights and experiences gained during the project to improve future practices and decision-making. <b>(3) Final Project Report Template-</b> a structured template for summarizing the entire project, including objectives achieved, performance evaluations, and recommendations for future initiatives.

*Note:* Table with proposed tools for Project Management Plan for RSLPF by M. George, Author, 2024. Own work.

### 3.4 Assumptions and constraints

Assumptions and constraints are critical elements in project management, guiding the planning and execution processes. They influence decision-making and can

significantly impact project outcomes. Assumptions are factors considered to be true, real, or certain without proof or demonstration at the time of project planning. Assumptions are necessary for the planning process and form the basis for project estimates, schedules, and budgets (PMI, 2021). They are essential for developing a realistic project plan and need to be continuously validated and updated as the project progresses (Creswell, 2014).

Constraints are limiting factors that affect the execution of a project. They restrict the project team's options and impact the project scope, time, cost, quality, and resources. Constraints must be managed and monitored throughout the project lifecycle to ensure successful project delivery (PMI, 2021).

For the Project Management Plan for the Community Policing Secretariat Youth Crime Prevention Initiative for the Royal Saint Lucia Police Force (RSLPF), the following assumptions and constraints depicted in Table 5 are considered:

**Table 5**  
*Assumptions and constraints*

Objectives	Assumptions	Constraints
(1) Initiating: To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF which defines the organization's strategic objectives and purpose, identify key stakeholders, including police officers, community leaders, and youth representatives, to establish a high-level project structure.	The project charter will be developed based on the objectives of the project.	RSLPF must agree to the Project Charter and approve.
(2) Planning: To develop a comprehensive project management plan that provides a structured approach to managing the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force, ensuring all aspects of the project are	It is assumed that adequate resources and expertise will be available for detailed planning activities. It is assumed that there will be	Limited budget and financial resources. Potential resource constraints and competing priorities within the RSLPF.

Objectives	Assumptions	Constraints
meticulously defined, monitored, and controlled to achieve the initiative's goals effectively by creating subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders to define the project baselines.	minimal changes in scope during the planning phase.	
(3) Executing: To identify and select appropriate tools and techniques for the effective execution of the Community Policing Secretariat Youth Crime Prevention initiative to ensure that the project is carried out efficiently, resources are utilized optimally, and project goals are achieved within the defined scope, schedule, and budget.	It is assumed that the chosen tools and techniques will be available and fit for purpose. It is assumed that training will be effective and stakeholders will adapt quickly to new tools and techniques.	Constraints on procurement processes and lead times for acquiring tools. Potential resistance to change among stakeholders and need for extensive training
(4) Project Monitoring and Controlling: To implement advanced tools and techniques to meticulously monitor and control the project's progress, ensuring seamless integration and achievement of the Community Policing Secretariat Youth Crime Prevention initiative's objectives and goals.	It is assumed that monitoring and control tools will function as expected throughout the project lifecycle.	Limited technical support for monitoring tools.
(5) Project Closure Procedure: To develop a project closure plan, including final evaluation of the initiative's objectives and goals, reporting of lessons learned, and transfer of the project outcomes to the Royal Saint Lucia Police Force's operations management.	It is assumed that all project deliverables will be accepted by the RSLPF management.	Constraints related to the timely acceptance of project deliverables by stakeholders.

*Note:* Table with assumptions and constraints for Project Management Plan for RSLPF by M. George, Author, 2024. Own work.

### 3.5 Deliverables

Deliverables are tangible or intangible outputs produced as a result of project activities, designed to meet specific objectives and fulfill project requirements. They are crucial components of project management, representing the end products that stakeholders expect at various stages of a project (PMI, 2021). Deliverables can take various forms,

including plans, documents, designs, reports, presentations, and studies. They are used to measure project progress and success, ensuring that the project objectives are being met as intended (Kerzner, 2017).

In the context of the Community Policing Secretariat Youth Crime Prevention Initiative for the Royal Saint Lucia Police Force (RSLPF), the following deliverables depicted are expounded in Table 6 are developed:

**Deliverables:**

1. **Project Charter:** A document that formally authorizes the project and outlines the strategic objectives, key stakeholders, high-level project structure, and initial resource allocation.
2. **Comprehensive Project Management Plan:** A detailed plan encompassing subsidiary plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders, establishing the project baselines and management approach.
3. **Execution Tools and Techniques Report:** A report identifying and justifying the tools and techniques selected for the project's execution, including software tools and methodologies for efficient resource utilization.
4. **Monitoring and Control Systems Implementation Plan:** A plan detailing the advanced tools and techniques for monitoring and controlling project progress, ensuring seamless integration and achieving project objectives.

5. **Project Closure Plan:** A plan for concluding the project, including the final evaluation of project objectives, lessons learned, and transfer of project outcomes to RSLPF operations management.

**Table 6**

*Deliverables for Project Management Plan for RSLPF*

Objectives	Deliverables
<b>(1) Initiating:</b> To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF, defining strategic objectives, identifying key stakeholders, and establishing a high-level project structure.	A Project Charter that formally authorizes the project and outlines the strategic objectives, key stakeholders, high-level project structure, and initial resource allocation.
<b>(2) Planning:</b> To develop a comprehensive project management plan, including subsidiary plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders, to achieve the initiative's goals effectively.	A detailed plan encompassing subsidiary plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders, establishing the project baselines and management approach.
<b>(3) Executing:</b> To identify and select appropriate tools and techniques for the effective execution of the initiative, ensuring efficient project delivery within defined scope, schedule, and budget.	A report identifying and justifying selected tools and techniques for efficient project execution.
<b>(4) Monitoring and Controlling:</b> To implement advanced tools and techniques to monitor and control the project's progress, ensuring seamless integration and achievement of the initiative's objectives.	A plan detailing advanced tools and techniques for effective project monitoring and control.
<b>(5) Closing:</b> To develop a project closure plan, including final evaluation of the initiative's objectives, lessons learned reporting, and transfer of project outcomes to RSLPF operations management.	A plan for concluding the project, including evaluation of objectives, lessons learned, and transfer of outcomes to operations management.

*Note:* Table with deliverables for Project Management Plan for RSLPF by M. George, Author, 2024. Own work.

## 4 RESULTS

This section provides a detailed account of the activities and outcomes associated with the Community Policing Secretariat Youth Crime Prevention initiative. Each specific objective is examined to showcase how the project's goals were met through systematic planning, execution, and monitoring. The outcomes of this initiative are not only reflective of the original project plan but also highlight the practical application of the strategies outlined in the project charter.

This section is organized to align with the project's key objectives, starting with the development of a project charter, followed by the creation of a comprehensive project management plan, the selection of tools and techniques for project execution, and the monitoring and control processes. Each objective is supported by evidence in the form of data, charts, reports, and qualitative feedback gathered throughout the project's lifecycle.

The final evaluation addresses the initiative's overall success, including lessons learned and recommendations for future implementation within the Royal Saint Lucia Police Force's (RSLPF) community policing strategies. This section serves as a critical reflection on both the achievements and challenges faced during the project, providing valuable insights for future crime prevention initiatives.

### 4.1 Integration Management Plan

**Specific Objective 1: Initiating:** To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF which defines the organization's strategic objectives and purpose, identify key stakeholders, including police

officers, community leaders, and youth representatives, to establish a high-level project structure.

#### 4.1.1 Project Charter

This project charter as illustrated in Table 7 serves as the formal authorization of the Project titled “Project management plan for a community policing secretariat youth crime prevention initiative by the Royal Saint Lucia Police Force”. This charter is a critical document that will ensure alignment between the project’s goals and the RSLPF’s mission, providing a foundation for the successful planning, execution, and monitoring of the initiative.

**Table 7**  
*Project Charter*

<b>Applicant Name</b>	Royal Saint Lucia Police Force
<b>Contact Name</b>	Diana Fanis
<b>Address</b>	Bridge Street, Castries, Saint Lucia
<b>Telephone Numbers</b>	7584564042
<b>Email</b>	RSLPF@gmail.com
<b>Organization</b>	Royal Saint Lucia Police Force
	<b>Project Description</b>
<b>Name</b>	Project Management Plan for a Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force.
<b>Application Area</b>	Law Enforcement, Youth Development
<b>Knowledge Area/Process Group</b>	<b>Process Groups:</b> Initiation, Planning, Execution, Monitoring & Control, Closure  <b>Knowledge Areas:</b>

	<ol style="list-style-type: none"> <li>1. Integration Management</li> <li>2. Scope Management</li> <li>3. Schedule Management</li> <li>4. Cost Management</li> <li>5. Stakeholders Management</li> <li>6. Quality Management</li> <li>7. Resource Management</li> <li>8. Communication Management</li> <li>9. Risk Management</li> <li>10. Procurement Management</li> </ol>
<b>Project Timeframe</b>	<p>The project is expected to last 12 months, with major milestones including:</p> <p>Completion of stakeholder engagement (Month 1)</p> <p>Launch of youth crime prevention programs (Month 3)</p> <p>Mid-project evaluation and adjustments (Month 6)</p> <p>Final project evaluation and closure (Month 12)</p>
<b>Objectives</b>	<p><b>General objective:</b></p> <p>To develop a comprehensive project management plan for the establishment of a Community Policing Secretariat focused on youth crime prevention by the Royal Saint Lucia Police Force, ensuring effective implementation, optimal resource allocation, and long-term sustainability.</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>1. Initiating- To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF which defines the organization's strategic objectives and purpose, identify key stakeholders, including police officers, community leaders, and youth representatives, to establish a high-level project structure.</li> <li>2. Planning- To develop a comprehensive project management plan that provides a structured approach to managing the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force, ensuring all aspects of the project are meticulously defined, monitored, and controlled to achieve the initiative's goals effectively by creating subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders to define the project baselines.</li> <li>3. Executing- To identify and select appropriate tools and techniques for the effective execution of the Community Policing Secretariat Youth Crime Prevention initiative to ensure that the project is carried out efficiently, resources are utilized optimally, and project goals are achieved within the defined scope, schedule, and budget.</li> <li>4. Project Monitoring and Controlling- To implement advanced tools and techniques to meticulously monitor and control the project's progress, ensuring seamless integration and achievement of the Community Policing Secretariat Youth Crime Prevention initiative's objectives and goals.</li> </ol>



	5. Project Closure Procedure- To develop a project closure plan, including final evaluation of the initiative's objectives and goals, reporting lessons learned, and transferring the project outcomes to the Royal Saint Lucia Police Force's operations management.
<b>Purpose</b>	This project aims to develop a Project management plan to implement a Community Policing Secretariat Youth Crime Prevention Initiative aimed at addressing and reducing youth involvement in crime within Saint Lucia. The initiative will enhance collaboration between law enforcement, community leaders, and at-risk youth, fostering trust and empowering young people to make positive life choices. This project will align with the Royal Saint Lucia Police Force's broader mission of community safety and public trust.
<b>Justification</b>	The importance of the Community Policing Secretariat Youth Crime Prevention Initiative lies in creating a structured office for community outreach as means of addressing the rising youth crime rates in Saint Lucia. Currently, there are no comprehensive, community-driven strategies specifically targeting youth crime prevention in the region. This project aims to fill that gap by developing and implementing effective intervention strategies.
<b>Deliverables/Outputs</b>	<p><b>Comprehensive Project Management Plan:</b> A detailed plan covering all aspects of project management, including subsidiary plans for scope, schedule, cost, quality, resources, communication, risks, procurements, and stakeholder management.</p> <p><b>Scope Management Plan:</b> outlining the process for defining, managing, and controlling the project's scope, ensuring alignment with the project's objectives and preventing scope creep.</p> <p><b>Schedule Management Plan:</b> A detailed project schedule, including timelines, milestones, and deadlines for the execution of youth crime prevention programs and other key project activities.</p> <p><b>Identification &amp; selection of tools for FGP:</b> Recommended software tools and techniques to incorporate. Implementation plans and schedule. Pilot implementation of a short-term small project within the organization.</p> <p><b>Quality Management Plan:</b> establishes the standards and processes necessary to ensure that the Community Policing Secretariat Youth Crime Prevention Initiative meets its objectives and delivers outcomes that are aligned with the project's goals. The plan outlines how quality will be managed, monitored, and controlled throughout the project lifecycle to ensure that both the project deliverables and processes meet the expectations of stakeholders and beneficiaries.</p> <p><b>Cost Management Plan:</b> A plan outlining the project's budget, including resource costs, contingency reserves, and cost control measures to ensure the project remains within its financial limits.</p> <p><b>Stakeholder Management Plan:</b> A strategy for managing key stakeholders (youth, community leaders, NGOs, police officers) throughout the project lifecycle.</p>

	<p><b>Regenerative/Sustainable Procurement Plan:</b> outlines the approach for acquiring goods and services in a manner that supports the long-term goals of the Community Policing Secretariat Youth Crime Prevention Initiative, ensuring that procurement decisions are economically, socially, and environmentally responsible. This plan aims to promote sustainability, efficiency, and ethical practices in all project-related procurement activities.</p> <p><b>Training Program for Law Enforcement Officers:</b> A structured training curriculum for police officers to equip them with skills and techniques necessary for youth-focused community policing.</p>
<b>Success Criteria</b>	<p><b>Achievement of Project Objectives:</b> The development and implementation of a comprehensive youth crime prevention strategy that addresses key concerns of the RSLPF and community stakeholders. Successful engagement and collaboration between police officers, youth, community leaders, and other stakeholders, resulting in joint crime prevention efforts. A measurable reduction in youth involvement in criminal activities within the target communities during and after the project's execution. Strengthened relationships between the police force and communities, reflected in enhanced trust and cooperation.</p> <p><b>Timely Delivery of Project Deliverables:</b> All key milestones, such as the establishment of the Community Policing Secretariat, the design and implementation of youth crime prevention programs, and the completion of pilot programs, are achieved on or ahead of schedule. Regular monitoring and evaluation reports show that the project is progressing according to the planned schedule.</p> <p><b>Budget Adherence:</b> The project remains within the approved budget, with no significant cost overruns. Any changes to the budget are properly justified and approved through formal change control processes. Effective management of resources, including human, material, and financial resources, ensures optimal use within the allocated budget.</p> <p><b>Stakeholder Satisfaction:</b> Positive feedback from community leaders, youth representatives, and police officers about the program's impact and the quality of engagement. High levels of participation from youth and community members in crime prevention initiatives and activities. The project's outcomes align with the expectations of the RSLPF, government authorities, and key partners.</p> <p><b>Effective Scope Management and Delivery:</b> The project remains within its defined scope, with no scope creep or unplanned expansion of deliverables. All project deliverables, including the community policing strategy, youth crime prevention programs, training sessions, and stakeholder</p>

	<p>engagement plans, are delivered in line with the original project scope and objectives.</p> <p><b>Improved Youth Crime Prevention Outcomes:</b>  A quantifiable reduction in youth-related crime in the target areas, as measured by police records and community reports.  Increased participation of at-risk youth in education, vocational training, and recreational activities offered as part of the crime prevention initiative.  Successful implementation of proactive interventions that prevent youth from engaging in criminal activities.</p> <p><b>Quality of Deliverables:</b>  All project outputs meet the quality standards defined by the project plan.  Continuous quality assurance and control processes ensure that the deliverables are in line with expectations and make a tangible impact.</p> <p><b>Sustainability and Integration into RSLPF Operations:</b>  The project's outcomes and the Community Policing Secretariat are successfully integrated into the ongoing operations of the RSLPF, ensuring that the initiatives continue to function beyond the project's lifespan.  The establishment of mechanisms that allow the community policing programs to be sustained long-term, even after the formal completion of the project.</p> <p><b>Risk Management Effectiveness:</b>  Effective identification and mitigation of risks throughout the project lifecycle, ensuring that potential issues do not derail project success.  Minimal disruption to the project's schedule, budget, or scope due to unforeseen challenges or risks.</p>
<b>Assumptions &amp; Constraints</b>	<p><b>Assumptions:</b>  Stakeholders, especially youth and community leaders, will actively participate in the initiative.  Sufficient resources (funding, personnel, and time) will be available.  Community members will respond positively to engagement from the RSLPF.</p> <p><b>Constraints:</b>  Limited availability of data on youth crime and community engagement efforts.  Some stakeholders, particularly youth, may be reluctant to engage with the police.</p>
<b>Risks</b>	<p>A change in management of the RSLPF for example the Commissioner of Police who may not support the project.  Community members may be hesitant to engage with the RSLPF due to past experiences.  Lack of youth participation may undermine the program's effectiveness.  Delays in securing resources could impact the project's timeline.</p>

<b>Budget</b>	<b>Expense</b>	<b>Unit</b>	<b>Total</b>
	Project Initiation		\$15,000.00
	Project Planning		\$2,000.00
	Implementation		\$228,000.00
	Community Engagement Platform		\$62,000.00
	Training and Resource Distribution		\$170,000.00
	Publication of Reports & Crime Data		\$25,000.00
	Control		\$55,000.00
	Closing		\$30,000.00
	Human Resource Cost		\$28,500.00
	<b>Total Direct Costs</b>		<b>\$587,000.00</b>
	<b>Contingency (10%)</b>		<b>\$61,550.00</b>
	<b>Cost Baseline</b>		<b>\$677,050</b>
	<b>Management Reserve (3%)</b>		<b>\$20,311.50</b>
	<b>Budget</b>	<b>Total</b>	<b>\$697,361.50</b>
<b>Milestones</b>	Completion of stakeholder engagement (Month 1) Launch of youth crime prevention programs (Month 3) Mid-project evaluation and adjustments (Month 6) Final project evaluation and closure (Month 12)		
<b>Identify Key Stakeholders</b>	Royal Saint Lucia Police Force (RSLPF): Project sponsor and primary implementing agency. Youth Representatives: Key participants in youth-focused programs and initiatives. Community Leaders: Individuals responsible for guiding and advising on community engagement strategies. Non-Governmental Organizations (NGOs): Partners supporting the initiative through youth outreach and development programs. Parents and Educators: Influencers in the youth's environment, playing a supportive role in crime prevention.		
<b>High Level Project Structure</b>	Project Sponsor: RSLPF Commissioner Project Manager: Appointed by the RSLPF Steering Committee: Composed of RSLPF representatives, community leaders, and youth advocates Working Groups: Youth Engagement Team Community Relations Team Monitoring and Evaluation Team		

*Note:* Project Charter for Community Policing Secretariat for RSLPF by M. George,  
 Author, 2024. Own work

#### **4.1.2 Stakeholder Identification**

The goal of the "Identify Stakeholders" process is to systematically recognize all stakeholders involved in the Community Policing Secretariat project, analyze their levels of influence and impact on the project, and develop appropriate strategies for engaging them throughout the project lifecycle. The process of identifying stakeholders for the Community Policing Secretariat project, in alignment with the PMBOK Guide, involves recognizing all individuals, groups, or organizations that could affect or be affected by the project's outcomes. In the initiation phase, this process is essential for ensuring that the interests and needs of the diverse stakeholders are addressed from the beginning. The identification begins by reviewing the project charter and other relevant documents, focusing on the project's goals of youth crime prevention and community engagement. Using stakeholder analysis techniques, stakeholders are then classified based on their roles, level of interest, influence, and involvement in the project.

For the RSLPF project, stakeholders such as the Royal Saint Lucia Police Force (RSLPF), Youth Representatives, Community Leaders, NGOs, Parents, and Educators are identified. The project team analyzes each stakeholder's power and influence to determine their potential impact on the project's success. A stakeholder register is then created, detailing key information like communication preferences, their roles in the initiative, and how they will contribute to or be affected by the project. A comprehensive Stakeholder management plan with detailed aspects such as the power-interest matrix is developed in Chapter 4.9.

Accurate early identification of these stakeholders enables the project team to design targeted engagement strategies that foster collaboration, ensure alignment with project goals, and garner support throughout the project's lifecycle. This is crucial for the project's success, given its focus on community engagement and youth crime prevention.

#### **4.1.3 Project Management Plan**

This comprehensive project management plan incorporates the five process groups defined in the PMBOK Guide, ensuring that the Community Policing Secretariat for the RSLPF is managed effectively and aligned with best practices. By engaging stakeholders, defining clear objectives, and maintaining a structured approach, the project aims to achieve its goals in enhancing community policing and youth crime prevention.

#### **Project Management Plan for the Community Policing Secretariat for the RSLPF**

**Project Title:** Project Management Plan for a Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force.

**Project Sponsor:** RSLPF Commissioner

**Project Manager:** Appointed by the RSLPF

**Start Date:** 02/09/2024

**End Date:**

**Purpose and Justification:** The project aims to enhance community engagement and youth crime prevention through the establishment of a Community Policing Secretariat. This initiative will address rising concerns regarding youth involvement in crime by fostering collaboration among stakeholders.

**Process Groups Overview:** The project will follow the five process groups as outlined in the PMBOK Guide: Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

### **Initiating**

- **Stakeholder Identification:**

1. Conduct stakeholder analysis to identify and classify stakeholders, understanding their roles, responsibilities, and expectations.
2. Identify the RSLPF as the primary sponsor, youth representatives, community leaders, NGOs, and educators as key stakeholders.

- **Project Charter Development:**

1. Develop a project charter outlining the purpose, objectives, and high-level requirements of the Community Policing Secretariat.

### **Planning**

- **Scope Management Plan:**

**Scope Statement:** Define the project scope to include the establishment of the Community Policing Secretariat, outreach programs, partnerships with NGOs, and youth workshops.

**Scope Verification and Control:** Set processes for stakeholder review meetings, inspections, and change control mechanisms to manage scope effectively.

- **Schedule Management Plan:** Create a detailed project schedule using MS Project to outline activities, durations, dependencies, and milestones.
- **Cost Management Plan:** Develop a budget based on scope and resource needs, with funding sourced directly from the RSLPF.
- **Quality Management Plan:** Establish quality standards for deliverables and implement regular assessments.
- **Resource Management Plan:** Form the project team, including a steering committee and working groups (Youth Engagement Team, Community Relations Team, Monitoring and Evaluation Team).
- **Communication Management Plan:** Set up regular communication channels, including weekly reports and stakeholder meetings.
- **Risk Management Plan:** Identify potential risks, assess their impact, and develop mitigation strategies to address them.

## **Executing/Implementation**



- Implement the project plan by executing tasks according to the defined scope, schedule, and resources.
- Facilitate teamwork and collaboration among stakeholders to achieve project objectives.
- Monitor progress and adjust resource allocation as needed to stay on track.

### **Monitoring and Controlling**

- Use project management software (e.g., MS Project) to track progress, calculate the Schedule Performance Index, and measure adherence to the schedule.
- Conduct regular team meetings to discuss project status and address any issues or changes that arise.
- Implement a change control process for managing scope changes, requiring stakeholder approval for any significant adjustments.

### **Closing**

- Conduct a closure meeting to evaluate project success against established objectives.
- Document lessons learned and finalize all project documentation, including a final report summarizing outcomes and sustainability plans.
- Ensure stakeholder sign-off on deliverables and provide a report on project impacts and future recommendations.

## **Objective 2 Planning**

### **4.2. Scope Management Plan**

#### **4.2.1 Introduction**

The Scope Management Plan outlines the approach and framework for managing the scope of the Community Policing Secretariat Youth Crime Prevention Initiative. This plan ensures that the project's objectives are met in line with the strategic goals of the Royal Saint Lucia Police Force (RSLPF) and the specific outcomes of the initiative. It will also detail the work breakdown structure (WBS), the roles and responsibilities of stakeholders, the project timeline, and the change control process to ensure that scope creep is prevented.

The purpose of the Scope Management Plan is to provide the project manager and team with clear guidelines to keep the project on track, ensuring that the project objectives, deliverables, schedule, and budget are maintained without deviation. It establishes a structured approach for defining, managing, and controlling the project scope to ensure that all work required to complete the project is properly executed and documented.

A Project Charter (see Section 4.1) was developed and used as the foundation for the Scope Management Plan. This charter outlined the project's key stakeholders, objectives, and high-level deliverables. The Project Manager engaged in discussions with RSLPF leadership, community leaders, and other stakeholders to understand the initiative's needs and goals and ensure alignment with the organization's strategic objectives.

The Scope Management Plan also incorporates input from key community stakeholders, including youth representatives, who will play a pivotal role in achieving the project's objectives. The plan serves as the reference point for scope-related decisions, keeping the project team focused on delivering the defined outcomes while efficiently managing any changes through the established change control process.

#### **4.2.2 Scope Management Approach**

Since the Royal Saint Lucia Police Force (RSLPF) lacks organizational process assets, such as established policies, procedures, and historical data for project planning, the project manager and team will be responsible for developing the Scope Management Plan for the Community Policing Secretariat Youth Crime Prevention Initiative. The plan will include key components such as the project scope statement, work breakdown structure (WBS), WBS dictionary (also known as the scope verification matrix), and a requirements traceability matrix, which will be outputs of the requirements collection process.

The project scope will be validated by the sponsor, project manager, and key stakeholders through formal signoffs and approvals of deliverables that meet the established acceptance criteria. Any deliverables not meeting the criteria will be documented as part of the work performance information.

The project will follow a predictive life cycle, meaning the project deliverables will be clearly defined at the outset, with any changes to the scope being progressively managed. Change requests related to the project scope will be submitted to the project

manager, who will evaluate the requests and submit them to the change control board and project sponsor for approval if necessary.

The project sponsor, based on input from the project manager and stakeholders, will have final authority over the acceptance of the project's deliverables and scope. This Scope Management Plan will be developed using expert judgment, meeting records, and templates from established project management guidelines, including the PMBOK® Guide (6th Edition) and the PMI Practice Standard for Work Breakdown Structures (2nd Edition).

This approach promotes transparency, collaboration, and continuous improvement, ensuring the project is completed successfully while addressing the evolving needs of both the Royal Saint Lucia Police Force and the communities it serves.

#### **4.2.3 Roles and Responsibilities**

Managing the scope of the Community Policing Secretariat Youth Crime Prevention Initiative is a critical aspect of project management. It requires coordinated efforts to ensure that the project objectives are met without exceeding the established scope. The project manager, sponsor, and team members play key roles in ensuring that all tasks are completed within scope throughout the project lifecycle. Table 8 below outlines the roles and responsibilities for scope management in this project.

**Table 8** *Roles and Responsibilities*

<b>Name</b>	<b>Role</b>	<b>Responsibilities</b>
Commissioner of Police	Project Sponsor	<ol style="list-style-type: none"> <li>1. Approves or denies scope change requests as appropriate.</li> <li>2. Evaluates the necessity of scope change requests.</li> <li>3. Accepts final project deliverables.</li> </ol>
Michele George Acting Sgt 756	Project Manager	<ol style="list-style-type: none"> <li>1. Measures and verifies the project scope.</li> <li>2. Facilitates scope change requests.</li> <li>3. Oversees impact assessments of scope changes.</li> <li>4. Organizes change control meetings.</li> <li>5. Communicates outcomes of scope changes.</li> <li>6. Updates project documents upon approval of scope changes.</li> </ol>
Community Policing Unit	Project Team Members	<ol style="list-style-type: none"> <li>1. Proposes scope and schedule changes for approval.</li> <li>2. Participates in defining the project's scope.</li> <li>3. Evaluates the need for scope changes and communicates them to the project manager.</li> </ol>
Research and Development Unit	Project Development Team	<ol style="list-style-type: none"> <li>1. To evaluate the feasibility of project scope changes.</li> <li>2. To execute change directives issued by the project manager.</li> </ol>
IT Specialist	Technical Team	<ol style="list-style-type: none"> <li>1. Evaluates the feasibility of scope changes (for technological components).</li> </ol>

		2. Executes change directives issued by the project manager.
Youth Representatives, Community Leaders, and Police Officers	Other Stakeholders	1. Can propose scope changes based on community needs and concerns.

*Note:* Project scope roles and responsibilities for RSLPF by M.George, Author, 2024. Own work

#### 4.2.4 Project Scope Statement

As an essential output of the scope definition process, the Project Scope Statement outlines the scope, major deliverables, and any exclusions for the Community Policing Secretariat Youth Crime Prevention Initiative. This document provides a clear and comprehensive description of the entire project scope, covering both the project and the product's scope.

The Project Scope Statement serves to align all project stakeholders on the project's objectives and boundaries. It enables the project team to engage in detailed planning, guides the team's actions during the execution phase, and establishes a baseline for evaluating change requests. This ensures that any additional work or changes to the project are carefully assessed to determine if they fall within the defined scope or require additional authorization (PMI, 2017, p. 154).

By establishing a shared understanding of the project scope, the statement helps prevent scope creep and ensures that the project stays focused on achieving its primary

goals of reducing youth involvement in crime through enhanced community policing efforts, stakeholder engagement, and the development of sustainable crime prevention strategies.

#### **4.2.4.1 Project Scope Description**

The scope of this project focuses on establishing the Community Policing Secretariat to coordinate youth crime prevention initiatives under the Royal Saint Lucia Police Force (RSLPF). The project's main objective is to enhance community-police relations and reduce youth involvement in crime through structured and collaborative efforts. It will focus on improving crime prevention strategies, fostering community engagement, and providing youth with alternatives to criminal activities.

The key components of the project include:

**Centralized Community Policing Database:** A consolidated database that will track and analyze youth crime prevention activities, including demographic data, crime trends, and program outcomes. This database will integrate information from various RSLPF departments, ensuring a streamlined approach to youth crime prevention efforts.

**Community Engagement Platforms:** Development of platforms to facilitate interaction between the police, community leaders, and youth representatives. This will include:

- ✓ **Youth Program Tracking:** A system for monitoring the participation and progress of youth in various crime prevention and rehabilitation programs.

- ✓ **Stakeholder Communication Hub:** A portal for stakeholders (police officers, community leaders, social workers, educators) to communicate and share resources.

**Training and Resource Distribution:** Provision of training materials, crime prevention strategies, and resources to police officers and community leaders. This will support their efforts in reducing youth crime, improving community engagement, and applying best practices in crime prevention.

**Publication of Reports and Crime Prevention Data:** Regular reports and updates on the success of the initiative will be made available to the public through the RSLPF website and community platforms. This will include crime statistics, case studies, and information on youth rehabilitation programs. The project will adopt a client-server architecture to manage the centralized community policing database, ensuring secure access for authorized personnel within the RSLPF and external stakeholders. The architecture will allow for easy scalability and data integration.

### **Required IT Equipment**

Any modern computer using standard operating systems such as Windows, Linux, or Mac will be capable of accessing the web-based system. Minimal computing power is required, making the system accessible to both internal RSLPF personnel and external stakeholders.



## **Required Software**

The system will use established database management systems such as MySQL or PostgreSQL, ensuring secure data storage and easy scalability. These systems will support data integration across departments and provide the necessary infrastructure for collaboration and monitoring.

## **Database Management System**

The centralized system will be web-based, allowing secure access for authorized users from various departments and external stakeholders, including community leaders and social workers. It will support real-time data entry, updating, and reporting to enhance responsiveness and decision-making.

This project scope aims to deliver a sustainable and effective framework for reducing youth crime through improved coordination, resource management, and data-driven strategies. It will ensure long-term success by fostering greater community involvement and trust in the RSLPF's community policing efforts.

### **4.2.4.2 Deliverables**

The key deliverable for the Community Policing Secretariat Youth Crime Prevention Initiative is the establishment of a fully operational and integrated Centralized Community Policing Database. This database will track and analyze youth crime prevention activities, including demographic data, crime trends, and program outcomes.

Alongside this, the project will deliver community engagement platforms, including a Youth Program Tracking System and a Stakeholder Communication Hub to facilitate collaboration between police officers, community leaders, and youth representatives.

Additionally, the deliverables will include training resources for effective youth crime prevention and the publication of regular reports on the initiative's progress.

These outputs are designed to strengthen community-police relations, reduce youth crime, and enhance data-driven decision-making within the RSLPF.

#### **4.2.4.3 Acceptance Criteria**

The acceptance criteria for the Community Policing Secretariat Youth Crime Prevention Initiative will serve as the formal standards, requirements, and conditions that must be fulfilled before the project's deliverables are approved by the RSLPF and key stakeholders. The criteria will ensure that all project outputs meet the initial expectations and defined objectives. Based on the PMBOK® Guide, 6th Edition, acceptance criteria are required to be met before deliverables are formally accepted.

For this initiative, the acceptance criteria include:

1. **Operational Centralized Community Policing Database:** The database must successfully track youth crime prevention activities, integrate data from various RSLPF departments, and be accessible to authorized personnel with defined access rights.

2. **Functionality of Community Engagement Platforms:** The Youth Program Tracking System and Stakeholder Communication Hub must work effectively to facilitate real-time collaboration and resource sharing between police officers, community leaders, and youth representatives.
3. **Data Integrity and Reporting:** The system should allow for accurate data input and output, generating regular reports that reflect the progress of youth crime prevention efforts, with the ability to track, analyze, and display key metrics.
4. **User Accessibility and Security:** Authorized users, including RSLPF staff and external stakeholders, must be able to securely access the system without interruption and in accordance with their assigned roles.
5. **Training and Support:** All designated police officers, community leaders, and stakeholders must receive adequate training and resources to effectively utilize the system.
6. **Test Performance:** The system must pass functionality tests, including user acceptance testing (UAT), ensuring that the interfaces and database interactions work correctly for all stakeholders involved.

Successful fulfillment of these conditions will signal that the project deliverables meet the requirements and are ready for implementation in the wider community policing efforts.

#### 4.2.4.4 Project Exclusions

The Community Policing Secretariat Youth Crime Prevention Initiative will have specific exclusions to clearly define what is outside the project's scope. These exclusions are crucial in preventing scope creep and ensuring that all stakeholders understand the project boundaries. The key exclusions are as follows:

1. **Post-Implementation System Updates and Upgrades:** The project will not cover any software or system updates and upgrades that may be developed or required after the project's closure.
2. **Content Management:** The management, updating, or control of web content related to the Community Policing Secretariat will not be included in this project.
3. **Hardware Upgrades:** The project will not involve any upgrades or replacements of desktop hardware or equipment used by RSLPF staff or community stakeholders.
4. **IT Security Management:** The project will not include the management, implementation, or oversight of IT security protocols beyond what is necessary for system setup and initial use.

By clearly stating these exclusions, the project ensures that stakeholders focus on the deliverables and responsibilities that are included in the defined scope, avoiding any misunderstanding about the project's limitations.

#### **4.2.5 Collect Requirements**

Collecting requirements is a critical process in which stakeholder needs and expectations are identified, documented, and managed to ensure that the project's objectives are met. For the Community Policing Secretariat Youth Crime Prevention Initiative, it is essential to gather requirements from all relevant stakeholders, including police officers, community leaders, youth representatives, and external partners.

To collect these requirements, the project manager and team will employ various tools and techniques such as interviews, surveys, focus groups, and workshops to engage stakeholders and capture their insights. Additionally, document reviews and observation of current community policing practices will help refine the project's scope and deliverables.

The primary output of this process will be a comprehensive requirements documentation, which will detail all functional and non-functional requirements for the project. This documentation will serve as a foundation for project planning and execution, ensuring that all stakeholder expectations are clearly defined and measurable throughout the project's lifecycle.

##### **4.2.5.1 Requirement Documentation**

The requirement documentation outlines how the individual requirements for the Community Policing Secretariat Youth Crime Prevention Initiative align with the business

and strategic needs of the Royal Saint Lucia Police Force (RSLPF). Requirements will initially be identified at a high level and will be refined and detailed as more information is gathered throughout the project.

This document serves as a structured reference, capturing all key requirements necessary for the project's success. The format may vary, ranging from a simple list categorizing requirements by stakeholders and priorities to more elaborate forms, including an executive summary, detailed descriptions, and any supporting attachments.

Requirements will typically be grouped into different types, such as:

1. **Business Requirements:** These describe the key objectives and outcomes that the project needs to achieve, focusing on stakeholder needs for reducing youth crime and enhancing community policing efforts.
2. **Functional Requirements:** These detail specific functions the project must include, such as developing a centralized database, community engagement platforms, and training programs for police officers.
3. **Non-Functional Requirements:** These encompass quality standards like performance, security, and user accessibility for the project's systems and processes.

Table 9 below will be used to track the collected requirements, categorized by stakeholders and priority:

**Table 9***Requirements Documentation*

Requirement ID	Description	Stakeholder	Priority	Category
RQ-001	Develop a centralized community policing database.	RSLPF HQ	High	Functional
RQ-002	Provide training materials for officers.	Police Units/Departments	Medium	Functional
RQ-003	Ensure secure access for external stakeholders.	External Partners	High	Non-Functional
RQ-004	Establish communication platforms for stakeholders.	Community Leaders	High	Business

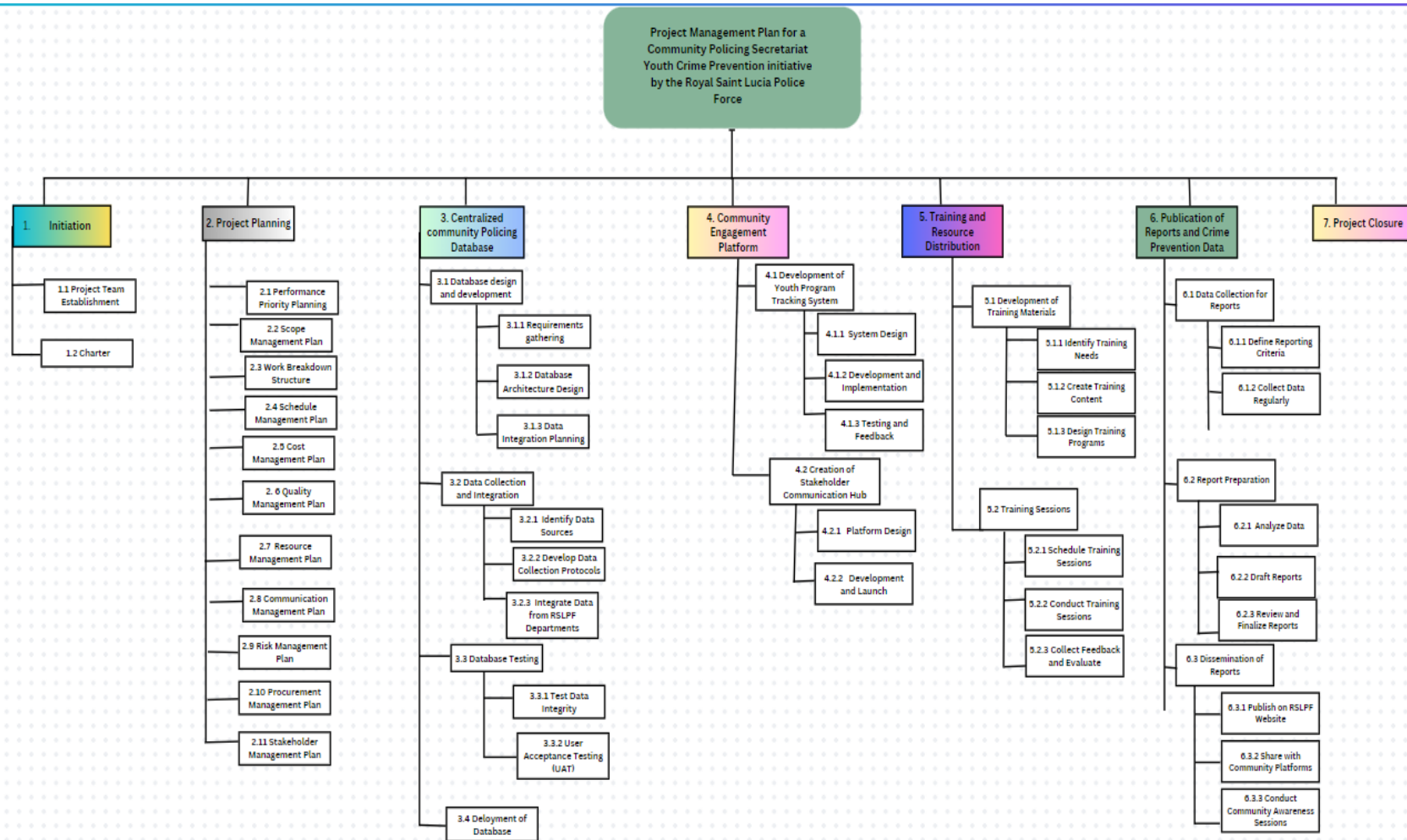
*Note:* Requirements Documentation by M. George, Author, 2024. Own work

#### 4.2.6 Work Breakdown Structure

The Work Breakdown Structure (WBS) is a crucial tool for planning and managing the Community Policing Secretariat Youth Crime Prevention Initiative. It helps define and organize the project's work into smaller, more manageable components, ensuring that all deliverables align with the overall project objectives. The WBS represents the total scope of the project and ensures that all necessary work is included while avoiding unnecessary activities.

The WBS for this project will be created using the decomposition technique, breaking down high-level deliverables into smaller work packages that are easier to manage and estimate. It will also rely on expert judgment and any available corporate templates, tailored to fit the project's specific needs. The generic template will be tailored and developed by the project manager with the help of the project team. Figure 5 below shows the WBS of the Community Policing Secretariat project for the RSLPF.



**Figure 5: Work Breakdown Structure**

#### 4.2.7 Work Breakdown Structure Dictionary

The WBS dictionary depicted in Table 10 is a comprehensive document that outlines detailed information about each deliverable, activity, and schedule component included in the Work Breakdown Structure (WBS). It serves as a guide and reference document explaining each element's scope and content within the WBS. Acting as a "user manual" for the WBS, this document provides clarity and supports project management by ensuring all elements are well understood. It will be further refined and updated as the project progresses with additional details gathered from other processes.

**Table 10**  
*Work Breakdown Structure Dictionary*

WBS Code	Work Package	Description of Work	Deliverables	Resources Needed
3	Centralized Community Policing Database	Development of a centralized database for community policing.		
3.1	Database design and development	Design and develop the structure of the database.	Design and develop the structure of the database.	IT team, database design tools
3.1.1	Requirements gathering	Collect requirements for the database from stakeholders.	Requirements specification document	Interviews, surveys, meeting tools
3.1.2	Database Architecture Design	Develop the architecture for the database, including schema design.	Database architecture documentation	IT team, architecture design tools

3.1.3	Data Integration Planning	Plan for integrating data from various sources into the database.	Data integration plan	Integration tools, planning software
3.2	Data Collection and Integration	Collect and integrate data from RSLPF departments.	Integrated data set	IT team, data collection tools
3.2.1	Identify Data Sources	Determine sources of data for the database.	Data source identification report	Research, data analysis tools
3.2.2	Develop Data Collection Protocols	Create protocols for collecting data efficiently and accurately.	Data collection protocols	IT team, documentation tools
3.2.3	Integrate Data from RSLPF Departments	Integrate collected data into the centralized database.	Integrated database	IT team, integration tools
3.3	Database Testing	Conduct testing to ensure the database functions as intended.	Testing reports	IT team, testing tools
3.3.1	Test Data Integrity	Ensure data accuracy and integrity in the database.	Data integrity report	Testing tools, data validation tools
3.3.2	User Acceptance Testing	Conduct UAT with stakeholders to verify database functionality.	UAT report	Stakeholders, testing tools
3.4	Deployment of Database	Deploy the database and plan for ongoing maintenance.	Deployed database, maintenance plan	IT team, deployment tools
4	Community Engagement Platform	Develop platforms to engage the community and track youth programs.		

4.1	Development of Youth Program Tracking	Create a system to monitor youth programs and activities.	Youth program tracking system	IT team, development tools
4.1.1	System Design	Design the tracking system structure and features.	System design documentation	IT team, design tools
4.1.2	Development and Implementation	Build and implement the tracking system.	Operational tracking system	IT team, development tools
4.1.3	Testing and Feedback	Test the system and gather feedback for improvements.	Feedback report	Testing tools, stakeholder involvement
4.2	Creation of Stakeholder Communication Hub	Develop a platform for effective communication with stakeholders.	Communication hub	IT team, communication tools
4.2.1	Platform Design	Design the communication hub features and interface.	Platform design documentation	IT team, design tools
4.2.2	Development and Launch	Build and launch the communication hub for stakeholders.	Operational communication hub	IT team, launch resources
5	Training and Resource Distribution	Develop and distribute training resources for stakeholders and users.		
5.1	Development of Training Materials	Create materials to support training for users.	Training material documentation	Training team, content creation resources
5.1.1	Identifying training needs	Assess the training needs of users and stakeholders.	Training needs assessment report	Surveys, interviews, analysis tools
5.1.2	Create Training Content	Develop content for training programs based	Completed training content	Content creation tools

		on identified needs.		
5.1.3	Design Training Programs	Design the structure and schedule of training programs.	Training program schedules	Training team, scheduling tools
5.2	Training Sessions	Conduct training sessions for stakeholders and users.	Trained stakeholders and users	Training team, training resources
5.2.1	Schedule Training Sessions	Plan and schedule training sessions based on availability.	Training schedule	Scheduling tools
5.2.2	Conduct Training Sessions	Deliver training sessions to stakeholders and users.	Training attendance records	Training team, training resources
5.2.3	Collect Feedback and Evaluate	Gather feedback post-training and evaluate its effectiveness.	Training evaluation report	Surveys, feedback tools
6	Publication of Reports and Crime Prevention Data	Prepare and disseminate reports based on collected data for crime prevention.		
6.1	Data Collection for Reports	Regularly collect data to prepare reports on crime prevention efforts.	Regularly updated data	Data collection tools, research methods
6.1.1	Define Reporting Criteria	Establish the criteria for reporting on crime prevention activities.	Reporting criteria document	Stakeholder input, reporting tools
6.1.2	Collect Data Regularly	Implement a process for ongoing data collection.	Collected data	Data collection tools

6.2	Report Preparation	Analyze collected data and prepare reports for publication.	Draft reports	Analysis tools, report writing tools
6.2.1	Analyze Data	Analyze the data collected to derive insights for reports.	Data analysis report	Analysis tools
6.2.2	Draft Reports	Write reports based on analyzed data.	Draft reports	Report writing tools
6.2.3	Review and Finalize Reports	Review and finalize reports for publication.	Finalized reports	Review team, editing tools
6.3	Dissemination of Reports	Publish and share reports with stakeholders and the community.	Distributed reports	Communication tools, dissemination strategies
6.3.1	Publish on RSLPF Website	Publish the finalized reports on the RSLPF website for public access.	Published reports	Web publishing tools
6.3.2	Share with Community Platforms	Distribute reports through community platforms and networks for broader visibility.	Distributed reports	Communication tools, community engagement resources
6.3.3	Conduct Community Awareness Sessions	Organize sessions to raise awareness of the findings and encourage community feedback.	Awareness session materials	Training team, community engagement resources

Note: Work Breakdown Structure Dictionary by M.George, Author, 2024. Own work

#### **4.2.8 Scope Verification and Control**

Scope verification ensures that all project deliverables, objectives, and requirements are aligned with stakeholders' expectations. Key steps in this process include:

- Organizing stakeholder review meetings to discuss and adjust the project scope as needed.
- Conducting inspections or demonstrations to verify that deliverables meet the expected standards.
- Reviewing project documentation to ensure consistency with stakeholder agreements.
- Establishing acceptance criteria for deliverables and obtaining formal sign-off from stakeholders.
- Implementing a change control process for managing scope changes, ensuring that stakeholders approve any changes before implementation.
- Maintaining ongoing communication to address scope-related issues, ensuring continuous alignment with stakeholders throughout the project lifecycle.

#### **4.2.9 Scope Change Management**

Any change requests must be submitted to the project manager using a standardized form. This form will detail the rationale for the change, its potential effects on project

objectives, and recommended mitigation strategies. Upon receiving the request, a thorough impact analysis will be conducted to assess its effects on scope, schedule, budget, resources, and quality. Based on this analysis, the project manager will either approve or reject the change, depending on its alignment with project goals and feasibility. All approved changes will be documented and communicated to the project team and stakeholders. See Figure 6 below outlining the scope change request form which is used to track and document any modifications to the project scope. This form ensures clarity, accountability, and a consistent process for evaluating the impact of proposed changes.

**Figure 6**

*Scope Change Request Form*

Scope Change Request Form
<b>Project Name:</b>
<b>Change Request ID:</b>
<b>Date of Submission:</b>
<b>Requested By:</b>
<b>### 1. Change Description</b>
<b>Description of Proposed Change:</b>
(Provide a detailed description of the proposed change)
<b>### 2. Justification for Change</b>
<b>Reason for Request:</b>
(Explain why the change is needed and how it aligns with project goals)
<b>Impact if Change is Not Implemented:</b>
(Describe the risks or issues if this change is not approved)
<b>### 3. Impact Analysis</b>
<b>Scope:</b>
(Describe how this change affects the project scope)
<b>Schedule:</b>
(Outline any changes to project timelines, including milestones or deadlines)
<b>Budget:</b>
(Summarize the cost implications of this change, including additional funding required, if any)



Scope Change Request Form
<b>Resources:</b>
(Detail any adjustments to resource allocation, including personnel or materials)
<b>Quality:</b>
(Explain the impact on the quality of deliverables)
<b>### 4. Risk Assessment and Mitigation</b>
<b>Identified Risks:</b>
(List potential risks associated with this change)
<b>Mitigation Strategies:</b>
(Describe measures to minimize risks and ensure successful implementation)
<b>### 5. Decision and Approvals</b>
<b>Recommendation by Project Manager:</b>
(Approve / Reject / Defer – Provide rationale for the decision)
<b>Reviewed and Approved By:</b>
(List names and roles of reviewers and approvers, with their signatures)
<b>Date of Approval/Decision:</b>

*Note:* Scope Change Request Form by M.George, Author, 2024. Own work.

### 4.3 Project Schedule Management

Project Schedule management is a critical component of ensuring that the project is completed on time and within the allocated timeline. This process involves several key steps, including planning schedule management, defining and sequencing activities, estimating both activity resources and durations, and ultimately developing a project schedule. These processes generate important project documents such as the schedule management plan, activity list and attributes, milestone list, project schedule network

diagram, activity resource requirements, activity duration estimates, and the project schedule itself.

### **4.3.1 Schedule Management Plan**

#### **4.3.1.1 Process Description and Importance**

The Schedule Management Plan explains the methods for creating and maintaining the project schedule. To create the project schedule for the Community Policing Secretariat Project, well-known project management software will be employed. This starts with identifying the deliverables in the Work Breakdown Structure (WBS), with a focus on the activities at Level 3, which detail the tasks needed to complete each deliverable. Once these activities are specified, activity sequencing determines the sequence in which tasks should be completed, providing links between project activities. Estimating activity durations will help calculate the work periods required to finish each task package, providing a foundation for the schedule.

Following the creation of the preliminary schedule, the project team and any assigned resources will examine it to ensure correctness and viability. There will be agreement on work package assignments, durations, and the overall schedule. This draft schedule will then be forwarded to the project sponsor for final evaluation and approval.

The project manager is in charge of managing the creation and management of the project schedule, ensuring that it includes all essential changes during the project. Any suggested schedule adjustments will go through a formal change control process to ensure

they do not interfere with the project's timeframe or objectives. The project manager will ensure that the timeline maintains aligned with project goals by constantly reviewing and providing regular updates to stakeholders.

#### **4.3.1.2 Tools and Techniques to be used in the Schedule Management Plan**

The Schedule Management Plan is created utilizing a variety of tools and approaches to set the policies, procedures, and documentation needed to plan, manage, execute, and control the project schedule. One of the most important approaches is to hold meetings with the project team to obtain feedback and ensure that everyone understands the scope and needs. These sessions provide an opportunity for the team to address activity sequencing, dependencies, resource allocation, and any potential threats to the timeline.

This approach also relies heavily on expert judgment. Subject matter experts can provide useful insights regarding realistic activity durations, resource requirements, and sequencing based on their previous experience with similar projects. This input improves the schedule's accuracy.

Another technique used is data analysis, which is evaluating historical data, performance metrics, and lessons learned from past projects in order to detect trends and bottlenecks. By leveraging data, the project team may better predict schedules and plan for potential risks or delays.

These tools and processes provide a thorough Schedule Management Plan, which specifies the procedures for creating and maintaining the schedule throughout the project's

lifecycle. This plan forms an essential component of the overall Project Management Plan, providing a framework for monitoring and regulating the project's development and ensuring that it stays on track.

#### **4.3.1.3 Level of Accuracy**

The level of accuracy for estimating activity durations plays a critical role in ensuring realistic timelines for project completion. In this project, the acceptable range of variation for activity duration estimates is set at  $\pm 10\%$ . This means that estimates may vary within this range based on real-world conditions, allowing flexibility while maintaining a reasonable degree of control over the schedule. Additionally, this level of accuracy may include allowances for contingencies, which helps to account for uncertainties and risks that could affect the schedule.

#### **4.3.1.4 Units of Measure**

To ensure uniformity in measuring and reporting progress, the units of measurement for this project have been standardized. The duration of tasks is commonly specified in days, allowing for clear and simple tracking of progress. When calculating human resource efforts, the measurement will be stated in staff/day, representing one staff member working a full day. This project will not use fractional or other units, ensuring that schedule tracking and reporting are simple and clear.

#### **4.3.1.5 Control Thresholds**

For the Community Policing Secretariat project, control thresholds are established to effectively manage schedule deviations and keep the project on track. If a team member identifies the need for a schedule adjustment, the project manager and the team will review the proposed change to assess its impact. This evaluation includes determining which tasks are affected, calculating the variance from the original plan, and identifying alternative solutions.

A formal change request will be required if the proposed change either increases or decreases the duration of an activity by 10% or more, or if it impacts the overall project timeline by 10% or more compared to the approved schedule. Once a significant variance is identified, the project manager will submit a change request to the project governance committee for review and approval. After approval, the project manager will update the schedule, document the change, and communicate the modifications and their impacts to all stakeholders and project team members. This structured approach ensures that any significant schedule changes are carefully evaluated, documented, and communicated to maintain alignment with project objectives.

#### **4.3.2 Estimate Activity Duration**

To estimate the activity duration for the Community Policing Secretariat project, the project team consulted with both implementing and partner organizations, leveraging their expertise and historical data from similar, past projects. This collaborative approach

ensured realistic and informed estimates for each activity. The estimation process also involved reviewing comparable community-focused initiatives to predict timeframes accurately. Table 11 outlines the duration of each activity, along with start and end dates and any dependencies between tasks, is outlined in a schedule chart, which helps to map out the overall timeline of the project and ensures smooth sequencing of task

**Table 11**  
*Duration of project activities*

Task Name	Duration	Start	Finish	Predecessors
<b>Community Policing Secretariat for RSLPF</b>	<b>365 days</b>	<b>02/09/2024</b>	<b>17/12/2025</b>	
<b>1 Initiation</b>	<b>12 days</b>	<b>02/09/2024</b>	<b>17/09/2024</b>	
1.1 Project Team Establishment	7 days	02/09/2024	10/09/2024	
1.2 Project Charter	5 days	09/09/2024	13/09/2024	
<b>2. Planning</b>	<b>40 days</b>	<b>16/09/2024</b>	<b>08/11/2024</b>	
Performance planning				
2.1 Scope Management Plan	5 days	16/09/2024	20/09/2024	<b>5</b>
2.2 Work Breakdown Structure	5 days	23/09/2024	27/09/2024	<b>7</b>
2.3 Schedule Management Plan	5 days	30/09/2024	04/10/2024	<b>8</b>
2.4 Cost Management Plan	5 days	07/10/2024	11/10/2024	<b>9</b>
2.5 Quality Management Plan	5 days	14/10/2024	18/10/2024	<b>10</b>
2.6 Resource Management Plan	4 days	21/10/2024	24/10/2024	<b>11</b>
2.7 Communication Management Plan	4 days	25/10/2024	30/10/2024	<b>12</b>
2.8 Risk Management Plan	2 days	31/10/2024	01/11/2024	<b>13</b>
2.9 Procurement Management Plan	2 days	04/11/2024	05/11/2024	<b>14</b>
2.10 Stakeholder Management Plan	3 days	06/11/2024	08/11/2024	<b>15</b>
<b>3 Implementation Centralized Community Policing Database</b>	<b>100 days</b>	<b>11/11/2024</b>	<b>28/03/2025</b>	
3.1 Design and develop the structure of the database.	20 days	11/11/2024	06/12/2024	<b>16</b>
3.1.1 Collect requirements for the database from stakeholders.	5 days	09/12/2024	13/12/2024	<b>18</b>
3.1.2 Develop the architecture for the database, including schema design.	5 days	16/12/2024	20/12/2024	<b>19</b>
3.1.3 Plan for integrating data from various sources into the database.	5 days	23/12/2024	27/12/2024	<b>20</b>
3.2 Collect and integrate data from RSLPF departments.	5 days	30/12/2024	03/01/2025	<b>21</b>
3.2.1 Identify Data Sources	5 days	06/01/2025	10/01/2025	<b>22</b>
3.2.2 Develop Data Collection Protocols	5 days	13/01/2025	17/01/2025	<b>23</b>
3.2.3 Integrate Data from RSLPF Departments	10 days	20/01/2025	30/01/2025	<b>24</b>
3.3 Database Testing	5 days	03/02/2025	07/02/2025	<b>25</b>
3.3.1 Test Data Integrity	5 days	10/02/2025	14/02/2025	<b>26</b>
3.3.2 User Acceptance Testing	5 days	17/02/2025	21/02/2025	<b>27</b>
3.4 Deployment of Database	5 days	24/02/2025	28/02/2025	<b>28</b>
<b>4 Community Engagement Platform</b>	<b>68 days</b>	<b>03/03/2025</b>	<b>04/06/2025</b>	

Task Name	Duration	Start	Finish	Predecessors
4.1 Development of Youth Program Tracking	3 days	03/03/2025	05/03/2025	29
4.1.1 System Design	4 days	06/03/2025	11/03/2025	31
4.1.2 Development and Implementation	2 days	12/03/2025	13/03/2025	32
4.1.3 Testing and Feedback	5 days	14/03/2025	20/03/2025	33
4.2 Creation of Stakeholder Communication Hub	1 day	21/03/2025	21/03/2025	34
4.2.1 Platform Design	47	24/03/2025	27/05/2025	35
4.2.2 Development and Launch	5 days	28/05/2025	03/06/2025	36
<b>5 Training and Resource Distribution</b>	<b>60 days</b>	<b>05/06/2025</b>	<b>27/08/2025</b>	
5.1 Development of Training Materials	5 days	05/06/2025	11/06/2025	37
5.1.1 Identifying training needs	5 days	12/06/2025	18/06/2025	39
5.1.2 Create Training Content	5 days	19/06/2025	25/06/2025	40
5.1.3 Design Training Programs	10 days	36/06/2025	09/07/2025	41
5.2 Training Sessions	10 days	10/07/2025	23/07/2025	42
5.2.1 Schedule Training Sessions	5 days	24/07/2025	30/07/2025	43
5.2.2 Conduct Training Sessions	15 days	31/07/2025	20/08/2025	44
5.2.3 Collect Feedback and Evaluate	5 days	21/08/2025	27/08/2025	45
<b>6 Publication of Reports and Crime Prevention Data</b>	<b>30 days</b>	<b>28/08/2025</b>	<b>08/10/2025</b>	
6.1 Data Collection for Reports	9	28/08/2025	09/09/2025	46
6.1.1 Define Reporting Criteria	2	10/09/2025	11/09/2025	48
6.1.2 Collect Data Regularly	2	12/09/2025	15/09/2025	49
6.2 Report Preparation	2	16/09/2025	17/09/2025	50
6.2.1 Analyze the data collected to derive insights for reports.	2	18/09/2025	19/09/2025	51
6.2.2 Draft Reports	2	22/09/2025	23/09/2025	52
6.2.3 Review and finalize reports for publication.	2	24/09/2025	25/09/2025	53
6.3 Publish and share reports with stakeholders and the community.	2	26/09/2025	29/09/2025	54
6.3.1 Publish the finalized reports on the RSLPF website for public access.	2	30/09/2025	01/10/2025	55
6.3.2 Share with Community Platforms	2	02/10/2025	03/10/2025	56
6.3.3 Conduct Community Awareness Sessions	3	06/10/2025	08/10/2025	57
<b>6.4 Monitoring and Evaluation</b>	<b>20</b>	<b>09/10/2025</b>	<b>05/11/2025</b>	
6.4.1 Monitoring of all Stakeholder plans and risks	10	09/10/2025	22/10/2025	58
6.4.2 Conduct Project Evaluation	10	23/10/2025	05/11/2025	60
<b>7 Control</b>	<b>30</b>	<b>06/11/2025</b>	<b>17/12/2025</b>	
7.1 Project Management	5	06/11/2025	12/11/2025	61
7.2 Change Request Management	5	13/11/2025	19/11/2025	63
7.3 Project Status Meetings	5	20/11/2025	26/11/2025	64
7.4 Audits	10	27/11/2025	10/12/2025	65
<b>8 Closing</b>	<b>5</b>	<b>11/12/2025</b>	<b>17/12/2025</b>	<b>66</b>
End	0	17/12/2025	17/12/2025	67

*Note:* Duration of Project activities for Community Policing Secretariat for RSLPF by M.

George, Author, 2024. Own work



### 4.3.3 Project Schedule

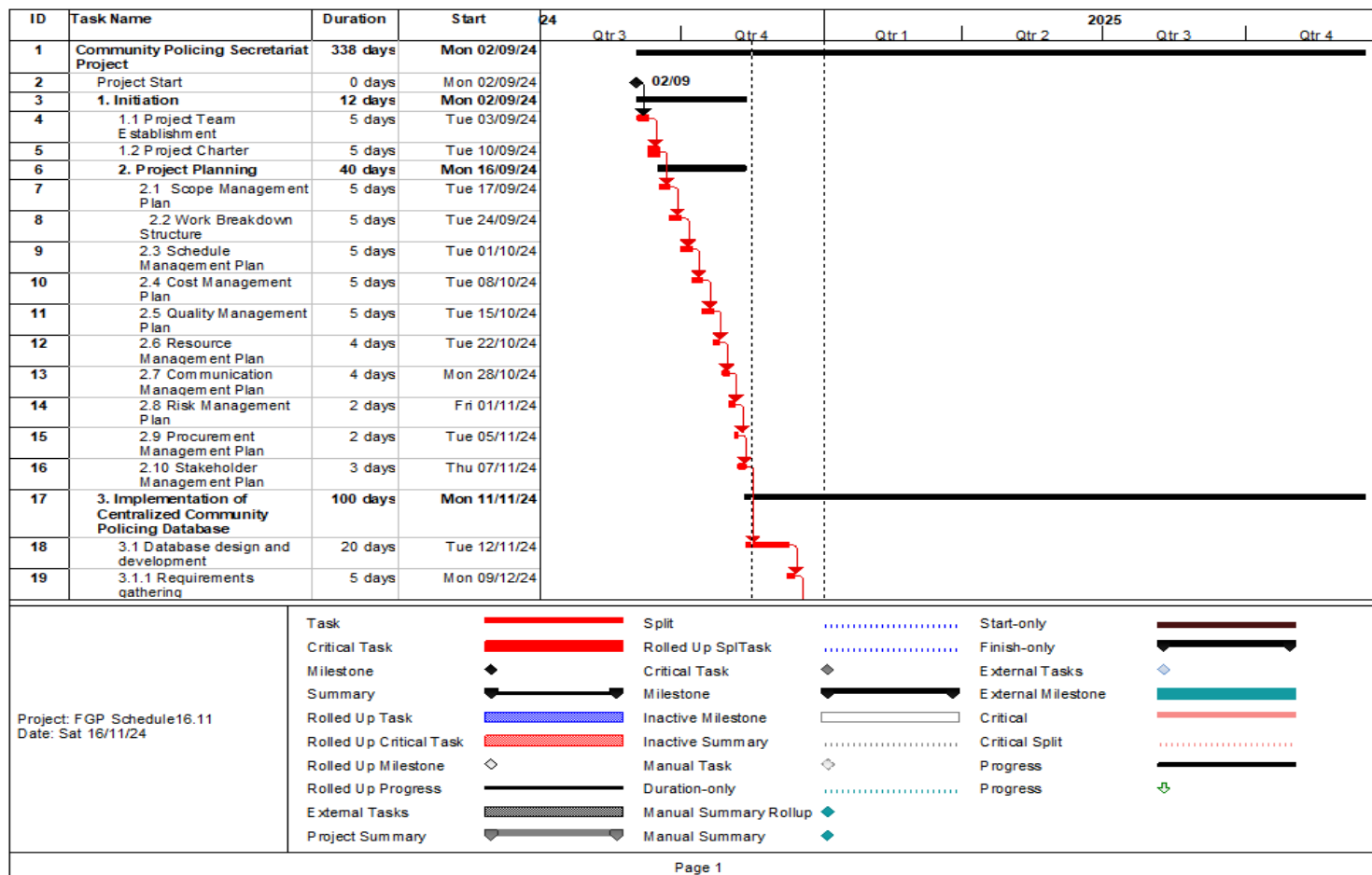
Effective schedule management is critical to the success of the Community Policing Secretariat project, ensuring that activities are completed on time and that the project remains aligned with its strategic goals. One of the most important aspects of schedule management is controlling the critical path, as any delays in critical path activities directly impact the overall project timeline. The critical path is the longest sequence of activities that must be completed on time to ensure the project finishes by its planned end date. It includes tasks with zero or minimal float (slack time), meaning that any delay in these activities will result in a delay to the overall project. The critical path is determined using Microsoft Project, which automatically calculates the path based on task durations and dependencies. In Figure #7, the critical path is highlighted to identify the sequence of tasks that must be completed on schedule to avoid project delays. This path will be continuously monitored and updated as the project progresses.

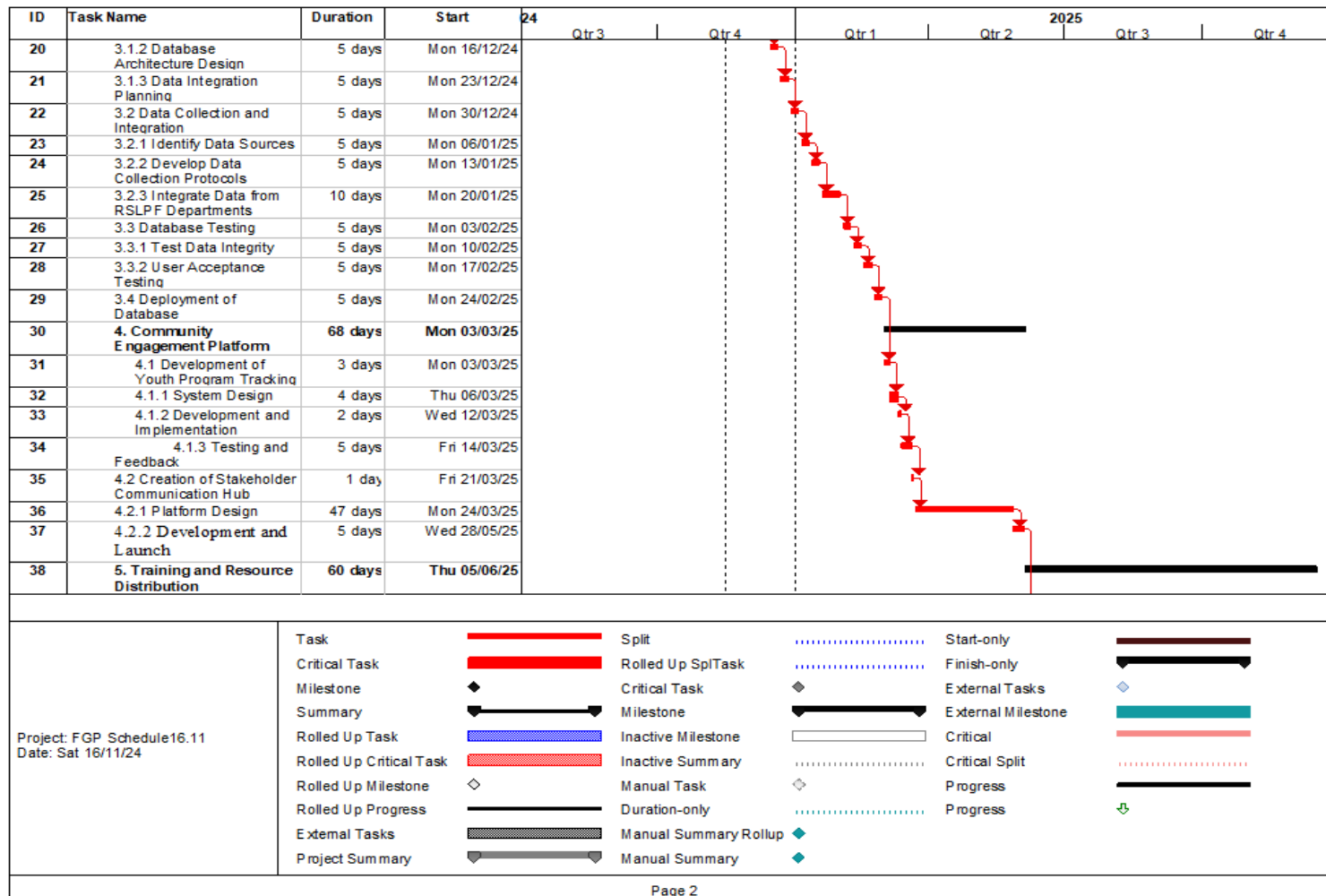
To ensure the project stays on track, the critical path will be monitored regularly. Progress will be tracked using the Schedule Performance Index (SPI), which compares the earned value (EV) of completed work with the planned value (PV) of work that was scheduled. If SPI drops below 1.0, it indicates that the project is behind schedule, and corrective actions will be needed to bring it back on track. Regular updates to the schedule (weekly or bi-weekly) will reflect the current status of critical path activities, helping to identify potential delays early and allowing for adjustments before they impact the overall timeline.

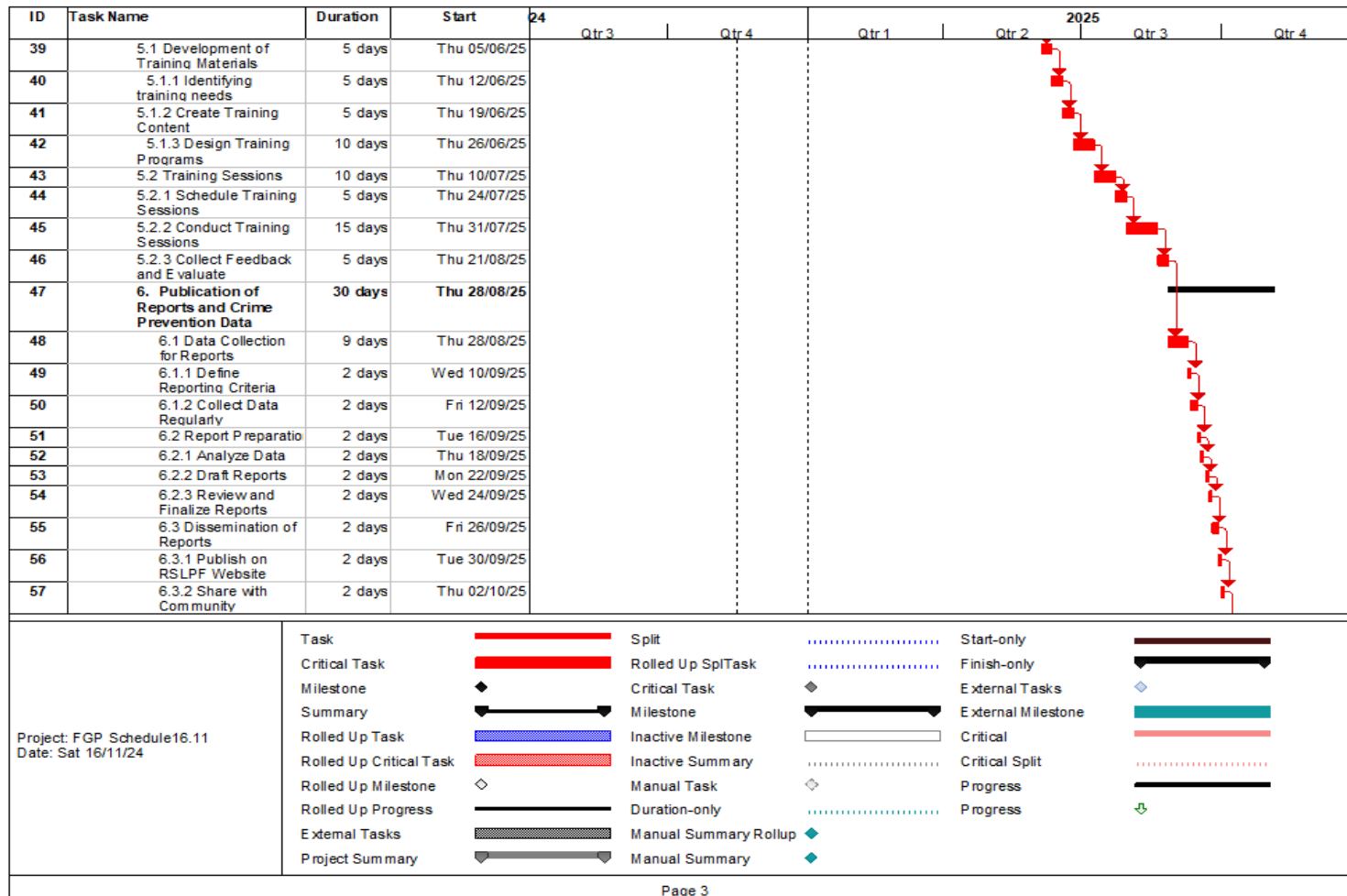
If any activity on the critical path is delayed, immediate actions will be taken to minimize the impact on the project schedule. These actions may include fast tracking, where tasks that are dependent on each other are performed simultaneously rather than sequentially, reducing the overall duration of the critical path. Crashing may also be employed, where additional resources are allocated to critical path tasks to speed up their completion. This may involve hiring additional personnel or working overtime to reduce the duration of these tasks. Furthermore, resources may be reallocated from non-critical path tasks to critical path tasks if delays occur, ensuring that high-priority tasks are completed on time and preventing delays to the project's end date. Contingency planning will also be used to address unexpected delays or risks, with built-in reserves allowing flexibility in managing critical activities. Regular team meetings and schedule reviews will be conducted to assess the progress of the critical path and make necessary adjustments. If any task on the critical path is delayed, these meetings will be used to identify corrective actions and mitigate risks.

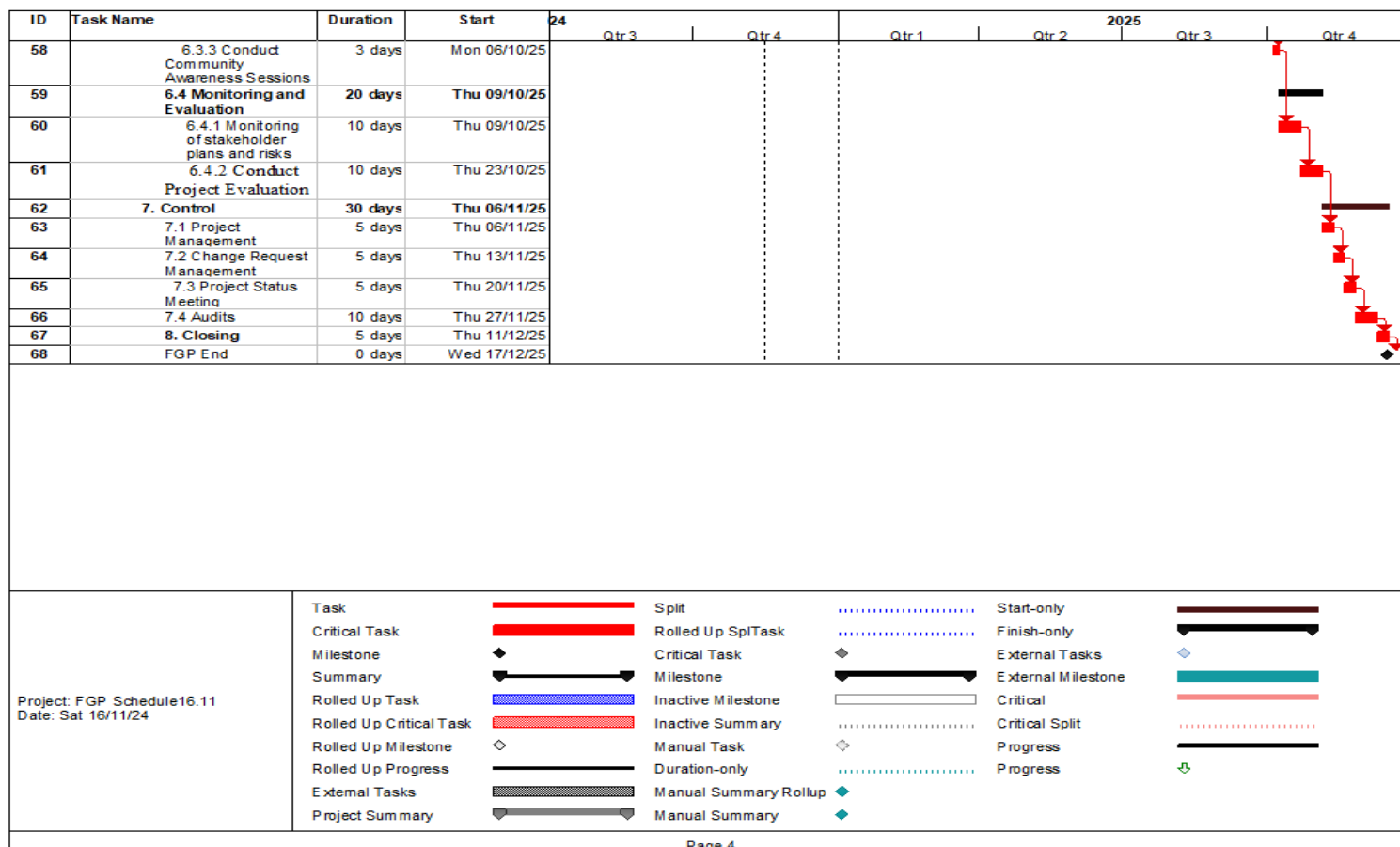
Any delays or adjustments to the critical path will be communicated to stakeholders through status reports and meetings, ensuring that all team members and stakeholders are aware of the changes and can take proactive measures to address them. Figure #7 provides a visual representation of the project schedule, highlighting the critical path. By using color-coding or shading, the critical path activities are clearly identifiable, making it easier for the project team to focus on tasks that require the most attention. Additionally, the schedule will display milestones and task dependencies, providing a comprehensive view of the project's timeline.

By carefully managing and controlling the critical path, the project team will be able to ensure that the Community Policing Secretariat project is completed on time and that any potential delays are addressed promptly. Regular monitoring, adjustment, and communication will be key to maintaining control over the critical path and achieving the project's objectives.

**Figure 7:***Project Schedule*







*Note:* Project Schedule for Community Policing Secretariat for RSLPF by M. George, Author, 2024. Own work

### **4.3.3 Control Schedule**

Control Schedule is a vital process for managing the timeline and ensuring the project stays on track. The project is scheduled to be completed within twelve (12) months. Any deviation from this timeline could impact the project's scope, cost, and resource availability. The project manager, alongside the project team, will be responsible for continuously monitoring the schedule and ensuring adherence to the established timeline.

If changes to the schedule are required, they must be carefully assessed to determine their impact on the overall project. The change request process involves submitting a formal request through a change control form (see Appendix 5), which will be reviewed by the steering committee. This committee, representing the project sponsors, will either approve or deny the proposed changes within a two-week period. If approved, the schedule will be updated accordingly.

Additionally, as the project progresses, capturing lessons learned is crucial for improving future initiatives. The project team will document insights and experiences in the lessons learned register (see Appendix 6), ensuring that valuable information is retained and utilized for ongoing and future projects.



## **4.4 Cost Management Plan**

The Project Cost Management Plan outlines how project costs will be planned, estimated, managed, and controlled to ensure that the Community Policing Secretariat for the Royal Saint Lucia Police Force (RSLPF) stays within its approved budget. The project manager, supported by the project team, accounting, and procurement officers, will develop this plan. The cost estimation process will involve using the Work Breakdown Structure (WBS) to allocate costs for each deliverable and task. Contingency reserves and management reserves will also be factored in. The RSLPF Commissioner, as the project sponsor, will fund the overall project, with contributions from other stakeholders such as NGOs or community partners who may provide in-kind support. The budget will be tracked and controlled by both the project manager and the steering committee.

### **4.4.1 Estimate Cost**

The cost estimation process in Table 12 and Table 13 breaks down each element of the project, providing a financial overview for each work package. This will help in both project initiation and close-out. The project team will use analogous and parametric estimating techniques alongside expert judgment. Analogous estimating, relying on historical data from similar community policing initiatives, will be used for budgeting meetings, workshops, and training sessions. Parametric estimating, which uses statistical relationships between historical data and variables, will be applied to more measurable elements like material costs for resources and equipment. This data will allow the project manager to forecast costs accurately and ensure funds are allocated correctly.

Cost management will be continuously monitored, and any variances from the budget will be addressed through the change control process as needed.

**Table 12**

*Cost Estimation*

WBS ID	Task Name	Quantity	Unit Cost	Total Cost
<b>1</b>	<b>Initiation</b>			<b>\$15,000.00</b>
1.1	Project Team Establishment	1	\$10,000.00	\$10,000.00
1.2	Project Charter	1	\$5,000.00	\$5,000.00
<b>2</b>	<b>Planning</b>			<b>\$2,000.00</b>
2.1	Scope Management Plan	1	\$200.00	\$200.00
2.2	Work Breakdown Structure	1	\$200.00	\$200.00
2.3	Schedule Management Plan	1	\$200.00	\$200.00
2.4	Cost Management Plan	1	\$200.00	\$200.00
2.5	Quality Management Plan	1	\$200.00	\$200.00
2.6	Resource Management Plan	1	\$200.00	\$200.00
2.7	Communication Management Plan	1	\$200.00	\$200.00
2.8	Risk Management Plan	1	\$200.00	\$200.00
2.9	Procurement Management Plan	1	\$200.00	\$200.00
2.10	Stakeholder Management Plan	1	\$200.00	\$200.00
<b>3</b>	<b>Implementation</b>			<b>\$228,000.00</b>
3.1	Design and develop database structure	1	\$50,000.00	\$50,000.00
3.1.1	Collect requirements	1	\$10,000.00	\$10,000.00
3.1.2	Develop database architecture	1	\$20,000.00	\$20,000.00
3.1.3	Plan data integration	1	\$15,000.00	\$15,000.00
3.2	Data collection & integration	1	\$25,000.00	\$25,000.00
3.2.1	Identify data sources	1	\$8,000.00	\$8,000.00
3.2.2	Data collection protocols	1	\$8,000.00	\$8,000.00
3.2.3	Integrate data	1	\$30,000.00	\$30,000.00
3.3	Database Testing	1	\$15,000.00	\$15,000.00
3.3.1	Test data integrity	1	\$10,000.00	\$10,000.00
3.3.2	User acceptance testing	1	\$12,000.00	\$12,000.00
3.4	Deployment of database	1	\$25,000.00	\$25,000.00
<b>4</b>	<b>Community Engagement Platform</b>			<b>\$62,000.00</b>

WBS ID	Task Name	Quantity	Unit Cost	Total Cost
4.1	Development of Youth Program Tracking	1	\$10,000.00	\$10,000.00
4.1.1	System design	1	\$15,000.00	\$15,000.00
4.1.2	Development & implementation	1	\$20,000.00	\$20,000.00
4.1.3	Testing & feedback	1	\$12,000.00	\$12,000.00
4.2	Stakeholder Communication Hub	1	\$5,000.00	\$5,000.00
<b>5</b>	<b>Training &amp; Resource Distribution</b>			<b>\$170,000.00</b>
5.1	Develop Training Materials	1	\$10,000.00	\$10,000.00
5.1.1	Identify training needs	1	\$7,000.00	\$7,000.00
5.1.2	Create Training Content	1	\$8,000.00	\$8,000.00
5.1.3	Design Training Programs	1	\$20,000.00	\$20,000.00
5.2	Training Sessions	1	\$50,000.00	\$50,000.00
5.2.1	Schedule training	1	\$5,000.00	\$5,000.00
5.2.2	Conduct training	1	\$70,000.00	\$70,000.00
<b>6</b>	<b>Publication of Reports &amp; Crime Data</b>			<b>\$25,000.00</b>
6.1	Data Collection for Reports	1	\$10,000.00	\$10,000.00
6.2	Report Preparation	1	\$5,000.00	\$5,000.00
6.2.1	Analyze data	1	\$6,000.00	\$6,000.00
6.3	Publish & share reports Control	1	\$4,000.00	\$4,000.00
<b>7</b>	<b>Control</b>			<b>\$55,000.00</b>
7.1	Project Management	1	\$10,000.00	\$10,000.00
7.2	Change Request Management	1	\$10,000.00	\$10,000.00
7.3	Project Status Meetings	1	\$10,000.00	\$10,000.00
7.4	Audits	1	\$25,000.00	\$25,000.00
<b>8</b>	<b>Closing</b>			<b>\$30,000.00</b>
8.1	Project Closure	1	\$30,000.00	\$30,000.00
	<b>Total Project Cost</b>			<b>\$587,000.00</b>

*Note:* Cost Estimation for Community Policing Secretariat for RSLPF by M. George,

Author, 2024. Own work

**Table 13***Cost Estimation for Human Resource*

Human Resource	Quantity	Unit Cost	Total Cost (XCD)
Project Manager	1	\$6500.00	\$6,500.00
Project Team Members	3	\$2000.00	\$6000.00
Project Development Team	2	\$2000.00	\$4000.00
Technical Team	1	\$4000.00	\$4000.00
Other Stakeholders	8	\$1000.00	\$8000.00
<b>Total Cost</b>			<b>\$28,500.00</b>

*Note:* Cost Estimation for Human Resources for Community Policing Secretariat for RSLPF by M. George, Author, 2024. Own work

#### 4.4.2 Determine Budget

The budget for the Community Policing Secretariat Youth Crime Prevention Project will be derived through a comprehensive aggregation of costs from all project work packages. This aggregate will include a contingency reserve of ten percent (10%) to account for identified risks, establishing the cost baseline, which serves as the approved budget threshold for managing project expenses.

Additionally, a management reserve of three percent (3%) of the cost baseline will be allocated to address any unforeseen risks that arise during project execution. This reserve, determined by the project manager, provides a buffer for unexpected project

changes. The finalized Budget in Table 14, comprise both the cost baseline and the management reserve, will be presented to project sponsors for approval as part of the project funding requirements.

**Table 14**

*Budget (Source: Author, Michele George, 2024)*

Budget Items	Cost (XCD)
Project Initiation	\$15,000.00
Project Planning	\$2,000.00
Implementation	\$228,000.00
Community Engagement Platform	\$62,000.00
Training and Resource Distribution	\$170,000.00
Publication of Reports & Crime Data	\$25,000.00
Control	\$55,000.00
Closing	\$30,000.00
<b>Total Direct Cost</b>	<b>\$587,000.00</b>
<b>Human Resource Cost</b>	<b>\$28,500.00</b>
<b>Subtotal</b>	<b>\$615,500.00</b>
<b>Contingency (10%)</b>	<b>\$61,550.00</b>
<b>Cost Baseline</b>	<b>\$677,050.00</b>
<b>Management Reserve (3%)</b>	<b>\$20,311.50</b>
<b>Final Cost</b>	<b>\$697,361.50</b> <b>XCD</b>

*Note:* Budget for Community Policing Secretariat for RSLPF by M. George, Author, 2024.

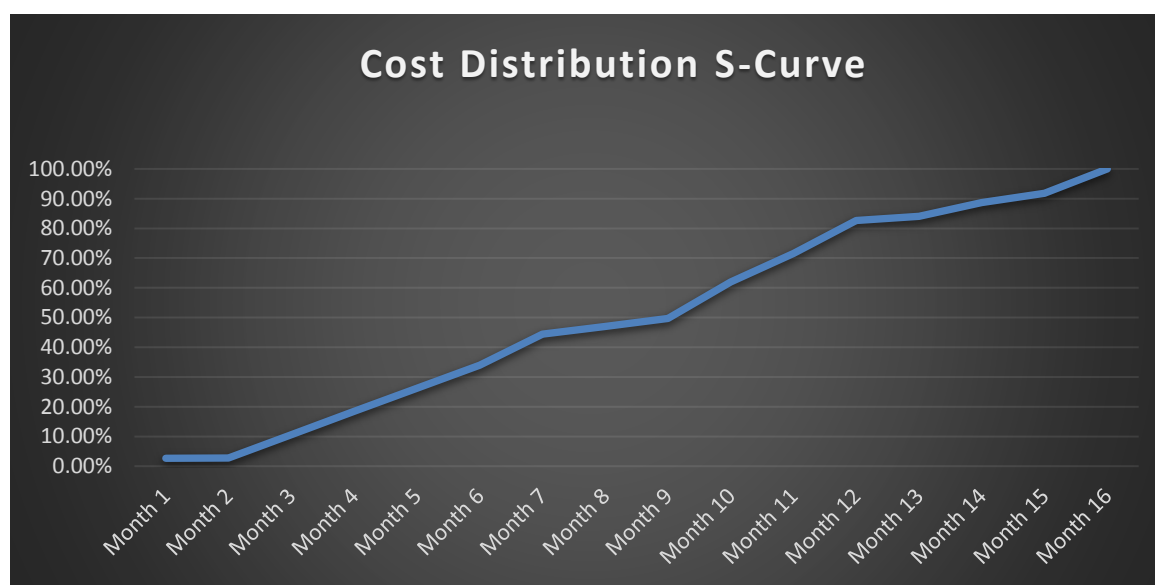
Own work

The S-Curve in figure 8 below is a visual representation of the project's cumulative expenditure over time, illustrating the allocation and utilization of budget funds throughout the project's lifecycle. The curve typically starts slowly during the initiating and planning

phases, accelerates during the execution phase, and tapers off during monitoring, control, and closure.

**Figure 8**

*Cost Distribution S-Curve for Community Policing Secretariat Project*



*Note: Cost Distribution S-Curve by M.George, Author, 2024. Own work*

#### 4.4.3 Control Cost

The Control Costs process for the Community Policing Secretariat Youth Crime Prevention Project is essential to keep project expenses within the approved budget. This involves consistent monitoring, forecasting, and implementing corrective actions to ensure alignment with the cost baseline. The process begins with cost tracking and performance measurement, where actual costs are recorded and compared against the planned budget using earned value management (EVM) metrics such as Cost Variance (CV) and Cost

Performance Index (CPI). These metrics provide insight into spending accuracy and cost efficiency. Regular forecasting of the estimated costs at completion (EAC) is also critical; it allows stakeholders to determine if current expenditures are on track or require adjustments. This forecasting is based on historical data, project performance, and updated cost estimates.

To identify significant deviations, variance analysis will be conducted, enabling the team to detect and address discrepancies from the cost baseline. Any necessary corrective actions will be decided upon in change control meetings. Should a budget change be requested, it must follow the established change control process, assessing the impact on project costs and obtaining the necessary approvals before adjustments are implemented.

The management of contingency and management reserves is another key aspect of cost control. The project manager will authorize the use of contingency reserves for identified risks, while the management reserve, overseen by the sponsor, is reserved for unforeseen risks that impact costs. Additionally, monthly financial reports will keep stakeholders informed of the project's financial health, providing transparency regarding cost performance and any necessary budgetary adjustments. By employing these cost control practices, the project team aims to minimize budget overruns, optimize financial resources, and successfully achieve the objectives of the Community Policing Secretariat Youth Crime Prevention Project.

## 4.5. Quality Management Plan

The Quality Management Plan for the Community Policing Secretariat Project for the Royal Saint Lucia Police Force (RSLPF) is designed to ensure that all project deliverables meet the required standards, contributing to its success. This plan, based on the principles outlined in the PMBOK Guide, provides a framework for managing quality throughout the project lifecycle by defining quality requirements, setting measurable standards, and implementing processes to achieve and monitor these standards.

### 4.5.1 Quality Management Approach

In the PMBOK Guide, Quality Management is a structured approach that ensures project deliverables align with stakeholder standards and requirements. This approach is centered on three key processes.

The first of the three is **Plan Quality**, where the project team defines quality requirements, establishes project standards, and designs a plan to achieve those standards. The second process, **Manage Quality**, is focused on evaluating project processes to confirm they meet the quality standards established during planning. This process also aims to foster a quality-centric culture among project team members, embedding quality practices into daily work routines. Finally, **Control Quality** assesses whether project deliverables meet the established quality requirements. This involves inspections, tests, and verification to identify and document any deviations. By integrating these three processes, the quality management approach in the PMBOK Guide provides a robust framework for monitoring and continuous improvement.



For this project, Agile quality management will be implemented to enhance flexibility, adaptability, and responsiveness to stakeholder needs. Agile methods allow for iterative reviews and continuous improvement, enabling the project team to quickly adapt to changing requirements and unforeseen challenges. This approach supports ongoing feedback loops with stakeholders, helping to ensure that deliverables meet expectations and that quality standards are consistently achieved throughout the project lifecycle. By focusing on collaboration and regular assessment, Agile quality management aligns well with the objectives of community-based projects like this one, where community needs can evolve and require prompt attention.

#### **4.5.2 Plan Quality (Quality Assurance)**

For the Community Policing Secretariat project, Quality Assurance will be applied to ensure that project processes consistently meet established quality standards, focusing on both efficiency and effectiveness in achieving the project's goals. Regular quality audits will be conducted to assess adherence to established standards, ensuring that all project activities align with the objectives of reducing youth crime and fostering community trust. This involves periodic checks and reviews of engagement strategies, training materials, and programs to verify that they meet the intended quality benchmarks.

Process improvement initiatives will be introduced as necessary, relying on tools such as cause-and-effect analysis and root-cause diagrams to identify any barriers to quality outcomes. These initiatives will address issues proactively, allowing the project team to fine-tune processes promptly. Additionally, by embedding quality practices into the day-to-

day workflow, the project will foster a continuous improvement culture within the team, emphasizing accountability and a commitment to excellence in every phase.

This Quality Assurance approach will support the project's adaptability, ensuring responsiveness to community feedback and evolving requirements, ultimately enhancing the project's impact on youth crime prevention and community engagement.

#### **4.5.3 Manage Quality**

In the Community Policing Secretariat project, the Manage Quality process will be essential to ensuring that all project outputs meet predefined standards and contribute effectively to the project's goals. Led by the Project Manager, with support from the Project Development Team, Quality Assurance Specialists, and key stakeholders like community leaders and youth representatives, the approach to quality management will be comprehensive and collaborative. The Project Manager will oversee quality-related activities to ensure they align with project objectives, while the Project Development Team will define quality criteria for deliverables, implement controls, and analyze outcomes for improvement. Quality Assurance Specialists will conduct regular reviews and audits, assessing adherence to set processes and supporting the project's continuous improvement goals.

To maintain high standards, the team will define specific quality criteria for deliverables such as training materials and engagement programs. Routine quality control activities, including reviews, checklists, and audits, will evaluate compliance with these

standards. Process analysis tools, such as root cause analysis, control charts, and continuous improvement methods, will help identify areas for refinement and ensure workflows align with quality objectives. Community feedback will be an integral part of this approach, as input from community leaders and youth representatives will guide adjustments and ensure deliverables meet community expectations. Additionally, comprehensive documentation of all quality assurance activities, corrective actions, and improvements will be maintained, providing a reference for tracking progress and discussing updates during status meetings.

This structured Manage Quality approach will ensure that the Community Policing Secretariat project upholds high standards, delivering meaningful, impactful, and sustainable solutions for youth crime prevention and community engagement. Table 15 below is a quality metrics template that can be applied to ensure that the right level of standards is maintained throughout the Community Policing Secretariat Project.

**Table 15**

*Quality Metrics Template*

**Project Name:** Community Policing Secretariat

**Project Manager:** Michele George

**Date:**

**Version:** 1.0

Quality Metric	Description	Measurement Method	Target/Standard	Frequency of Monitoring	Responsible Party	Action in Case of Deviation
<b>Stakeholder Satisfaction</b>	Measure stakeholder satisfaction with project progress	Surveys, Feedback Sessions, Interviews	Minimum 80% satisfaction	Quarterly	Project Manager, Stakeholder Engagement Team	Address concerns in subsequent phases or provide additional

Quality Metric	Description	Measurement Method	Target/Standard	Frequency of Monitoring	Responsible Party	Action in Case of Deviation
	and outcomes.					support as needed.
<b>Training Effectiveness</b>	Assess the effectiveness of training sessions on community policing.	Pre- and post-assessment surveys, Feedback Forms	At least 90% improvement in post-training assessments	After each training session	Training Coordinator	Provide additional training sessions or refresher courses if scores are below target.
<b>Youth Engagement</b>	Measure the level of engagement of youth in crime prevention programs.	Attendance rates, Activity participation surveys	75% of targeted youth engaged	Monthly	Youth Engagement Team	Revise outreach methods or provide incentives to increase youth participation.
<b>Community Outreach Effectiveness</b>	Evaluate the effectiveness of community outreach and engagement efforts.	Community event attendance, Feedback from participants	80% of targeted communities reached	Bi-monthly	Community Relations Team	Increase outreach efforts and adapt strategies based on feedback.
<b>Quality of Deliverables</b>	Ensure deliverables meet predefined quality standards.	Inspections, Checklists, Deliverable Reviews	100% compliance with quality standards	At key milestones	Quality Control Officer	Rework deliverables if they do not meet the defined standards.
<b>Resource Utilization</b>	Ensure that resources are utilized effectively according to the plan.	Resource allocation tracking, MS Project updates	95% adherence to resource plan	Weekly	Resource Manager, Project Manager	Adjust resource allocation to ensure efficiency.
<b>Risk Mitigation</b>	Evaluate the success of risk management	Risk register updates, Monitoring of identified risks	90% of risks mitigated on time	Monthly	Risk Manager	Update mitigation plans or allocate additional resources if

Quality Metric	Description	Measurement Method	Target/Standard	Frequency of Monitoring	Responsible Party	Action in Case of Deviation
	t strategies and actions.					risks materialize.
<b>Cost Control</b>	Track and control project costs against the budget.	Budget reports, Earned Value Management (EVM)	5% variance or less from the approved budget	Bi-weekly	Finance Manager	Review and adjust the budget or reallocate resources if significant variances occur.
<b>Public Relations Impact</b>	Measure the effectiveness of public relations and media outreach.	Media monitoring, social media engagement analysis	90% positive media coverage	Monthly	PR Team	Modify PR strategies to address negative feedback or low engagement.
<b>Compliance with Legal Standards</b>	Ensure all project activities comply with applicable laws and regulations.	Document reviews, Legal audits, Compliance checks	100% compliance with legal and regulatory standards	As needed	Legal Advisor, Project Manager	Take immediate corrective action if any compliance issues arise.

*Note:* Quality Metrics Template by M.George, Author, 2024. Own work

#### 4.5.4 Control Quality

The Control Quality process in the Community Policing Secretariat project will involve systematically monitoring and evaluating project outputs to ensure they meet established quality standards and satisfy the project objectives. This process will primarily be managed by the Project Manager along with the project team. They will use a range of quality control tools and techniques, including inspections, performance testing, and statistical sampling, to verify deliverables against the project's quality benchmarks.

To ensure that each deliverable, such as community engagement materials, youth training programs, and public communication initiatives, meets defined quality requirements, the team will perform periodic inspections and tests. For example, they will conduct workshops and pilot sessions to gather feedback from youth representatives, community leaders, and stakeholders, ensuring that the materials and programs are both impactful and accessible. Additionally, they will use control charts to monitor process stability and identify any deviations that may impact the quality of deliverables. Corrective actions will be taken immediately to address any identified issues, helping to maintain a high standard throughout the project.

Documentation of all quality assessments and test results will be maintained for transparency and as a point of reference for continuous improvement. The results from these quality checks will be discussed in regular project status meetings, allowing for timely decision-making regarding any necessary adjustments. This Control Quality approach will help ensure that each output from the Community Policing Secretariat project is of high quality, aligns with community needs, and contributes to the project's overarching goal of reducing youth crime through proactive, community-based solutions.

## **4.6 Resource Management Plan**

The Resource Management Plan for the Community Policing Secretariat Project is designed to support the successful execution of the RSLPF's Youth Crime Prevention Initiative. This plan includes the identification, acquisition, management, and control of both human and physical resources required to meet project goals. By ensuring resources are effectively allocated and managed, this plan enhances efficiency, promotes quality, and supports timely delivery of project outcomes.

### **4.6.1. Human Resources (Roles and Responsibilities)**

Human resources for this project consist of various roles and responsibilities essential for executing activities aligned with the project's objectives. Table 16 and Table 17 illustrate how varied roles and responsibilities are linked to project phases, ensuring all tasks are covered and performance is optimized. A critical focus will be placed on effective communication, conflict resolution, and performance management. Each role has been assigned based on expertise and experience. Team members will meet regularly to assess progress, resolve issues, and adapt to any changing project needs.

**Table 16**

*HR Roles and Responsibilities*

<b>Role</b>	<b>Responsibility</b>
<b>Project Sponsor (RSLPF Commissioner)</b>	Oversees and provides support for project alignment with RSLPF goals and ensures resources are available.
<b>Project Manager (Appointed by RSLPF)</b>	Manages project execution, resource allocation, monitoring, and reporting.
<b>Steering Committee</b>	Provides strategic guidance, decision-making on resource priorities, and reviews progress.
<b>Youth Engagement Team Lead</b>	Coordinates youth-focused activities, manages youth representatives and ensures active participation.
<b>Community Relations Team Lead</b>	Manages partnerships with community leaders and NGOs, ensuring alignment with engagement goals.
<b>Monitoring and Evaluation Team Lead</b>	Oversees data collection, progress tracking, and evaluation of program effectiveness.
<b>Training Facilitator</b>	Delivers training for police officers and stakeholders involved in the youth crime prevention initiative.
<b>Project Support Staff</b>	Assists in administrative tasks, document preparation, and stakeholder communication.

*Note:* Human Resource roles and responsibilities by M. George, Author, 2024. Own work

#### **4.6.2 Resource Requirements by Project Phase**

Table 17 illustrates the human resource requirements over project phases.



**Table 17***Human Resource requirements*

Phase	Role	Required Number	Skill Set	Allocation Duration
<b>Initiation</b>	Project Manager	1	Project Management, Strategic Planning	1 month
	Youth Engagement Lead	1	Youth Outreach, Communication Skills	1 month
	Steering Committee	5	Strategic Oversight, Decision-making	1 month
<b>Planning</b>	Project Manager	1	Project Scheduling, Resource Planning	2 months
	Community Relations Lead	1	Community Engagement, Networking	2 months
	Monitoring & Evaluation Lead	1	Data Collection, Analysis Skills	2 months
	Project Support Staff	2	Admin Support, Documentation Skills	2 months
<b>Execution</b>	Youth Engagement Team	3	Youth Counseling, Communication Skills	4 months
	Community Relations Team	3	Public Relations, Stakeholder Engagement	4 months
	Training Facilitator	1	Training, Law Enforcement Knowledge	1 month
<b>Monitoring &amp; Control</b>	M&E Team	2	Monitoring, Analytical Skills	Continuous throughout project
<b>Closure</b>	Project Manager	1	Documentation, Evaluation Skills	1 month
	Project Support Staff	2	Admin Support, Reporting	1 month

*Note:* Human Resource requirements by M. George, Author, 2024. Own work

## Physical Resource Management

The project also requires physical resources, such as venues, equipment, materials for training and outreach, and technology tools for data tracking and reporting. These resources are managed to align with project goals and budget constraints. Table 18 below outlines the physical resources required for the project.

**Table 18:**

### *Physical Resources Required*

Resource	Description	Quantity Needed	Usage Phase	Location
<b>Office Space</b>	Dedicated space for the Secretariat	1	All Phases	RSLPF Headquarters
<b>Computers</b>	Laptops/Desktops for staff	6	All Phases	Secretariat Office
<b>Project Management Software</b>	Tools for scheduling, task management	1 license	Planning, Execution	Virtual/Cloud-based
<b>Training Facilities</b>	Room and materials for officer training	1	Execution	RSLPF Training Room
<b>Data Collection Tools</b>	Tablets or handheld devices for field surveys	3	Monitoring & Control	Field
<b>Vehicles</b>	Transport for community outreach	1	Execution	Various community locations
<b>Office Supplies</b>	General supplies (pens, paper, etc.)	Bulk	All Phases	Secretariat Office

*Note:* Physical resources required by M. George, Author, 2024. Own work

**Project Organizational Chart RACI Matrix**

The RACI Matrix presented in Table 18 is a tool that clarifies roles and responsibilities across project activities. Using the RACI (Responsible, Accountable, Consulted, and Informed) model, this matrix assigns each team member a specific role for each major task and project phase. This structure ensures a clear understanding of accountability, decision-making authority, and expertise within the project team. By defining roles across key components such as the Centralized Community Policing Database, Community Engagement Platforms, training, mentorship, and reporting, the RACI Matrix supports organized, collaborative, and efficient project execution aligned with the initiative's youth crime prevention goals. Below in table 19, is a comprehensive RACI Matrix for the Community Policing Secretariat Project for the Royal Saint Lucia Police Force (RSLPF).

**Table 19***Responsibility Assignment Matrix (RACI)*

<b>Project Activity/Phase</b>	<b>Project Sponsor (RSLPF Commissioner)</b>	<b>Project Manager</b>	<b>Steering Committee</b>	<b>Procurement Officer</b>	<b>Accounting Officer</b>	<b>Legal Officer</b>	<b>Project Coordinator</b>	<b>Project Assistant</b>	<b>Youth Engagement Team</b>	<b>Community Relations Team</b>	<b>Monitoring and Evaluation Team</b>
<b>Project Initiation</b>	C	R, A	R	I	I	C	A	A	I	I	C
<b>Community Sensitization</b>	I	R, A	C	I	I	I	R	R	R	C	I
<b>Youth Recruitment</b>	I	R, A	C	I	I	I	R	R	R	I	I
<b>Crime Prevention Workshop</b>	I	A	I	I	I	I	I	I	R	R	C
<b>Community and Youth Training</b>	I	A	I	I	I	I	I	I	R	C	R
<b>Mentorship and Internship Program</b>	I	A	R	I	I	I	R	R	R	C	R
<b>Neighborhood Watch Program Setup</b>	I	R, A	C	I	I	I	R	R	I	R	C
<b>Centralized Database Setup</b>	C	R, A	R	C	I	C	R	I	I	C	R
<b>Youth Program Tracking System Development</b>	I	R, A	R	C	I	C	R	I	R	C	R

<b>Project Activity/Phase</b>	<b>Project Sponsor (RSLPF Commissioner)</b>	<b>Project Manager</b>	<b>Steering Committee</b>	<b>Procurement Officer</b>	<b>Accounting Officer</b>	<b>Legal Officer</b>	<b>Project Coordinator</b>	<b>Project Assistant</b>	<b>Youth Engagement Team</b>	<b>Community Relations Team</b>	<b>Monitoring and Evaluation Team</b>
<b>Stakeholder Communication Hub Development</b>	I	R, A	C	I	I	C	R	R	C	R	I
<b>Training and Resource Distribution</b>	I	R, A	C	I	I	I	R	R	R	R	I
<b>Report and Data Publication</b>	C	R, A	R	I	I	C	R	R	I	I	R
<b>Project Monitoring and Reporting</b>	C	R, A	R	I	I	I	R	R	I	I	R
<b>Project Close-Out</b>	C	R, A	R	I	I	I	R	R	I	I	C
<b>Close-Out Ceremony</b>	C	R, A	R	I	I	I	R	R	I	I	C

*Note:* Responsibility Assignment Matrix by M.George, Author, 2024. Own work

Key:

R – Responsible for completing the work

A – Accountable for ensuring task completion

C – Consulted before any decisions are made

I – Informed of when an action/decision has been made

#### **4.6.3. Resource Acquisition**

For the Community Policing Secretariat Project of the RSLPF, the acquisition of resources will be guided by a structured approach focused on obtaining both human and physical assets essential for project success. Human resources will include both internal and external personnel, each sourced through specific methods. The Project Manager, Project Coordinator, and Project Assistant will be appointed through RSLPF's internal hiring, based on relevant experience and skills in project management and community engagement. Additionally, the Procurement Officer, Legal Officer, and Accounting Officer, all permanent RSLPF or affiliated employees, will be partially assigned to the project with incentives for their contributions. The Steering Committee will feature both internal and external stakeholders; internal members will be appointed based on experience in community policing, while community leaders and youth advocates will join as external representatives to guide project objectives.

Key external personnel, such as the Youth Engagement Team, Community Relations Team, and Monitoring and Evaluation Team, will be recruited in collaboration

with local NGOs and community-based organizations. Trainers and subject matter experts, including data analysts and community outreach specialists, will be acquired through a competitive procurement process that evaluates vendors on cost, quality, and expertise.

Physical resources will be secured to facilitate both operational and outreach activities. A central project office will be established within RSLPF headquarters for core operations, while venues for public workshops and youth engagement events will be selected through competitive bidding for accessibility and suitability. Technology resources will include a secure Community Policing Database and Youth Program Tracking and Communication Hub, both of which will be managed on secure RSLPF servers. These systems will be developed by technology vendors with experience in public sector solutions, selected based on criteria of cost-effectiveness, security, and adaptability to the RSLPF's needs.

Acquisition processes will combine internal hiring and competitive procurement. Larger and more specialized procurements will involve a bidding process to ensure cost efficiency without compromising quality. To enhance team capacity, project-specific training and development opportunities will be provided, covering areas like community engagement, data management, and crime prevention strategies. Regular performance reviews and feedback loops will address challenges, support team cohesion, and ensure continuous improvement. This comprehensive resource acquisition strategy aims to equip the Community Policing Secretariat Project with both skilled personnel and essential

infrastructure, creating a robust foundation for achieving its youth crime prevention objectives.

#### **4.6.4. Develop Team**

For the Community Policing Secretariat Project managed by the RSLPF, developing a cohesive and high-performing team is essential to meeting project goals. After selecting skilled team members, the project's focus will shift to fostering collaboration, effective communication, and timely progress toward objectives. First, each team member will receive specific, clear objectives tailored to their role, helping them understand their contribution to the larger mission. Opportunities for growth are also prioritized, with four curated training sessions on project reporting, communication skills, Microsoft Project certification, and strategic planning. These sessions aim to equip the team with valuable skills that directly support their tasks and responsibilities.

In addition to structured training, regular feedback and open communication will be central to team support. Constructive feedback will be provided consistently, with an open-door policy to encourage trust and open dialogue with the Project Manager and leadership team. Conflict management will be handled professionally, with an emphasis on swift and fair resolution to promote a harmonious work environment. Team-building activities, integrated into meetings and informal gatherings, will help establish camaraderie and trust among members. Celebrating achievements is also a key component; project milestones will be collectively recognized, and exceptional team performance will be acknowledged publicly. The close-out ceremony will cap the project with a celebration of the team's



dedication and success. Altogether, these strategies aim to create a motivated, unified team that can effectively address challenges and fulfill the project's objectives.

#### **4.6.5. Manage Team**

For the Community Policing Secretariat Project, effective team management will involve systematically monitoring performance, offering constructive feedback, addressing conflicts, and managing personnel changes to enhance overall project success. The Project Manager will oversee regular performance assessments, conducted both informally and formally. Monthly status meetings will include informal evaluations, while three formal evaluations are scheduled across the project's eleven-month span. During these formal assessments, team members will be rated on a scale of one (1) to five (5), based on their conduct, competency, and skills in alignment with assigned roles. A minimum score of sixty percent (60%) is required for continued team membership or full compensation. Informal evaluations will gauge progress on specific deliverables, ensuring an equitable approach to appraising contributions and identifying areas for improvement and development.

In managing team dynamics, the Project Manager will also play a central role in conflict resolution, with strategies tailored to each situation. Five key approaches will be available: **Avoid**, **Accommodate**, **Compromise**, **Force**, or **Collaborate**. The choice of strategy will depend on the nature of the conflict and its impact on team cohesion. Should personnel changes become necessary, the Project Manager will notify both the Steering

Committee and project sponsors, with thorough documentation to facilitate smooth transitions and maintain project continuity.

#### **4.6.6. Control Resources**

In managing physical and human resources for the Community Policing Secretariat Project, any necessary changes must follow a formalized process to ensure transparency, efficiency, and minimal disruption to project activities.

##### **Physical Resources**

If a modification or replacement of a physical resource is required, a written request must be submitted to the Project Manager. The Project Manager will review the request and present it to the Steering Committee, which will evaluate the proposed change on behalf of the project sponsors. The Steering Committee's decision, whether to approve or deny the request will be made within one week to prevent delays. If the change is approved, associated contracts or agreements will be amended accordingly, and the resource adjustments will be implemented. Throughout the project, the Project Manager will monitor resource acquisition and utilization to ensure alignment with the project timeline and guidelines. Lessons learned about resource management will be systematically recorded in the Lessons Learned Register to inform future projects and improve resource planning.

##### **Human Resources**

When changes to human resources are required, the process will be guided by the principles outlined in the Resource Management Plan. The request for a personnel change may be initiated by the Project Manager, Steering Committee, or Team Leads. This request must include a detailed justification, such as underperformance, role misalignment, or the need for additional expertise, along with an impact assessment. The Project Manager will present the request to the Steering Committee for review. Final approval will be provided by the Project Sponsors to ensure alignment with the project's strategic objectives.

Once a change is approved, the Project Manager will oversee the transition process. This includes notifying the affected team member, reallocating responsibilities, and, if necessary, recruiting or assigning a replacement. The onboarding of new team members will be prioritized to ensure they are equipped to contribute effectively to project activities. Additionally, all personnel changes will be documented, and their impacts will be monitored to ensure they align with project objectives. This approach will promote accountability and facilitate the capture of lessons learned for better human resource management in future projects.

#### **4.7 Communication Management Plan**

The Communication Management Plan for the Community Policing Secretariat Project outlines the methods, frequencies, and responsibilities for ensuring effective communication among all stakeholders, as well as the tools and processes that will support this objective. This plan follows the PMBOK Guide principles, emphasizing timely, clear,

and consistent communication to enhance transparency, foster collaboration, and ensure alignment with project goals

#### **4.7.1 Communication Objectives**

- Foster transparent, consistent, and timely information exchange among all stakeholders.
- Ensure stakeholder engagement and support for project activities.
- Provide regular updates on project status, challenges, and achievements.
- Enable effective feedback mechanisms for continuous improvement.
- Facilitate information sharing to support community engagement and crime prevention objectives.

#### **4.7.2 Stakeholder Communication Requirements**

- Project Sponsor (RSLPF Commissioner): Regular updates on project progress, budget, risk, and high-level outcomes.
- Project Manager: Detailed operational updates, stakeholder engagement reports, risk assessments, and performance metrics.
- Steering Committee: Monthly project reports, issue escalations, strategic insights, and decisions.
- Youth Engagement Team, Community Relations Team, and Monitoring & Evaluation Team: Regular updates on relevant activities, feedback on program initiatives, and stakeholder responses.

- Community Members, Youth Representatives, and Public: Periodic updates on project achievements, upcoming events, and ways to get involved.

#### **4.7.3 Communication Methods and Technologies**

- Email: For formal communication, approvals, and periodic updates.
- Project Management Software (e.g., Microsoft Project, Asana): For tracking tasks, schedules, resource allocation, and collaboration.
- Virtual Meetings (via Zoom or Teams): Weekly check-ins, milestone reviews, and problem-solving sessions.
- Stakeholder Portal and Community Engagement Platforms: For sharing resources, program tracking, and communicating updates with stakeholders.
- RSLPF Website and Social Media Channels: For community-wide announcements, engagement opportunities, and sharing of public reports.
- Reports and Dashboards: For visual summaries of project progress, resource usage, and outcomes.

#### **4.7.4 Communication Frequency**

- Project Team Meetings: Weekly for ongoing tasks, progress tracking, and issue resolution.
- Monthly Steering Committee Meetings: High-level updates, strategic decisions, and issue escalations.

- Quarterly Stakeholder Engagement Updates: Comprehensive updates to community leaders, youth representatives, and program participants.
- Public Progress Reports: Quarterly updates published on the RSLPF website for community transparency.
- Ad Hoc Communication: For urgent issues, risk updates, and significant project changes.

#### **4.7.5 Roles and Responsibilities**

- Project Sponsor (RSLPF Commissioner): Receive monthly and quarterly updates, make final project decisions, approve changes, and address escalated issues.
- Project Manager: Primary point of contact for project communications, responsible for ensuring timely distribution of information, organizing meetings, and addressing communication issues.
- Project Coordinator: Support the Project Manager in preparing reports, maintaining the stakeholder database, and ensuring information is circulated as planned.
- Team Leads: Responsible for communicating specific task updates, contributing to reports, and gathering feedback from their respective teams.
- Community and Youth Representatives: Participate in engagement sessions, provide feedback on project impact, and communicate relevant information to the community. Table 20 outlines the communication flow chart for the project.

**Table 20:**  
*Communication Flow Chart*

<b>Communication Type</b>	<b>Frequency</b>	<b>Audience</b>	<b>Responsible Party</b>	<b>Delivery Method</b>
Weekly Project Team Meetings	Weekly	Project Manager, Teams	Project Manager	Virtual Meetings
Monthly Steering Committee Reports	Monthly	Steering Committee	Project Manager	Email, Project Software
Stakeholder Engagement Updates	Quarterly	Community Leaders, Youth Reps	Project Coordinator	Stakeholder Portal
Community Updates	Quarterly	General Public	Community Relations Team	RSLPF Website, Social Media
Ad Hoc Communications	As Needed	Relevant Stakeholders	Project Manager	Email, Phone

*Note:* Communication Flow Chart by M. George, Author, 2024. Own work

#### **4.7.6 Communication Escalation Process**

To ensure that issues are addressed promptly and at the appropriate levels, a structured escalation process will be followed. Initially, all communication issues will be addressed within the project team. If the team is unable to resolve the issue, it will be escalated to the Project Manager for further attention. In cases where the issue is of high impact and requires policy adjustments or resource reallocation, the Project Manager will escalate the matter to the Steering Committee. Finally, only critical issues that significantly impact the project's scope, budget, or high-level objectives will be escalated to the Project Sponsor for resolution. This process ensures that issues are handled in a timely and efficient manner, with appropriate involvement at each stage of escalation.

#### **4.7.7 Feedback Mechanism**

Feedback will be gathered through:

**Surveys:** Conducted periodically to assess stakeholder satisfaction with communication effectiveness.

**Focus Groups:** Organized with key stakeholders to understand communication effectiveness and areas for improvement.

**Feedback Forms:** Available through the stakeholder portal for anonymous comments and suggestions.

#### **4.7.8 Communication Monitoring and Control**

The Project Manager will assess the effectiveness of communication using a set of performance metrics. These metrics include the timeliness of information dissemination, ensuring that all stakeholders receive updates and necessary information within the expected time frames. Additionally, the Project Manager will evaluate stakeholder engagement levels, looking at how actively stakeholders are participating in discussions and activities related to the project. Another key metric is the frequency of responses from both stakeholders and team members, which will help gauge the responsiveness and engagement of all involved. Lastly, satisfaction levels will be measured through surveys and feedback forms to assess how well the communication strategies are meeting the needs



and expectations of the stakeholders and project team. These metrics will provide valuable insights for improving communication throughout the project.

#### **4.7.9 Communication Documentation and Storage**

All project communications, including minutes, reports, and feedback, will be documented and stored in a secure, centralized repository accessible to all relevant stakeholders. This repository will serve as a historical record and support accountability throughout the project lifecycle.

This Communication Management Plan will ensure that all project stakeholders remain informed, engaged, and aligned with the project objectives, enabling a transparent and efficient project delivery.

### **4.8 Risk Management Plan**

The Risk Management Plan outlines a systematic strategy for identifying and addressing potential risks that could affect the success of the Community Policing Secretariat project. This approach involves analyzing risks, assessing their likelihood and impact, and devising strategies to either reduce or prevent these risks from occurring or

mitigate their effects. A qualitative analysis has been conducted to evaluate the probability and impact of each identified risk. The Project Manager holds full responsibility for overseeing the risk management process, continuously monitoring potential risk triggers throughout the project lifecycle.

#### **4.8.1 Plan Risk Management**

Risk identification is an ongoing process. New risks may emerge during the project, and thus, risk management will be iterative throughout the project's lifecycle. Risks may be recognized as the project progresses, but those outlined in this plan were initially identified through team meetings, consultations with experts, and reviewing historical data from similar projects. These identified risks were then ranked according to qualitative risk analysis, which provided an understanding of their potential impact and likelihood.

#### **4.8.2 Risk Management Roles and Responsibilities**

Clear roles and responsibilities are integral to the success of the risk management process. Table 21 presents an outline of the key risk management roles and their responsibilities:

**Table 21**

*Risk Management Roles and Responsibilities*

<b>Role</b>	<b>Responsibility</b>
<b>Project Manager</b>	Provide overall guidance and direction to ensure the project stays within specified constraints.
	Address project risks as raised by the project team and stakeholders.

Role	Responsibility
	Guide on new risks and agree on possible mitigation and management actions.
	Lead the development of the risk management plan, response plan, and contingency measures.
	Assign risk owners to each identified risk.
<b>Project Assistant</b>	Contribute to risk management improvement by providing feedback and suggesting enhancements to processes.
	Facilitate risk reviews and workshops to update the risk management approach and assess effectiveness.
	Collaborate on the development of risk response plans and contingency strategies.
	Monitor identified risks and assess the effectiveness of mitigation measures.
	Support the project manager in communicating risk-related information and prepare documentation.
<b>Data Administrator</b>	Conduct training sessions to prevent integration complexity and mismanagement of data.
	Ensure smooth integration of data into the risk management process.
<b>Steering Committee</b>	Oversee the project's overall risk management strategy and provide guidance on high-level risks and mitigation.
	Approve risk management strategies and ensure adequate resources are allocated for risk mitigation.
<b>Project Team</b>	Identify and report potential risks throughout the project lifecycle.
	Assist in the development and execution of risk response strategies.

*Note:* Risk Management roles and responsibilities by M.George, Author, 2024. Own work

### 4.8.3 Risk Identification

The risks in this plan were identified through a series of discussions, expert consultations, and insights from historical project data. These risks are categorized into three broad levels: technical, external, and organizational/management risks. Each category is subdivided into more detailed risks, creating a clear structure for identifying and managing potential threats to the project's success.

#### 4.8.3.1 Risk Breakdown Structure

The Risk Breakdown Structure (RBS) for the Community Policing Secretariat Project for the Royal Saint Lucia Police Force (RSLPF) serves as a foundational tool to systematically identify, assess, and manage potential risks that may impact the project's success. By organizing risks into a hierarchical structure, the RBS allows the project team to classify and prioritize risks across various domains, providing a comprehensive overview of areas that may require focused mitigation strategies. This proactive approach helps the project team to identify risks early, allocate resources effectively, and ensure that contingency plans are in place to minimize negative impacts.

This RBS categorizes risks into primary areas, including technical, management, organizational, external, and project-specific risks, enabling targeted assessment and tailored responses. Through this structured method, the project team can better address both anticipated and emerging risks, facilitating a more resilient project environment and contributing to the overarching goals of the Community Policing Secretariat initiative. Table 22 outlines the risk breakdown structure for the project.

**Table 22**

*Risk Breakdown Structure*

<b>Risk Category</b>	<b>Subcategory</b>	<b>Description</b>
<b>1. Technical Risks</b>	<b>1.1 Technology Integration</b>	Risks from implementing new or unfamiliar technologies or integrating with existing systems.
	<b>1.2 Data Management</b>	Risks related to data handling, storage, privacy, and security.

<b>Risk Category</b>	<b>Subcategory</b>	<b>Description</b>
	<b>1.3 Training and Competency</b>	Challenges in ensuring staff and volunteers are adequately trained on technology and project processes.
<b>2. Management Risks</b>	<b>2.1 Resource Allocation</b>	Risks from insufficient human or physical resources, affecting project schedules and outcomes.
	<b>2.2 Project Governance</b>	Issues with decision-making processes, including delays and misalignment with project goals.
	<b>2.3 Stakeholder Engagement</b>	Potential lack of involvement or support from key stakeholders.
	<b>2.4 Change Management</b>	Risks related to handling project scope changes and their impact on timelines and budgets.
<b>3. Organizational Risks</b>	<b>3.1 Interdepartmental Collaboration</b>	Risks from poor communication or conflicts between departments involved in the project.
	<b>3.2 Leadership Support</b>	Risks of inadequate support from higher management, affecting project resources or approvals.
	<b>3.3 Organizational Policy Compliance</b>	Risks from non-compliance with internal policies or procedures.
<b>4. External Risks</b>	<b>4.1 Regulatory and Legal Changes</b>	Risks from changes in government policies, laws, or regulations impacting community policing efforts.
	<b>4.2 Political Climate</b>	Political changes that may affect the project's priorities or support.
	<b>4.3 Community Support and Resistance</b>	Potential resistance from community members affecting engagement efforts.
	<b>4.4 Environmental Factors</b>	Natural or environmental risks (e.g., hurricanes) that could disrupt project activities.
<b>5. Project-Specific Risks</b>	<b>5.1 Budget Constraints</b>	Risks due to insufficient or delayed funding, impacting project resources and activities.
	<b>5.2 Timeline Delays</b>	Risks from delays in meeting project milestones due to unforeseen challenges or slow processes.

Risk Category	Subcategory	Description
	<b>5.3 Quality Assurance</b>	Challenges in maintaining quality standards for deliverables and outcomes.
	<b>5.4 Communication Gaps</b>	Risks from ineffective communication between project stakeholders, impacting project alignment.

*Note:* Risk Breakdown Structure by M.George, Author, 2024. Own work

#### 4.8.4 Perform Qualitative Analysis

Qualitative risk impact analysis evaluates the potential effects of risks based on subjective criteria such as their probability and impact. The risks are prioritized according to their likelihood of occurrence and the severity of their impact on the project's functionality. This helps the project team prioritize which risks require immediate attention or mitigation strategies.

A Probability and Impact Matrix is used in Figure 9 to categorize risks into three levels based on their severity:

- **Red**: High-risk score, indicating both high probability and high impact.
- **Orange**: Medium-High impact and probability
- **Yellow**: Low levels of impact and probability.
- **Green**: Very low impact and low probability risks.

The matrix further distinguishes between opportunities (positive impacts) and threats (negative impacts). These categories help in formulating appropriate responses,

whether to seize opportunities or mitigate threats. The Risk Management Plan uses this structured approach to ensure that the project team can proactively address risks and enhance the likelihood of achieving the project's objectives successfully. Figure 9 below highlights the probability and impact matrix scale whilst Table 23, highlights the matrix legend.

**Figure 9**  
*Probability and Impact Matrix Scale*

		Threats					Opportunities							
Probability		1	2	3	4	5	5	4	3	2	1			
Very Low	1	2	4	6	8	10	10	8	6	4	2			
Low	2	3	6	9	12	15	15	12	9	6	3			
Medium	3	4	8	12	16	20	20	16	12	8	4			
High	4	5	10	15	20	25	25	20	15	10	5			
Very High	5													
		1	2	3	4	5	5	4	3	2	1			
		Very Low - 1					Low - 2		Medium - 3		High - 4		Very High - 5	
		IMPACT												

**Note:** Note: Probabilty and Impact Matrix Scale by M. George, Author, 2024. Own work

**Table 23**  
*Probability and Impact Matrix Legend*

<b>Risk Legend</b>	
<b>Very Low</b>	<b>1 to 5</b>
<b>Low</b>	<b>6 to 10</b>
<b>Moderate</b>	<b>11 to 15</b>
<b>High</b>	<b>16 to 20</b>
<b>Very High</b>	<b>21 to 25</b>

*Note:* Probability and Impact Matrix Legend by M. George, Author, 2024. Own work

#### **4.8.4.1 Risk Register**

After categorizing risks using the Risk Breakdown Structure (RBS), the team develops a Risk Register. This tool records identified risks in detail, including the causes, potential impacts, and likelihood of each risk. It also specifies risk triggers that signal when a risk is likely to occur, and outlines a planned response to manage or mitigate each risk. The Risk Register is essential for keeping track of risks throughout the project lifecycle and ensuring the team is prepared to address them effectively. Table 24 below is the Risk Register for the Community Policing Secretariat Project for the RSLPF:



**Table 24:**  
*Risk Register*

RBS Code	Cause	Risk	Consequence	Probability	Impact	P x I	Trigger	Potential Risk Response	Owner
1.1	New technology integration	Technical difficulties	Delays in project activities due to tech setup issues	3	4	12	Setup issues during implementation	Mitigate: Conduct pre-testing and provide tech support	Project Manager
1.2	Data privacy concerns	Data breach	Loss of stakeholder trust, potential legal action	2	5	10	Unauthorized access incidents	Mitigate: Implement strict data access controls and encryption	Data Administrator
1.3	Inadequate training	Low competency	Errors and inefficiencies in project processes	3	3	9	Frequent mistakes in project tasks	Mitigate: Provide regular training sessions	Project Manager
2.1	Insufficient resources	Resource shortages	Delays in project deliverables	4	4	16	Delays in task completion	Mitigate: Conduct resource planning and secure additional funding	Project Sponsor
2.2	Delayed decision-making	Governance issues	Misalignment with project goals, reduced efficiency	3	4	12	Delays in approvals	Mitigate: Establish clear governance protocols and deadlines	Steering Committee
2.3	Lack of stakeholder involvement	Stakeholder disengagement	Reduced community support, project delays	3	5	15	Low stakeholder response rates	Mitigate: Regular check-ins and increased engagement efforts	Project Manager
2.4	Scope changes	Scope creep	Budget overruns, schedule delays	4	5	20	Requests for scope adjustments	Mitigate: Enforce change management policies	Project Manager
3.1	Poor interdepartmental	Collaboration issues	Project inefficiencies	3	4	12	Frequent miscommunication incidents	Mitigate: Hold regular interdepartmental meetings	Project Manager

RBS Code	Cause	Risk	Consequence	Probability	Impact	P x I	Trigger	Potential Risk Response	Owner
	communication		and possible conflicts						
3.2	Insufficient leadership support	Reduced project support	Difficulty in securing approvals and resources	3	5	15	Delays in approvals	Escalate: Communicate needs and seek high-level commitment	Steering Committee
3.3	Non-compliance with policies	Policy violations	Potential project halts due to compliance issues	2	5	10	Audit findings	Mitigate: Conduct regular compliance reviews and training	Project Manager
4.1	New regulations	Legal or regulatory changes	Need for project adjustments, potential delays	2	5	10	Policy announcements	Mitigate: Monitor regulations and adjust project plans accordingly	Project Manager
4.2	Political instability	Changes in project priorities	Potential shifts in project focus and funding	3	4	12	Political changes	Avoid: Set up contingency plans for potential political impacts	Steering Committee
4.3	Community resistance	Lack of community support	Difficulty in engaging target audience	3	4	12	Negative feedback from community	Mitigate: Increase outreach and communication efforts with the community	Community Relations Team
4.4	Environmental factors (e.g., hurricanes)	Disruption to project activities	Delays and increased project costs	3	5	15	Weather alerts	Transfer: Set up insurance and emergency response plans	Project Sponsor
5.1	Budget constraints	Insufficient funding	Delays or inability to complete all planned activities	4	5	20	Low fund balance	Mitigate: Seek additional funding sources and prioritize key activities	Project Sponsor

RBS Code	Cause	Risk	Consequence	Probability	Impact	P x I	Trigger	Potential Risk Response	Owner
5.2	Task delays	Timeline overruns	Extended project timeline, potential cost increases	3	4	12	Missed milestones	Mitigate: Develop buffer time in schedule and conduct regular progress reviews	Project Manager
5.3	Quality control issues	Low-quality deliverables	Reduced project effectiveness and stakeholder trust	2	4	8	Quality audits showing non-conformance	Mitigate: Implement quality standards and regular audits	Quality Assurance Team
5.4	Ineffective communication	Misalignment of project expectations	Reduced stakeholder satisfaction and potential conflicts	3	3	9	Stakeholder feedback indicates issues	Mitigate: Revise and improve the communication plan	Project Manager

*Note:* Risk Register by M.George, Author, 2024. Own work

#### 4.8.5 Plan Risk Response

Based on the Plan Risk Response for the Community Policing Secretariat Project, the risk management strategies will apply the appropriate responses to each identified risk to minimize potential threats effectively. This approach is guided by the Project Management Institute's (PMI) methodologies for handling risk threats. For this project, fourteen risks have been classified under threats, with no identified opportunities.

The following classifications are used to structure risk responses:

**Escalate:** When the risk is outside the project's scope or beyond the project manager's authority to handle, the risk is escalated to higher levels of the organization. The project team or sponsor will then address the risk at a strategic level.

**Avoid:** This response aims to eliminate the risk entirely. It is applied when feasible to remove a specific threat or its impact on the project. For example, scheduling activities outside of hurricane season to avoid disruption from environmental factors.

**Transfer:** Transferring involves shifting the risk responsibility to a third party, such as a contractor or an insurer, who will manage and bear the consequences if the risk occurs.

**Mitigate:** Mitigation strategies focus on reducing the likelihood or impact of the risk. It is the most common approach, aiming to lessen the threat's potential effect on the project.

**Accept:** Accepting a risk means acknowledging its presence but taking no proactive measures. This approach is typically used for low-priority risks or when no feasible preventive action exists.

Each risk response type is carefully applied based on the risk's probability, impact, and overall significance to the project's objectives. The structured approach helps ensure that appropriate mitigation strategies are developed and that potential risks are systematically managed to protect the project's scope, budget, and timeline.

#### **4.8.6 Implement Risk Response**

In the Community Policing Secretariat Project, each identified risk will be evaluated based on probability and impact, as recorded in the risk register. This classification ensures that risks with higher scores are prioritized, as they pose the greatest potential threat to project success. Risks categorized as high or very high will receive immediate and intensive attention, with primary responsibility for each risk resting with the designated risk owner. Risk owners will implement the agreed-upon response actions and monitor each risk for triggers that could activate these responses, ensuring preparedness and timely action.

#### **4.8.7 Monitor Risks**

The **Monitor Risks** process involves continuous oversight and evaluation to ensure the effective implementation of risk response strategies, tracking both identified risks and new risks as they arise. Regular reviews allow for adjustments to the risk management plan based on real-time project conditions and feedback on the effectiveness of response efforts.

This ongoing process will include bi-weekly status meetings led by the project manager, where the team will discuss updates to risks, review the risk register, and assess the effectiveness of mitigation measures.

Should adjustments to the risk management plan be necessary, the proposed changes must be submitted formally through a Change Control Form (Appendix 5). These requests will then be reviewed by the Steering Committee, acting on behalf of the project sponsor, for approval or denial. A decision on change requests will be provided within two weeks, ensuring that any needed updates to the plan are applied promptly.

To capture insights from the project as it progresses, the project team will also utilize the Lessons Learned Register (Appendix 6). This register will document both effective practices and areas for improvement, contributing to the continuous enhancement of risk management practices within the Community Policing Secretariat Project and future initiatives.

#### **4.9 Procurement Management Plan**

The Community Policing Secretariat Project requires various external goods and services. As a result, procurement processes will ensure fair and transparent vendor selection. By employing a structured procurement approach, vendors will be invited, evaluated, and chosen based on specified criteria, ensuring the process remains impartial and objective. The Procurement Management Plan will guide the project manager and

team, aiming to increase procurement efficiency and minimize risks when obtaining essential goods and services needed for project implementation.

For this project, the procurement process includes planning, conducting, and controlling the procurement activities to maintain alignment with project objectives. Procurement needs encompass tangible goods, such as equipment and materials, as well as services, including trainers and consultants who will support the project's objectives. For instance, the project will source critical items like technology components, including data management systems, and seek specialized trainers to ensure staff and community members are equipped with the necessary skills and knowledge for project success.

By adhering to the procurement management plan, the project team will work collaboratively to secure high-quality goods and services, thus fostering an efficient, effective, and fair process that contributes to the overall success of the Community Policing Secretariat Project.

#### **4.9.1 Plan Procurement Management**

The Plan Procurement Management process as illustrated in Table 25 involves documenting key project procurement decisions, defining the procurement approach, and identifying potential sellers. This systematic approach, aligned with the guidelines from the Project Management Institute (2017), ensures a clear, strategic plan for obtaining external goods and services necessary for project success.

For the Community Policing Secretariat Project, the Project Manager and Procurement Officer will oversee the definition, management, and continuous monitoring of procurement activities. Essential inputs for this process include the project charter, scope management plan, risk register, and stakeholder register. These documents collectively provide a comprehensive foundation for understanding the project's needs, risks, and stakeholder expectations, enabling the procurement team to make well-informed decisions.

The information from these inputs will be analyzed using expert judgment and data analysis, particularly through source selection criteria that evaluate potential sellers' qualifications, reliability, and capacity. Meetings with key stakeholders will help ensure that the procurement plan aligns with project goals, risk tolerance, and timelines.

This approach ensures that procurement decisions are well-documented, transparent, and support the project's strategic objectives, with a clear roadmap for identifying, engaging, and selecting qualified vendors.

**Table 25**

*Procurement Justification for the Community Policing Secretariat Project*

<b>Procurement Need</b>	<b>Justification</b>	<b>Pre-Tender Estimate</b>	<b>Date of Invitation to Bid</b>	<b>No. of Bids Requested</b>	<b>No. of Bids Received</b>
<b>Consultant for Youth Engagement Strategies</b>	A specialized consultant is required to develop a comprehensive youth engagement strategy for the project. This will ensure that activities are designed to effectively involve and motivate youth in crime prevention	\$200,000.00	January 30, 2025	3	TBD



<b>Procurement Need</b>	<b>Justification</b>	<b>Pre-Tender Estimate</b>	<b>Date of Invitation to Bid</b>	<b>No. of Bids Requested</b>	<b>No. of Bids Received</b>
	efforts and community policing activities.				
<b>Project Management Software</b>	A software tool is needed to streamline project management activities, enabling efficient tracking of tasks, deadlines, resources, and deliverables for the project team.	\$50,000.00	March 1, 2025	2	TBD
<b>Community Outreach Materials</b>	Procurement of outreach materials (e.g., pamphlets, posters, and digital content) to increase awareness of the community policing initiative, recruit participants, and spread information about crime prevention strategies.	\$30,000.00	March 10, 2025	2	TBD
<b>Consultant for Data Collection and Analysis</b>	A consultant will be hired to design and implement a monitoring and evaluation framework to assess the effectiveness of the community policing strategies and youth crime prevention activities.	\$120,000.00	March 20, 2025	3	TBD
<b>Transport and Logistics for Community Outreach</b>	The procurement of vehicles for the transport of project staff, facilitators, and materials during community outreach activities across various regions.	\$75,000.00	April 10, 2025	2	TBD
<b>Technology Equipment</b>	Laptops, projectors, and other necessary technology equipment are	\$60,000.00	April 15, 2025	3	TBD

<b>Procurement Need</b>	<b>Justification</b>	<b>Pre-Tender Estimate</b>	<b>Date of Invitation to Bid</b>	<b>No. of Bids Requested</b>	<b>No. of Bids Received</b>
<b>for Training Sessions</b>	required for effective delivery of training sessions during community outreach and police training.				
<b>Legal and Compliance Consultant</b>	A consultant is needed to ensure that all activities within the project comply with local laws and international best practices related to community policing and youth engagement.	\$80,000.00	April 25, 2025	2	TBD
<b>Event Venue for Final Community Showcase</b>	A suitable venue is required to host the final event showcasing the outcomes of the project, including presentations, demonstrations, and community engagement activities.	\$50,000.00	June 1, 2025	3	TBD
<b>Consultant for Final Report Development</b>	A consultant will be hired to prepare the final project report, documenting successes, lessons learned, and recommendations for future community policing initiatives.	\$40,000.00	June 15, 2025	2	TBD

*Note:* Procurement Justification for Community Policing Secretariat for RSLPF by

M.George, Author, 2024. Own work

The Request for Quotation (RFQ) for the Community Policing Secretariat Project will be developed by the procurement officer. This document will detail the purpose of the

required goods or services, including specific technical specifications and submission requirements. The RFQ process will employ two primary methods: emailing the RFQ to three main vendors and single-source procurement. In the case of single sourcing where multiple vendors may supply the product or service the project team will select a single vendor based on the benefits to the project or positive prior experience with that vendor. Notably, if the pre-tender estimate exceeds \$100,000.00 XCD, approval from the Finance Officer will be required to proceed.

To ensure a fair evaluation of vendors, the project team, led by the procurement officer, will establish a Vendor Selection Criteria. This form will assess key submission qualities, including the vendor's experience, reputation, and response to submission requirements. Once quotations are received, a thorough analysis will be conducted by the procurement officer, project manager, legal officer, and accounting officer. If any quotation exceeds \$100,000.00 XCD, it will be escalated to an internal procurement committee for approval.

The vendor selection will prioritize quality and cost, given the limited financial resources for this project. The chosen vendor will be the one offering the highest quality at the best cost. Upon selection, the legal officer will draft the contract, with a preference for fixed-price contracts, where a set total price is agreed upon for defined goods or services. This contract type is suitable for work that is predictable, with clear requirements unlikely to change, ensuring cost stability for the project.

### **6.9.2 Contract Type and Administration**

**Contract Type:**

For this project, fixed-price contracts will be used for predictable, well-defined deliverables, minimizing cost variability and ensuring control over the budget.

**Contract Monitoring:**

The project manager and procurement officer will monitor contracts through regular check-ins, performance evaluations, and monthly reports. Any changes to contracts will require approval from the Internal Procurement Committee and will follow the project's change control process.

**6.9.3 Control Procurement**

The Control Procurement Management Plan for the Community Policing Secretariat Youth Crime Prevention Initiative aims to manage procurement relationships, monitor contract performance, and ensure timely and high-quality delivery of services. Following the finalization of each contract, the project manager and procurement officer will oversee the monitoring process. They will be responsible for verifying that the contractor's work aligns with agreed timelines and quality standards, maintaining regular communication, and promptly addressing any issues that may arise.

Contract performance will be tracked through weekly progress reports submitted by the contractors, detailing activities, timelines, and potential concerns. Additionally, monthly performance reviews will be conducted by the project manager and procurement officer to

assess deliverables against contract terms, with random quality inspections to confirm adherence to project standards. Upon satisfactory completion of all contracted services or products, and once the project manager and procurement officer confirm that all contractual obligations have been met, the project manager will issue a formal close-out letter via email to each vendor, marking the official conclusion of the contract.

At the end of each contract, an evaluation of the vendor's performance will be conducted, assessing criteria such as the conduct of staff, customer relations, quality of goods or services, responsiveness of management, and adherence to the delivery timeline. This evaluation will use a five-point rating system from "Very Poor" to "Excellent" and will be recorded for future reference. If a need arises to adjust any contract terms, such as an extension of the contract end date, the contractor must submit a written request to the project manager. The project manager will then present the request to the Steering Committee, which will decide within a week. Upon approval, the contract will be amended accordingly.

To ensure that valuable insights are retained, all issues, evaluations, and changes related to procurement will be documented in the project's Lessons Learned Register. At the project's conclusion, these lessons will be reviewed to enhance procurement practices for future projects. Figure 10 below depicts the vendor evaluation form which will be used to measure the performance of vendors involved in the Project.

**Figure 10***Vendor Evaluation Form*

<b>Evaluation of Vendors</b>		
<b>Date:</b>		
<b>Evaluator's Name:</b>		
<b>Contractor's Name:</b>		
<b>Contractor's Address:</b>		
<b>Details</b>	<b>Rating (1–5)</b>	<b>Comments</b>
Conduct of Staff		
Customer Relations		
Quality of Goods/Services		
Responsiveness of Management		
Adherence to Delivery Timeline		
Average Score Over 5		

**Rating System:**

- Excellent = 5
- Good = 4
- Average = 3
- Poor = 2
- Very Poor = 1

Evaluator's Signature: _____  Date: _____
---

*Note:* Adapted from Government of Saint Lucia's Procurement Unit

### **4.9.3 Procurement Documentation**

All procurement documentation, including RFPs, RFQs, contracts, and supplier evaluations, will be stored in the project's procurement management folder on the RSLPF server, accessible to authorized personnel only.

## **4.10 Stakeholder Management Plan**

Effective stakeholder management is crucial to maintaining alignment, fostering collaboration, and securing the resources and support necessary to navigate a project successfully from start to finish. It ensures that stakeholders are not only participants but active partners in achieving the project's goals.

Project Stakeholder Management in the Community Policing Secretariat Project involves identifying the individuals, groups, or organizations that may influence or be influenced by the project, analyzing their expectations and their impact, and formulating effective engagement strategies to involve them in the project's decisions and execution.

### **4.10.1 Identify Stakeholders**

The project's success depends significantly on effective stakeholder identification and engagement. A stakeholder register (Table 26) has been created to identify and categorize stakeholders based on roles, communication preferences, expectations, and project requirements. The stakeholder power-interest matrix (Table 27) further classifies stakeholders to prioritize engagement strategies effectively.

**Table 26:***Stakeholder Register*

<b>ID</b>	<b>Stakeholder</b>	<b>Role/Responsibilities</b>	<b>Category</b>	<b>Communication Method</b>	<b>Expectations</b>	<b>Requirements</b>
1	<b>RSLPF Commissioner</b>	Project Sponsor, oversees and provides approval for major decisions	Internal	Face-to-face meetings, emails	Project aligns with RSLPF's strategic goals	Regular project updates, detailed reports, and decision-making
2	<b>Youth Representatives</b>	Key participants in youth programs and initiatives; provide feedback on youth-related project aspects	External	Focus groups, surveys, emails	Youth issues addressed and their needs represented	Effective channels for feedback, regular engagement sessions
3	<b>Community Leaders</b>	Advise on community engagement strategies, promote project to community members	External	Meetings, emails, phone calls	Project benefits community; project aligns with community needs	Involvement in decision-making, clear communication channels
4	<b>Non-Governmental Organizations (NGOs)</b>	Support through outreach and development programs for youth	External	Emails, collaborative meetings	Collaborative efforts in youth support and crime prevention	Regular coordination meetings, access to project resources
5	<b>Parents and Educators</b>	Influencers in youth environment, promote project initiatives	External	Community events, school meetings, emails	Increased youth engagement, crime reduction	Information on project events, regular updates
6	<b>Appointed Project Manager</b>	Lead the planning, executing, and monitoring of project activities	Internal	Weekly meetings, reports, emails	Project meets objectives on time and within scope	Access to resources, authority to make project-related decisions



ID	Stakeholder	Role/Responsibilities	Category	Communication Method	Expectations	Requirements
7	<b>Steering Committee</b>	Provide oversight, approve decisions, and monitor project progress	Internal	Bi-weekly meetings, emails	Successful project outcomes within scope and budget	Project updates, detailed documentation, stakeholder feedback
8	<b>Youth Engagement Team</b>	Focus on implementing youth-specific programs and engagement activities	Internal	Team meetings, reports	Active youth participation, meaningful engagement	Clear objectives, guidance from project manager
9	<b>Community Relations Team</b>	Engage with community members, address their concerns, and promote project initiatives	Internal	Community forums, emails	Positive community response and support	Regular interaction with community leaders, outreach materials
10	<b>Monitoring and Evaluation Team</b>	Track and report on project performance, evaluate impact and outcomes	Internal	Reports, evaluation sessions	Accurate reporting, evidence-based assessments	Access to data, analytical tools, regular performance reviews
11	<b>IT Technician</b>	Manage technical support for communication and data systems	Internal	On-call support, troubleshooting logs	Smooth technology operations, data security	Access to tech resources, backup support, data security training
12	<b>Ministry of Youth Development</b>	Support with policy alignment, resources, and youth-related initiatives	External	Formal meetings, policy briefings	Positive project impact on youth; policy alignment	Regular updates, participation in decision-making sessions
13	<b>Local Schools</b>	Promote project to students, participate in events, and	External	School assemblies, newsletters	Safe and engaging opportunities for students	Access to project resources, regular updates

ID	Stakeholder	Role/Responsibilities	Category	Communication Method	Expectations	Requirements
		facilitate youth involvement				on youth initiatives
14	<b>General Community Members</b>	Participate in community events, provide feedback, and support project initiatives	External	Community meetings, newsletters	Increased community safety, positive youth engagement	Information about project activities, participation options
15	<b>Vendors</b>	Supply goods and services for project needs (e.g., event materials, training equipment)	External	Contracts, purchase orders, emails	Fair and transparent procurement process	Clear contract terms, prompt payments, and performance feedback
16	<b>Media Partners</b>	Support project publicity, share success stories, and enhance community awareness	External	Press releases, media briefings	Regular updates for timely reporting, positive engagement	Access to project updates, press materials, permission for site coverage

**Note:** Stakeholder Register for Community Policing Secretariat for RSLPF by M.George,

Author, 2024. Own work

**Table 27**

*Power Interest Classification*

ID	Stakeholder	Power	Interest	Explanation
1	<b>RSLPF Commissioner</b>	High	High	As the Project Sponsor, the Commissioner has high decision-making authority and a vested interest in project success.
2	<b>Youth Representatives</b>	Low	High	Youth have a high interest as direct beneficiaries but limited decision-making power, requiring regular updates and engagement.
3	<b>Community Leaders</b>	Medium	High	Community leaders can influence community buy-in and have high interest due to their advocacy role; they need close management.

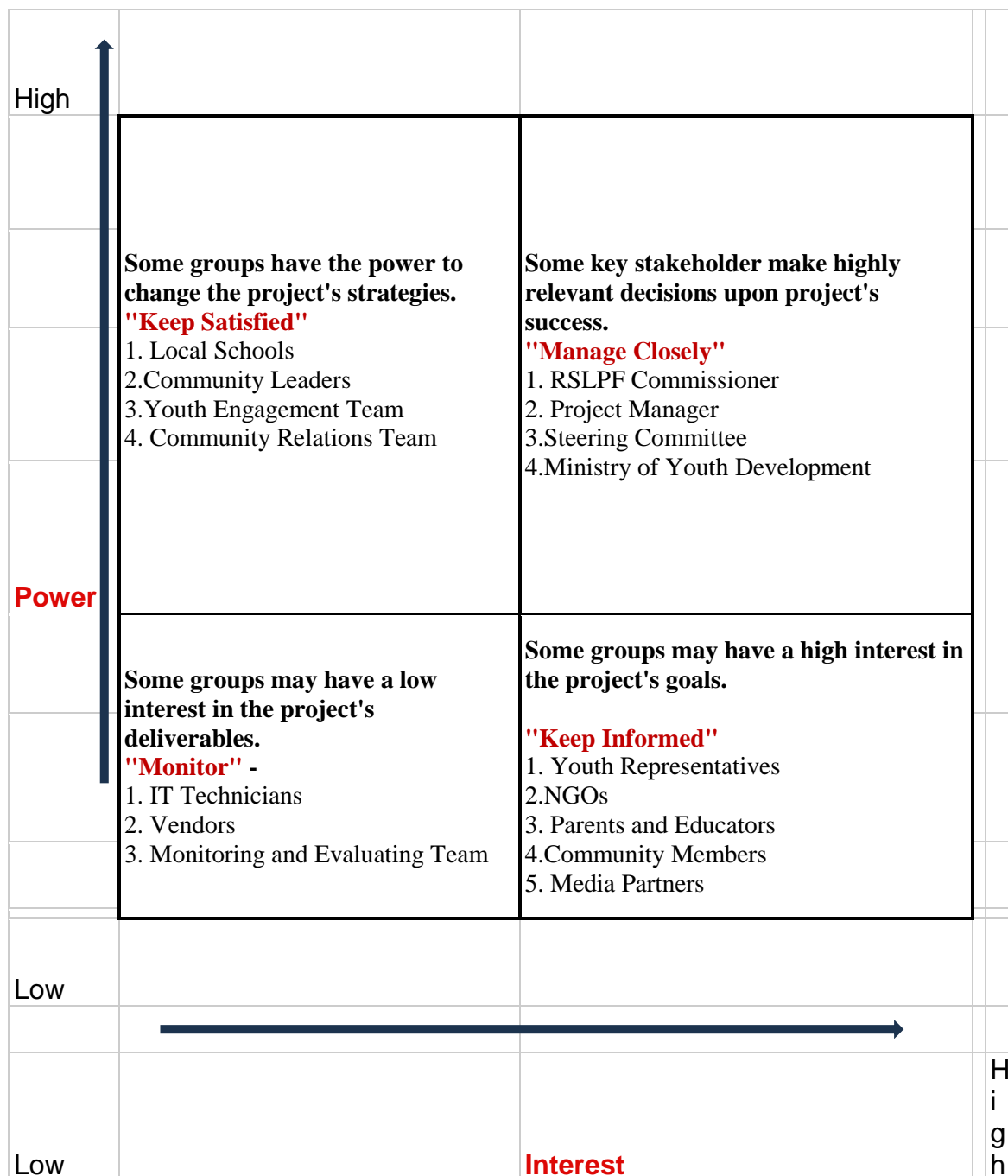
ID	Stakeholder	Power	Interest	Explanation
4	<b>Non-Governmental Organizations (NGOs)</b>	Low	High	NGOs have a high interest due to their work in youth support but limited decision-making authority; they should be kept informed.
5	<b>Parents and Educators</b>	Low	Medium	Parents and educators are interested in youth outcomes but have limited power, so occasional updates are appropriate.
6	<b>Appointed Project Manager</b>	High	High	The project manager has high authority and responsibility over project execution, requiring active, ongoing engagement.
7	<b>Steering Committee</b>	High	High	The committee has significant authority in approvals and high interest in successful project outcomes, necessitating close management.
8	<b>Youth Engagement Team</b>	Medium	High	As implementers of youth programs, they have medium influence and a vested interest in the project's success.
9	<b>Community Relations Team</b>	Medium	High	With a role in managing public perception, this team has moderate power and high interest in effective community engagement.
10	<b>Monitoring and Evaluation Team</b>	Medium	Medium	They ensure project quality and progress, with some influence in reporting outcomes and a moderate level of interest in project impact.
11	<b>IT Technician</b>	Low	Low	They have limited involvement and interest, primarily providing support on technical issues as needed.
12	<b>Ministry of Youth Development</b>	High	High	This ministry has a strong interest in the project aligning with youth policies and can influence resources, requiring close management.
13	<b>Local Schools</b>	Medium	High	Schools are crucial for outreach to youth; their medium influence and high interest necessitate regular updates and engagement.
14	<b>General Community Members</b>	Low	Medium	Community members benefit indirectly and have moderate interest; they should receive periodic updates to foster support.

ID	Stakeholder	Power	Interest	Explanation
15	<b>Vendors</b>	Low	Low	Vendors have low interest and power, as they are involved primarily through contractual agreements.
16	<b>Media Partners</b>	Medium	Medium	Media partners have moderate influence over public perception and moderate interest in reporting on community initiatives.

**Note:** Power Interest Classification for Community Policing Secretariat for RSLPF by M.George, Author, 2024. Own work

#### 4.10.1.1 Power-Interest Stakeholder Matrix

The Power-Interest Stakeholder Matrix in Figure 11 visually classifies stakeholders by their level of power and interest in the Community Policing Secretariat project for the RSLPF. Each quadrant represents a different engagement strategy based on the stakeholder's level of influence (power) and concern (interest) regarding the project:

**Figure 11***Power Interest Matrix*

Note: Power Interest Matrix for Community Policing Secretariat for RSLPF by M. George, Author, 2024. Own work

Table 28 below, provides a thorough analysis of the power interest matrix:

**Table 28**  
*Power Interest Matrix Analysis*

Category	Analysis
<b>Manage Closely</b>	<b>RSLPF Commissioner, Project Manager, Steering Committee, Ministry of Youth Development</b> -Stakeholders with high power and high interest in the project, requiring regular engagement and close involvement
<b>Keep Satisfied</b>	<b>Local Schools, Community Leaders, Youth Engagement Team, Community Relations Team</b> - This group of stakeholders have high power but lower interest. Their support is valuable, so they need periodic engagement to ensure continued alignment.
<b>Keep Informed</b>	<b>Youth Representatives, NGOs, Parents and Educators, General Community Members, Media Partners</b> -Stakeholders with high interest but lower power. They are directly affected by the project, so they require regular updates and opportunities for feedback.
<b>Monitor</b>	<b>IT Technician, Vendors, Monitoring and Evaluation Team</b> - Stakeholders with lower power and interest, who need minimal engagement but should still be kept informed of relevant updates.

Note: Power Interest Matrix Analysis for Community Policing Secretariat for RSLPF by M.

George, Author, 2024. Own work

#### **4.10.2 Plan Stakeholder Engagement**

Effective stakeholder engagement is vital to the success of the Community Policing Secretariat project, as it ensures that all stakeholders remain informed, involved, and aligned with the project's objectives. This engagement strategy involves assessing the current level of stakeholder awareness and support and determining the desired level of involvement necessary for project success. The Stakeholder Engagement Assessment

Matrix (illustrated in table 29), categorizes stakeholders based on their current and desired states across five levels: *Unaware*, *Resistant*, *Neutral*, *Supportive*, and *Leading*. Each stakeholder's current engagement level is marked with the letter 'C,' while their desired engagement level is indicated by the letter 'D.' This approach allows the project manager to implement targeted strategies to address gaps and ensure a cohesive and collaborative project environment.

**Table 29**

*Stakeholder Engagement Assessment Matrix*

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
RSLPF Commissioner				D	C
Youth Representatives			C	D	
Community Leaders			C	D	
Non-Governmental Organizations			C	D	
Parents and Educators		C		D	
Project Manager				D	C
Steering Committee				D	C
Youth Engagement Team				D	C
Community Relations Team				D	C
Monitoring and Evaluation Team			C	D	
IT Technician	C			D	
Ministry of Youth Development				D	C
Local Schools			C	D	
General Community Members	C			D	
Vendors	C			D	
Media Partners		C		D	

Note: Stakeholder Engagement Assessment Matrix for Community Policing Secretariat for RSLPF by M.George, Author, 2024. Own work

#### **4.10.3 Manage Stakeholder Engagement for the Community Policing Project**

Managing stakeholder engagement in the Community Policing Project involves actively communicating and working with stakeholders to address their needs, expectations, concerns, and ensure appropriate involvement throughout the project. As per the Project Management Institute (2017), it is critical to engage stakeholders in a manner that fosters mutual understanding and collaboration.

To effectively manage stakeholders in this project, specific techniques and tools will be applied, which include identifying the best methods of communication for each stakeholder group. This will ensure that all stakeholders are engaged in a way that is effective and suited to their preferences.

The project manager will also employ skills in conflict management and negotiation to address concerns raised by stakeholders and increase their understanding of the project's goals. This will include clearly communicating the benefits of the project for each stakeholder group, thus enhancing their support and reducing any resistance. Moreover, the project manager will be mindful of the cultural and political context of the project, ensuring that the sensitivities and vulnerabilities of the affected groups are respected.



Regular meetings will be organized to manage stakeholders' needs, provide updates, and address any issues that may arise during the implementation of the project. Special attention will be given to stakeholders who may feel uncertain or opposed to the project, ensuring that their concerns are heard and mitigated. By making stakeholders feel involved and valued, the project manager can ensure their active participation and support throughout the project.

Overall, managing stakeholder engagement will be a shared responsibility between the Project Manager and the Project Team, who will work closely with stakeholders to ensure the project's success and achieve its goals.

#### **4.11 Execution Tools and Techniques Report**

The Execution Tools and Techniques Report for the Community Policing Secretariat Project for the RSLPF provides a comprehensive overview of the tools, software, and methodologies selected to support efficient project execution. This report covers tools for project scheduling, communication, data collection, collaboration, resource management, and risk management, explaining how each contributes to the project's operational effectiveness and alignment with the youth crime prevention goals. These tools ensure the project team can maintain organized workflows, monitor progress, and address challenges proactively, ultimately enhancing the project's potential for positive community impact.

##### **Scheduling Tools**

Effective scheduling is critical for managing the project timeline and ensuring that tasks and milestones are completed as planned. For this project, software like Microsoft Project or similar scheduling platforms will be utilized to create a detailed project timeline. Scheduling tools allow the project manager and team to track tasks, deadlines, and dependencies, ensuring all activities align with the project's scope and objectives. Gantt charts and calendar views within these tools offer visual aids for tracking progress and adjusting timelines as necessary. Additionally, these scheduling tools support resource leveling and help prevent over-allocation, ensuring that resources are used effectively and that potential delays are mitigated proactively.

### **Communication Tools**

For a community-centered project like this one, effective communication is essential for engagement and alignment among the diverse stakeholders involved. Communication platforms such as Microsoft Teams, Zoom, and email will be leveraged to facilitate ongoing interactions among the RSLPF, community leaders, youth representatives, NGOs, and other stakeholders. These tools provide options for virtual meetings, instant messaging, and document sharing, ensuring that information is accessible and transparent. Scheduled check-ins, updates, and stakeholder feedback sessions can be easily coordinated, while also enabling real-time discussions when needed. These tools are instrumental in building trust, enhancing transparency, and keeping all participants informed and motivated throughout the project lifecycle.

### **Data Collection and Analysis Tools**

Data collection and analysis play a critical role in evaluating the impact of the project's initiatives, particularly those focused on youth crime prevention. Digital survey tools such as Google Forms or SurveyMonkey will be used to collect feedback and measure the project's effectiveness among youth and community participants. Data analytics software, like Excel or more specialized analytics tools, will assist the Monitoring and Evaluation Team in tracking project metrics and analyzing trends over time. These insights allow the team to make data-driven adjustments to project activities and assess whether objectives are being met. Data collection also helps document lessons learned, which can inform future projects and initiatives within the RSLPF.

### **Collaboration and Document Management Tools**

Given the collaborative nature of this project, a reliable platform for document management and teamwork is essential. Software such as SharePoint, Google Workspace, or a similar tool will be utilized to centralize project documents, reports, and presentations. These tools enable team members and stakeholders to access, update, and review documents in real time, enhancing coordination and reducing delays due to document versioning issues. Centralized document storage is particularly valuable for ensuring that all stakeholders have access to up-to-date information, thus promoting consistency and coherence in project outputs. Moreover, collaborative tools streamline workflows, allowing teams to manage tasks, assign roles, and track progress seamlessly.

## **Resource Management Tools**

Managing resources effectively is crucial to the project's success, as it ensures that the required personnel, materials, and finances are available and used optimally. Resource management software, such as Primavera or Microsoft Project, will assist in tracking the allocation and usage of resources across various project phases. These tools allow the Project Manager to monitor resource availability, adjust allocations as project needs evolve, and ensure that budget and resources are utilized in alignment with the project plan. They also facilitate cost tracking, which is vital for maintaining financial oversight, especially within budget constraints. Through these tools, the project team can reduce waste, optimize resource utilization, and maintain accountability.

## **Risk Management Tools**

Managing risks is a key aspect of project execution, particularly for initiatives involving multiple stakeholders and community engagement. Risk management software, such as RiskWatch or even simpler tools like Excel-based risk registers, will be used to identify, analyze, and monitor potential risks throughout the project lifecycle. By documenting risks and implementing mitigation strategies, the project team can proactively address issues before they escalate, minimizing their impact on the project's success. These tools enable the team to categorize risks by severity, track their status, and assign responsibility for mitigation actions. Regular risk assessments help ensure that the project remains adaptable and resilient, even in the face of unforeseen challenges.

By implementing these execution tools and techniques, the Community Policing Secretariat Project for the RSLPF can ensure that resources are allocated effectively, schedules are adhered to, and communication channels remain open and efficient. The selection of these tools demonstrates a commitment to structured project management and enhances the likelihood of achieving the project's goals for youth crime prevention and community engagement.

#### **4.12 Monitoring and Control**

The Monitoring and Control process is a fundamental part of project management, ensuring that the project progresses as planned and meets its objectives. For the Community Policing Secretariat project, this process involves a set of activities that help the project manager and team track performance, identify variances, and take corrective actions when necessary to maintain control over the project scope, schedule, budget, quality, and stakeholder expectations. Each element of this monitoring and control process will be broken down in alignment with the PMBOK and PMI standards to allow for a comprehensive understanding.

##### **Performance Tracking and Reporting:**

The purpose of performance tracking is to assess whether the project is on schedule, within budget, and achieving its goals. This is achieved by setting clear performance indicators (such as KPIs) early in the project and then comparing actual results to these benchmarks regularly. For this project, the following tracking methods will be used:

**Schedule Performance Index (SPI):** Measures how closely the project is adhering to the timeline.

**Cost Performance Index (CPI):** Tracks whether spending aligns with the budget.

**Earned Value Analysis (EVA):** Combines schedule and cost performance to measure overall project health.

**Milestone Reporting:** Regular tracking of completed milestones ensures that significant phases of the project are achieved on time.

Reports will be prepared periodically (weekly or monthly) depending on the project needs, providing a clear view of the project's progress and highlighting areas that need attention. Figure 12 below outlines a performance monitoring form which will be used in the project.

**Figure 12**

*Performance Monitoring Report Form*

Performance Monitoring Report
<b>Project Name:</b> Community Policing Secretariat Project
<b>Report Date:</b> [Date]
<b>Prepared by:</b> [Project Manager's Name]
<b>Performance Indicators</b>
-----
<b>Indicator</b>
<b>Budget Usage</b>
<b>Schedule Adherence</b>
<b>Milestone Completion</b>

Note: Performance Monitoring Report Form by M.George, Author, 2024. Own work

## **Risk Management**

Risk management is crucial in this project due to its potential for stakeholder concerns, social impact, and varying project conditions. Risks are identified in the early stages and monitored throughout the project lifecycle. This involves:

**Risk Identification and Prioritization:** Using a risk register to document and prioritize risks, allowing the team to focus on high-impact risks first.

**Risk Mitigation:** Implementing planned responses to reduce the probability or impact of risks as they arise.

**Regular Risk Reviews:** Holding weekly or monthly risk review meetings where the team discusses current risks, effectiveness of mitigation strategies, and any new risks that may have emerged.

A dynamic risk register (See Table 23) helps in logging these details, providing updates, and noting the effectiveness of mitigation strategies.

## **Quality Control**

Quality control is integral to ensuring that all project deliverables meet the set standards and stakeholder expectations. This includes:

**Inspections and Audits:** Regularly checking those outputs (program materials, outreach content, etc.) meet quality standards.

**Peer Reviews and Testing:** Having deliverables reviewed by subject matter experts or stakeholders for feedback, particularly for high-stakes outputs.

**Documentation of Quality Issues:** Tracking any deviations from quality standards and documenting corrective actions in a quality log.

Quality audits will be scheduled periodically, and findings will inform necessary adjustments to improve project outcomes. Figure 13 outlines a sample quality control log form which will be used in this project.

**Figure 13**

*Quality Control Log*

Quality Control Log
<b>Project Name:</b> Community Policing Secretariat Project
<b>Date:</b>
<b>Quality Standard</b>
-----
Example: Community engagement effectiveness

Note: Quality Control Log by M.George, Author, 2024. Own work

## Stakeholder Engagement Monitoring

Monitoring stakeholder engagement is essential to ensure that stakeholders remain supportive and actively involved throughout the project. This process involves providing



regular communication updates through newsletters, emails, or meetings to keep stakeholders informed about project progress, challenges, and upcoming steps. Additionally, stakeholder feedback mechanisms such as surveys, feedback forms, and direct communication channels are implemented to allow stakeholders to express their concerns, provide input, or share their support. Based on the feedback received and monitoring outcomes, the project manager may adjust the stakeholder engagement plan to address emerging needs or resolve issues effectively.

This continuous monitoring process is vital for preventing stakeholder disengagement and ensuring that their expectations are consistently met, ultimately contributing to the project's overall success. A sample of the Stakeholder Engagement Report form is outlined below in Figure 14.

**Figure 14**

*Sample Stakeholder Engagement Report*

Stakeholder Engagement Report
<b>Project Name:</b> Community Policing Secretariat Project
<b>Report Date:</b> [Date]
<b>Stakeholder Group:</b> [Stakeholder Group Name]
<b>Engagement Summary</b>
<b>Current Engagement Status:</b>
<b>Recent Communications:</b>
<b>Feedback and Concerns:</b>
<b>Action Steps:</b>

Note: Sample Stakeholder Engagement Report by M. George, Author, 2024. Own work

## **Change Management and Control**

Change control is a formalized process that ensures any modifications to the project scope, schedule, or budget are reviewed, approved, and documented before implementation. Key elements include:

**Change Request Submission and Assessment:** The first step in the change control process involves the formal submission of a change request through a change request form (See appendix 5). This request outlines the proposed modification, including details about what is being changed and the rationale behind it. Once submitted, the project team assesses the potential impact of the change on the project's scope, schedule, budget, and objectives. This analysis is critical for understanding how the change might affect resources, timelines, and overall project success. A structured assessment ensures that the implications of the change are thoroughly examined before proceeding further.

**Change Approval:** After the assessment, the proposed change is submitted to the steering committee or other designated authority for review and approval. This body evaluates the necessity and feasibility of the change, considering factors such as alignment with project goals, resource availability, and stakeholder needs. The approval process ensures that only changes that contribute positively to the project's outcomes or are unavoidable due to external factors are implemented. This step also reinforces accountability by involving key decision-makers in the process.

**Documentation and Communication:** Once a change is approved, it is recorded in the project's change log to maintain a clear and auditable trail of all modifications. This

documentation includes details about the nature of the change, the reasons for its approval, and its expected impact on the project. After recording, the project team communicates the approved change to all relevant stakeholders. Effective communication ensures that everyone involved is aware of the change, reducing the risk of misunderstandings or misaligned expectations. By documenting and sharing information transparently, the project team fosters trust and maintains control over the change implementation process.

### **Lessons Learned Documentation**

Capturing lessons learned throughout monitoring and control helps inform future projects and prevent repeat issues. During this project, lessons learned sessions will be held at key milestones and documented in the Lessons Learned Register (See Appendix 6), covering:

**Successes:** Identifying what worked well and contributed to project success.

**Challenges and Failures:** Documenting issues that arose, their impact, and how they were resolved.

**Recommendations:** Offering suggestions for future projects based on observed outcomes.

Through a systematic Monitoring and Control process, the project manager and team can maintain alignment with project objectives, address emerging issues promptly, and ensure a transparent, adaptable approach that respects stakeholder needs and maximizes

project success. This proactive and detailed approach helps to establish a structured, effective pathway to meet all project goals while minimizing risks.

#### **4.13 Project Closure Procedure**

The closing phase of the Community Policing Secretariat project is essential for ensuring that all objectives have been met, documenting key learnings, and formally closing project operations. This phase also facilitates the transition of project deliverables to stakeholders and provides recommendations for future initiatives. The steps below outline a comprehensive closure procedure:

##### **4.13.1 Conduct a Closure Meeting**

**Objective:** The purpose of the closure meeting is to evaluate the project's success, compare outcomes to initial objectives, and confirm all project deliverables.

**Participants:** Project Sponsor, Project Manager, Steering Committee, and key stakeholders including the Youth Engagement Team, Community Leaders, and relevant RSLPF representatives.

**Agenda:**

- **Review Objectives and Outcomes:** Discuss how well the project met its strategic objectives, covering areas such as youth crime prevention outcomes, community engagement, and resource utilization.
- **Discuss Challenges and Solutions:** Reflect on any challenges encountered, how they were addressed, and their impact on the project.
- **Acknowledge Contributions:** Recognize the contributions of all stakeholders and team members, fostering a sense of accomplishment.
- **Determine Next Steps:** Outline any immediate actions, such as maintenance or monitoring responsibilities, or any follow-up initiatives identified during the project.

**4.13.2 Document Lessons Learned**

Documenting lessons learned is a critical process for capturing the knowledge gained throughout the project, encompassing both successes and areas for improvement. This documentation is valuable not only for assessing the current project but also as a resource to enhance the execution of future projects. The process begins by gathering input from team members, stakeholders, and partners to collect diverse perspectives on what worked well and what could be improved. Insights will be typically obtained through structured interviews, surveys and dedicated feedback sessions, ensuring a comprehensive understanding of the project's strengths and challenges.

Once collected, the findings will be categorized into relevant areas such as project planning, stakeholder engagement, resource allocation, risk management, and communication. This categorization will help organize the insights systematically, making it easier to identify patterns and address specific areas for improvement. Finally, the results are documented in a Lessons Learned Register, which provides detailed recommendations for refining processes and practices in future projects. This register serves as a vital tool for fostering continuous improvement and leveraging institutional knowledge effectively. Figure 15 below, provides a sample entry to the lessons learned register for the project.

**Figure 15**

*Sample Lessons Learned Register Entry:*

Category	Lesson	Recommendation
Stakeholder Engagement	Engaging community leaders early helped build trust.	Involve key stakeholders in project initiation phase.
Risk Management	More thorough risk assessment needed during planning.	Conduct regular risk workshops with the team.

Note: Sample Lessons Learned Register Entry by M.George, Author, 2024. Own work

### 4.13.3 Finalize Project Documentation

Finalizing project documentation is a crucial step to ensure transparency with stakeholders and provide a reliable reference for future projects. This process involves ensuring that all project-related documents are accurate, complete, and readily accessible. One of the key elements is preparing the **Final Report**, which offers a comprehensive summary of the project. This report includes details on the objectives, outcomes, key achievements, challenges encountered, and a detailed breakdown of the final budget.

In addition, **Stakeholder Engagement Records** will be compiled, summarizing all communication activities, feedback collected, and the measures taken to address stakeholder needs. This documentation demonstrates how stakeholder expectations were managed throughout the project. Alongside this, **Financial and Resource Records** are finalized, including complete cost summaries, vendor contracts, and final expenditure reports to provide a transparent account of the project's financial management.

The **Project Deliverables** are also finalized, ensuring they are completed and stored in an accessible and organized location for stakeholders or future reference. Lastly, a **Sustainability Plan** is developed to outline strategies for maintaining the project's outcomes beyond its lifecycle. This plan includes details on ownership, responsible parties, and any resources needed to support ongoing efforts, ensuring the project's long-term impact and viability.

#### **4.13.4 Ensure Stakeholder Sign-Off on Deliverables**

Stakeholder sign-off is essential for validating that all deliverables meet requirements and expectations, officially transferring ownership from the project team to the stakeholders.

The process for finalizing deliverables begins with a comprehensive deliverable review. In this step, all final deliverables are presented to stakeholders for evaluation. Stakeholders are given adequate time to thoroughly review the outputs to ensure they align

with the agreed-upon objectives and meet their expectations. This review is an opportunity to address any final concerns or discrepancies before closing the project.

Once stakeholders are satisfied with the deliverables, a Sign-Off Document (See entry sample in Figure 16) is prepared. This document, typically in the form of a Stakeholder Sign-Off Sheet, includes a detailed list of all deliverables. Stakeholders sign this sheet to formally acknowledge their acceptance of the project outputs, signifying the successful completion of the deliverables phase and paving the way for project closure.

**Figure 16:**

*Sample Stakeholder Sign-Off Sheet Entry*

Deliverable	Stakeholder	Status	Sign-Off Date	Signature
Community Outreach Program Materials	RSLPF Commissioner	Approved		
Youth Engagement Workshop Plan	Youth Representative	Approved		

Note: Sample Stakeholder Sign-Off Sheet Entry by M.George, Author, 2024. Own work

#### **4.13.5 Provide a Final Report on Project Impacts and Future Recommendations**

The final report will provide a detailed summary of the project's impact, outcomes, and areas for improvement. It will contain an assessment of the project's contribution to youth crime prevention and community engagement. Key sections of this report will include:



**Executive Summary:** A concise overview of project goals, major accomplishments, and significant learnings.

**Project Impact Analysis:** A summary of the project's impact on youth crime prevention in the community, including any measurable outcomes such as reduced youth crime rates, increased youth program participation, or strengthened community-police relations.

**Future Recommendations:** Recommendations for sustaining the project outcomes and suggestions for future crime prevention initiatives, such as expanded community outreach or additional youth engagement programs.

This closure procedure helps ensure a thorough, organized project wrap-up for the Community Policing Secretariat project. By conducting a closure meeting, documenting lessons learned, finalizing project records, obtaining stakeholder sign-off, and providing a final report, the project team can formally close the project with a structured approach. This will not only ensure that deliverables meet stakeholder expectations but also provide valuable insights for future crime prevention initiatives and community engagement projects.

## 5. CONCLUSIONS

1. The Project Charter is a foundational document that formalizes the authorization of the Community Policing Secretariat Project. It establishes a clear alignment between the strategic objectives of the Royal Saint Lucia Police Force (RSLPF) and the project's goals. This document identifies key stakeholders, including youth representatives, community leaders, and RSLPF management, ensuring their inclusion from the onset. It provides a high-level structure that defines the scope, objectives, and preliminary resource allocation required to achieve project success. By securing the approval of stakeholders, the charter lays the groundwork for the project's execution, providing a structured framework for collaboration and accountability.
2. The Comprehensive Project Management Plan consolidates all subsidiary plans into a unified framework to guide the project from initiation to closure. It defines baselines for scope, schedule, and cost, ensuring that deliverables align with the project's strategic objectives. Subsidiary plans address the nuanced needs of stakeholder engagement, resource management, risk mitigation, communication, and quality assurance. This overarching plan not only facilitates coordination across teams but also ensures adaptability to address challenges that may arise. By incorporating monitoring and control processes within each plan, it guarantees a structured approach to meeting milestones and achieving deliverables while maintaining alignment with RSLPF's strategic vision.

3. The Scope Management Plan outlines how the project's scope will be defined, validated, and controlled. The project aims to enhance community policing by implementing youth crime prevention programs and fostering community partnerships. Deliverables include stakeholder engagement forums, training programs, and resource kits for community leaders. The Work Breakdown Structure (WBS) decomposes project deliverables into manageable work packages, ensuring clarity and accountability. Stakeholder reviews and sign-offs at key milestones validate that deliverables meet expectations. Additionally, a formal change request process monitored through a change log ensures that any modifications to the scope are managed effectively, reducing risks of scope creep.
4. The Schedule Management Plan establishes the methodology for planning and controlling the project timeline. Activities derived from the Work Breakdown Structure (WBS) are sequenced logically, with defined dependencies. Microsoft Project will serve as the primary scheduling tool, enabling the identification of critical paths, milestones, and timeline adjustments as necessary. A baseline schedule will be established to track progress, and regular updates will identify any deviations for timely corrective actions. This structured approach ensures that the project remains on track to meet its deadlines.
5. The Cost Management Plan defines how the project's budget will be estimated, allocated, and monitored. Detailed activity-based estimates are prepared, incorporating both contingency reserves for unforeseen risks and management reserves for undefined needs. The project's funding is allocated across phases, prioritizing high-impact activities such as youth outreach programs and training initiatives. Cost performance

will be monitored using tools like Earned Value Management (EVM) to identify and address variances promptly, ensuring the project remains within budget.

6. The Quality Management Plan ensures that project deliverables meet predefined standards and stakeholder expectations. Quality objectives focus on achieving effective youth engagement, improved community relations, and measurable crime prevention outcomes. Quality assurance activities, including regular assessments and stakeholder feedback, ensure continuous improvement. Tools like checklists and surveys are employed for quality control to validate deliverables against the established quality baseline. This plan ensures that project outputs align with strategic goals and maintain high standards.
7. The Resource Management Plan outlines how human and physical resources will be identified, allocated, and managed. Resources include police officers, youth leaders, training materials, and facilities. A Responsibility Assignment Matrix (RAM) is used to clearly define roles, responsibilities, and accountabilities, ensuring clarity among project team members. Team-building workshops and conflict resolution strategies are integral to fostering collaboration and effective teamwork. This structured approach ensures the efficient use of resources throughout the project lifecycle.
8. The Communication Management Plan ensures effective information flow among stakeholders to maintain transparency and alignment. Communication methods such as newsletters, emails, and community forums are tailored to address the specific needs of different stakeholder groups. Regular updates are scheduled to keep stakeholders informed about project progress, challenges, and milestones. An escalation matrix is

included to resolve communication issues promptly, ensuring that all concerns are addressed in a timely and effective manner.

9. The Risk Management Plan proactively identifies, assesses, and mitigates potential challenges that could impact project objectives. A Risk Breakdown Structure (RBS) is employed to categorize risks into operational, financial, and reputational types. Qualitative and quantitative techniques are used to assess the likelihood and impact of identified risks. Mitigation strategies, including contingency plans and assigned risk ownership, are developed to reduce the impact of high-priority risks. Regular reviews and updates ensure the plan remains effective and relevant throughout the project.
10. The Procurement Management Plan establishes the process for acquiring goods and services to meet project needs. It outlines the procurement strategy, determining whether competitive bidding, direct procurement, or partnerships are the best approach. Vendors are evaluated based on criteria such as experience, cost, and delivery capacity, ensuring alignment with project goals. Contract management processes, including regular performance reviews and evaluations, ensure vendor compliance and quality service delivery. This approach builds a reliable vendor pool and supports project success.
11. The Stakeholder Management Plan ensures proactive engagement with individuals and groups impacted by the project. Stakeholders are identified and categorized based on their influence and impact, enabling tailored engagement strategies. Plans are developed to address the needs and expectations of each stakeholder group, fostering support and involvement. Monitoring and adaptation are achieved through regular updates, feedback

sessions, and the use of a stakeholder engagement matrix to track progress and refine strategies as necessary.

12. The Execution Tools and Techniques Report outlines the methodologies, software, and technical resources selected for the efficient execution of project activities. Key tools, such as project management software for scheduling, resource allocation, and risk tracking, are identified to enhance efficiency. The report justifies the choice of these tools based on their ability to streamline workflows and facilitate communication across the project team and stakeholders. Methodologies such as Agile practices ensure adaptability and iterative progress tracking, addressing the dynamic needs of community engagement initiatives. This report equips the team with a robust foundation for operational excellence, fostering alignment between project execution and strategic objectives.
13. The Monitoring and Control Plan provides a roadmap for ensuring project objectives are achieved through advanced tools and techniques. It details processes for tracking progress, managing changes, and addressing risks. Performance measurement techniques, including Earned Value Management (EVM) and milestone tracking, are outlined to provide real-time insights into project health. This plan emphasizes integration with communication tools to keep stakeholders informed, enabling timely interventions when variances are detected. By defining clear procedures for escalation and issue resolution, the plan ensures that the project remains aligned with its objectives and delivers maximum impact to the community.

14. The Project Closure Plan ensures the orderly conclusion of the project, emphasizing transparency, accountability, and sustainability. It details steps for evaluating whether project objectives were met and capturing lessons learned to guide future initiatives. A final report summarizes project outcomes, including a sustainability plan for the continuation of community policing efforts by the RSLPF. The plan includes stakeholder sign-offs on deliverables, ensuring alignment and satisfaction with project outcomes. The seamless transfer of project outputs to RSLPF operations management ensures long-term impact and embeds the project's benefits within the community's development framework.

## **6. RECOMMENDATIONS**

1. The RSLPF should ensure that comprehensive project management plans are developed for all community policing initiatives. This approach provides a structured framework, enhances clarity and focus, and increases the likelihood of project success.
2. The Community Policing Secretariat should use the existing project management plan as a model for implementing future projects. This document can serve as a best-practice guide, helping ensure initiatives are completed on time and within budget.
3. The Project Manager should regularly review and update the risk register, documenting new risks and developing appropriate mitigation strategies to minimize their impact on the project.
4. The Project Manager should allocate resources for capacity-building sessions focused on team building, conflict resolution, and communication. Establishing a formal grievance mechanism will encourage mutual respect, collaboration, and transparency among team members and stakeholders.
5. The Project Manager should foster a culture of consistent communication by holding regular weekly, monthly, and quarterly meetings. These updates will help address potential challenges early, preventing delays and ensuring the timely achievement of project deliverables.



6. The Communication Matrix should be actively used to engage stakeholders, clearly outline roles and responsibilities, and address potential organizational or communication barriers. This will help avoid delays and mismanagement in project implementation.
7. The RSLPF should adopt an impact assessment matrix, such as a customized P5 Impact Assessment tool, to monitor and report on the project's effects on the community, youth, and overall crime reduction. This tool can serve as a benchmark for sustainability and accountability.
8. The Community Policing Secretariat should create a stakeholder feedback mechanism to capture insights, suggestions, and concerns regularly. This feedback loop will help refine project activities and build stronger stakeholder relationships.
9. The Project Team should establish a centralized knowledge repository to document all lessons learned, templates, and best practices. This resource can be referenced in future projects, ensuring consistency and efficiency.
10. The RSLPF Leadership should ensure adequate funding for ongoing training and professional development for police officers and project team members. Training should include topics such as cultural competence, community engagement, and project management fundamentals.
11. The Monitoring and Evaluation Team should develop and implement metrics for assessing project progress and outcomes, such as stakeholder satisfaction surveys, crime trend analyses, and youth engagement indicators. These metrics will ensure continuous improvement.

12. The Project Manager should implement a conflict-resolution framework that empowers team members to address disputes promptly and constructively, fostering a positive and collaborative work environment.
13. The RSLPF should invest in technology to streamline project operations, such as scheduling software, stakeholder communication platforms, and monitoring tools, to enhance project efficiency and transparency.
14. The Steering Committee should conduct an annual review of the Community Policing Secretariat's strategies and outcomes, ensuring alignment with the broader goals of the RSLPF and the national safety strategy.

## **7. VALIDATION OF THE FGP IN THE FIELD OF REGENERATIVE AND SUSTAINABLE DEVELOPMENT**

Regenerative and sustainable development is increasingly recognized as critical for addressing the environmental and social challenges of our time. While sustainable development focuses on meeting the needs of the present without compromising the ability of future generations to meet their own needs, regenerative development goes a step further by seeking to restore and enhance the health of ecosystems, communities, and economies. This approach emphasizes the interconnectedness of natural and human systems, aiming to create positive, self-sustaining cycles of growth and renewal. As Mang and Reed (2012) highlight, regenerative development is not just about minimizing harm, but about creating conditions for life to thrive, thereby ensuring long-term resilience and prosperity for both people and the planet.

The project management plan for establishing a Community Policing Secretariat for the Royal Saint Lucia Police Force (RSLPF) has a profound relationship with both regenerative and sustainable development. The execution of this project, including its deliverables and ongoing operation, is designed to favor regenerative development by fostering a resilient, self-sustaining community policing framework. By aligning with the principles of regenerative development, the project supports the creation of adaptable systems that can evolve in response to the community's needs, ultimately leading to stronger social structures and a safer environment. In terms of sustainable development, the project directly supports several United Nations Sustainable Development Goals (SDGs), particularly Goal 16: Peace, Justice, and Strong Institutions, by building an effective

policing framework that promotes justice and reduces violence. Additionally, by contributing to the safety and stability of communities, the project also advances Goal 11: Sustainable Cities and Communities and indirectly supports Goal 4: Quality Education and Goal 8: Decent Work and Economic Growth through its focus on community engagement and youth involvement.

The impact of the project's execution, including the maintenance and operation of the Community Policing Secretariat, generally favors both regenerative and sustainable development. The project deliverables, such as the establishment of training programs, strategic community engagement initiatives, and ongoing evaluation mechanisms, contribute to the long-term sustainability of the policing framework. These efforts ensure that the RSLPF maintains a proactive approach to crime prevention, promoting lasting peace and community resilience. However, if not carefully managed, there could be potential disfavoring effects, such as the risk of resource allocation becoming overly concentrated in certain areas, leading to disparities in service delivery. To mitigate these risks, the project will incorporate adaptive management strategies that allow for continuous feedback and adjustments to ensure equitable distribution of resources and consistent application of policing strategies across all communities.

### **The GPM P5™ Analysis**

In recent years, the field of project management has undergone a significant transformation, moving away from the traditional, linear approaches that focused solely on delivering projects on time, within budget, and according to specifications. Today, there is

a growing recognition that successful project management must go beyond these basic criteria, placing a stronger emphasis on the tangible benefits that projects bring to stakeholders and society as a whole. This shift reflects the increasing demand for sustainable project management practices that not only meet immediate goals but also contribute to long-term environmental, social, and economic well-being. The GPM P5™ Standard for Sustainability in Project Management emerges as a critical framework in this evolving landscape, offering comprehensive guidance on integrating sustainability principles into project management processes, ensuring that projects create lasting value for all stakeholders involved. This standard was used to evaluate the project management plan for the RSLPF Community Policing Secretariat, highlighting the project's alignment with sustainability objectives and its potential to create meaningful, long-term benefits for the community and environment.

The P5 analysis for the Project Management Plan for a Community Policing Secretariat for the Royal Saint Lucia Police Force (RSLPF) reveals a comprehensive positive impact across the critical dimensions of People, Planet, and Prosperity, resulting in an impressive overall impact score of 4.0. Within the **People** dimension, significant advancements were observed in labor practices, societal benefits, human rights, and ethical behavior, collectively enhancing the overall score to 3.9. These improvements underscore the project's focus on improving working conditions, fostering community trust, and upholding ethical standards within the RSLPF.

In the **Planet** dimension, the project demonstrates a strong alignment with environmental sustainability goals. While the transport impact saw a minor decline,

substantial progress was made in energy efficiency, environmental stewardship concerning land, air, and water, and resource consumption. The overall Planet score of 4.0 reflects the project's intention to minimize its environmental footprint whilst promoting sustainable policing practices.

The **Prosperity** dimension highlights the project's feasibility, business agility, and positive local economic impact, with an overall score of 3.9. These results suggest that the project is not only viable and adaptable but also contributes positively to the local economy. With an overall impact score of 4.0, the project exemplifies a strong commitment to regenerative and sustainable development, positioning the RSLPF to better serve its communities and the environment.

Figure 17 below, highlights the GPM P5™ Analysis for the Project Management Plan for a Community Policing Secretariat for the RSLPF:

**Figure 17**

*GPM P5™ Analysis for Project Management Plan for a Community Policing Secretariat for the RSLPF*

People Impacts	Initial Score	New Score	Change
Labor Practices and Decent Work	1.3	3.5	-2.2
Society and Customers	1.7	4.0	-2.3
Human Rights	2.0	4.0	-2.0
Ethical Behavior	1.7	4.0	-2.3
Overall People Score	3.9		
Planet Impacts	Initial Score	New Score	Change
Transport	3.1	2.9	0.2
Energy	1.3	4.3	-3.0
Land Air, and Water	1.5	4.3	-2.8
Consumption	1.7	4.6	-2.9
Overall Planet Score	4.0		
Prosperity Impacts	Initial Score	New Score	Change
Project Feasibility	1.666666667	4.333333333	-2.6666667
Business Agility	1.5	3.5	-2
Local Economic Impact	1.333333333	4	-2.6666667
Overall Prosperity Score	3.9		
Overall Project P5 Score	4.0		

*Note:* GPM P5™ Analysis for Project Management Plan for RSLPF by M.George, Author, 2024. Own work.

## BIBLIOGRAPHY

- Barker, C., & Pistrang, N. (2015). *Research methods in clinical psychology* (3rd ed.). Wiley-Blackwell.
- Braithwaite, J. (2002). *Restorative justice and responsive regulation*. Oxford University Press.
- Brown, T. (2020). Youth crime prevention strategies: A comprehensive approach. *Journal of Crime and Justice*, 15(3), 200–220.
- Burke, R. (2013). *Project management: Planning and control techniques* (5th ed.). Project Management: Planning and Control Techniques - Rory Burke - Google Books.
- Charvat, J. (2003). *Project management methodologies: Selecting, implementing, and supporting methodologies and processes for projects*. John Wiley & Sons.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Crime Statistics. (2022). *Saint Lucia annual crime report 2022*. Royal Saint Lucia Police Force.
- Doe, J. (2018). Community policing and youth engagement. *Police Studies Journal*, 12(2), 150–167.
- Farrington, D. P., & Ttofi, M. M. (2019). Developmental and social prevention of bullying and delinquency. *Journal of Research on Adolescence*, 29(1), 5–22.
- Gido, J., & Clements, J. P. (2018). *Successful project management* (7th ed.). Cengage Learning.
- Gray, C. F., & Larson, E. W. (2018). *Project management: The managerial process* (7th ed.). McGraw-Hill Education.
- Green, P. (2021). Modern approaches to reducing youth crime. *Social Work Review*, 18(4), 300–320.
- Johnson, M. (2017). Educational outreach and crime prevention. *Education and Society Journal*, 10(1), 80–95.



- Jones, A. (2019). Socio-economic factors and youth crime. *Economic Studies*, 20(2), 100–120.
- Kerzner, H. (2017). *Project management: A systems approach to planning, scheduling, and controlling* (12th ed.). Wiley.
- Lock, D. (2020). *Project management* (11th ed.). Routledge.
- Maguire, E. R., & Mastrofski, S. D. (Eds.). (2000). *Implementing community policing: Lessons from 12 agencies*. Office of Community Oriented Policing Services, U.S. Department of Justice.
- Mang, P., & Reed, B. (2012). Regenerative development and design: A framework for evolving sustainability. *Building Research & Information*, 40(1), 22–38. <https://doi.org/10.1080/09613218.2012.621341>
- Managing Successful Programmes (MSP). (2011). *Managing successful programmes*. Office of Government Commerce.
- Porter, M. E. (1996). What is strategy? *Harvard Business Review*, 74(6), 61–78.
- Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK® Guide)* (6th ed.). Project Management Institute.
- Project Management Institute. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). Project Management Institute.
- Raposa, E. B., Dietz, N., & Rhodes, J. E. (2017). The effects of youth mentoring programs: A meta-analysis of outcome studies. *Journal of Youth and Adolescence*, 46(3), 625–629.
- Schwalbe, C. S., Gearing, R. E., MacKenzie, M. J., Brewer, K. B., & Ibrahim, R. (2018). A meta-analysis of experimental studies of diversion programs for juvenile offenders. *Clinical Psychology Review*, 32(1), 26–33.
- Smith, L., & Brown, K. (2020). The role of education in crime prevention. *Education Today*, 14(1), 50–70.
- Spruit, A., van der Put, C., van Vugt, E., & Stams, G. J. (2018). Sports participation and juvenile delinquency: A meta-analytic review. *Journal of Youth and Adolescence*, 47(9), 2042–2057.

- Tashakkori, A., & Teddlie, C. (2010). *SAGE handbook of mixed methods in social & behavioral research* (2nd ed.). SAGE Publications.
- Weisburd, D., & Majmundar, M. K. (Eds.). (2018). *Proactive policing: Effects on crime and communities*. National Academies Press.
- Williams, R. (2021). Engaging youth through social activities. *Community Development Journal*, 25(3), 180–195.
- Wysocki, R. K. (2019). *Effective project management: Traditional, agile, extreme* (8th ed.). Wiley.

## APPENDICES

## Appendix 1: FGP Charter

### CHARTER OF THE PROPOSED FINAL GRADUATION PROJECT (FGP)

1. Student name

Michele Anna Line George

2. FGP name

Project Management Plan for a Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force

3. Application Area (Sector or activity)

Law Enforcement/Youth Development

4. Student signature

M.George

5. Name of the Graduation Seminar facilitator

Róger Valverde

6. Signature of the facilitator

7. Date of charter approval

8. Project start and finish date

02.07.2024

31<sup>st</sup> December 2025

9. Research question

What key elements and strategies should be included in the project management plan for establishing a Community Policing Secretariat focused on youth crime prevention by the Royal Saint Lucia Police Force to ensure effective implementation, resource optimization, and long-term sustainability?

## 10. Research hypothesis

Is it possible to develop a comprehensive project management plan for the establishment of a Community Policing Secretariat focused on youth crime prevention by the Royal Saint Lucia Police Force that ensures effective implementation, optimal resource allocation, and long-term sustainability?

## 11. General objective

To develop a comprehensive project management plan for the establishment of a Community Policing Secretariat focused on youth crime prevention by the Royal Saint Lucia Police Force, ensuring effective implementation, optimal resource allocation, and long-term sustainability.

## 12. Specific objectives

1. **Initiating-** To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF which defines the organization's strategic objectives and purpose, identify key stakeholders, including police officers, community leaders, and youth representatives, to establish a high-level project structure.
2. **Planning-** To develop a comprehensive project management plan that provides a structured approach to managing the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force, ensuring all aspects of the project are meticulously defined, monitored, and controlled to achieve the initiative's goals effectively by creating subsidiary management plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders to define the project baselines.
3. **Executing-** To identify and select appropriate tools and techniques for the effective execution of the Community Policing Secretariat Youth Crime Prevention initiative to ensure that the project is carried out efficiently, resources are utilized optimally, and project goals are achieved within the defined scope, schedule, and budget.
4. **Project Monitoring and Controlling-** To implement advanced tools and techniques to meticulously monitor and control the project's progress, ensuring seamless integration and achievement of the Community Policing Secretariat Youth Crime Prevention initiative's objectives and goals.
5. **Project Closure Procedure-** To develop a project closure plan, including final evaluation of the initiative's objectives and goals, reporting of lessons learned, and

transfer of the project outcomes to the Royal Saint Lucia Police Force's operations management.

### 13. FGP purpose or justification

The importance of the Community Policing Secretariat Youth Crime Prevention Initiative lies in addressing the rising youth crime rates in Saint Lucia. Currently, there are no comprehensive, community-driven strategies specifically targeting youth crime prevention in the region. This project aims to fill that gap by developing and implementing effective intervention strategies.

Quantitatively, the initiative seeks to reduce youth crime rates by 15% within the first year of implementation. This reduction will not only improve public safety but also contribute to a more positive community environment and reduce the financial burden on the judicial and correctional systems.

By adopting best practices from international models, this initiative will introduce innovative community policing methods that can be tailored to the unique needs of Saint Lucia. The project is expected to enhance the capacity of the Royal Saint Lucia Police Force to engage with youth, build trust within communities, and create sustainable, long-term solutions to prevent youth crime.

### 14. Work Breakdown Structure (WBS). In table form, describing the main deliverable as well as secondary, products or services to be created by the FGP.

<b>WBS TASK</b>	<b>Deliverable</b>
<b>1</b>	<b>Graduation Seminar</b>
1.1	FGP Profile deliverables
1.1.1	FGP Charter (1-22)
1.1.2	Annexes (FGP Work Breakdown Structure, FGP Schedule, & Preliminary Bibliography)
1.1.3	Chapter I Introduction
1.1.4	Chapter II Theoretical Framework
1.1.5	Chapter III Methodological Framework
1.1.6	Validation of Regenerative and Sustainable Development
<b>2</b>	<b>Tutor</b>
2.1	Tutoring Process
2.1.1	Tutor Assignment

2.1.2	Communication with Tutor
2.2	Adjustment of previous chapters (if needed)
2.3	FGP Development
2.3.1	Charter
2.3.2	Develop a Scope Management Plan
2.3.3	Develop the schedule management plan to outline all project activities to be completed
2.3.4	Identify and propose tools required to support FGP
2.3.5	Develop a quality management plan to manage and control the project and quality requirements for the project.
2.3.6	Develop a cost management plan to create a budget and controls to implement the proposed project methodology.
2.3.7	Develop a human resource management plan to manage the resources required for implementation.
2.3.8	Develop a stakeholder management plan that identifies the persons and groups involved in the project and strategies for engagement.
2.3.9	Develop a sustainable procurement management plan that identifies and assigns contracts to suppliers
2.4	Chapter V Conclusion
2.5	Chapter VI Recommendations
<b>3</b>	<b>Reading by reviewers</b>
3.1	Reviewers' assignment request
3.1.1	Assignment of 2 Reviewers
3.1.2	Communication with Reviewers
3.1.3	FGP Submission to Reviewers
3.2	Reviewers work
3.2.1	Reviewer 1
3.2.1.1	FGP Reading
3.2.1.2	Reviewer 1 Report
3.2.2	Reviewer 2
3.2.2.1	FGP Reading
3.2.2.2	Reviewer 2 Report
<b>4</b>	<b>Adjustments</b>
4.1	Report for Reviewers
4.2	FGP Document update based on Reviewers' report
4.3	Second Review by reviewers
<b>5</b>	<b>Presentation to board of examiners</b>
5.1	Final Review by board
5.2	Board Examination Evaluation and Grade Report

## 15. FGP budget

Item	Description	Cost (USD)
<b>Software Licenses and Tools</b>	Purchase of necessary software for project management, data analysis, and documentation for 3 months.	\$300.00
<b>Information Processing</b>	Costs related to data collection, processing, and analysis for the project plan.	\$100.00
<b>Stakeholder Engagement</b>	Costs associated with conducting interviews or focus groups with stakeholders, including community leaders, youth representatives, and police officers.	\$300.00
<b>Project Documentation</b>	Costs for printing, binding, and distributing the final project management plan document.	\$300.00
<b>Contingency Fund</b>	A reserve for unforeseen expenses that may arise during the project development. <i>10% of total estimated costs</i>	\$100.00
	<b>TOTAL COST</b>	<b>\$1100.00</b>

## 16. FGP planning and development assumptions

<p><b>Stakeholder Availability and Engagement</b></p> <ol style="list-style-type: none"> <li>1. It is assumed that key stakeholders, including police officers, community leaders, and youth representatives, will be available and willing to participate in focus group workshops and training sessions.</li> <li>2. Stakeholders will actively engage in the project activities, providing necessary feedback and support.</li> </ol> <p><b>Access to Data and Resources</b></p>
---



3. It is assumed that all necessary data and resources, including crime statistics, community demographics, and existing youth programs, will be readily accessible and organized for use in developing the project management plan.
4. The Royal Saint Lucia Police Force will provide access to internal reports and documents required for the project.

#### **Funding Availability**

5. It is assumed that the necessary funding for the project, as outlined in the budget, will be available and approved by the relevant authorities.
6. Any additional costs arising during the project will be manageable within the contingency fund allocated.

### 17. FGP constraints

#### **Time Constraints**

1. The Final Graduation Project must be completed within a maximum time frame of 16 weeks, from the initial planning stages to the final presentation to the Board of Examiners.
2. All project activities, including stakeholder consultations, data collection, training sessions, and documentation, must be scheduled and executed within this time frame.

#### **Scope Constraints**

3. The scope of the project is limited to developing a project management plan for the Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force.
4. The project will not involve the actual implementation of the developed plan but will focus solely on creating the methodology and necessary documentation.

#### **Data Access Constraints**

5. Access to accurate and up-to-date data on crime statistics, community demographics, and existing youth programs is essential for the project. Any restrictions or delays in accessing this data may hinder the project's progress.
6. The Royal Saint Lucia Police Force must ensure that all relevant internal reports and documents are available to the project team in a timely manner.

## 18. FGP development risks

1. Unforeseen shifts in crime trends within the community could occur during the project timeline which may necessitate a reevaluation of the project's focus areas, potentially leading to delays in the development of the project management plan as adjustments are made.
2. Technical issues with software or data collection tools may arise during the project which could disrupt data gathering and analysis processes, leading to delays in developing the project management plan and affecting the quality of the outcome
3. Inadequate communication between the project team and stakeholders due to time constraints or logistical challenges may occur which could result in misunderstandings regarding project objectives and expectations, delaying the development of the project management plan and reducing stakeholder buy-in
4. Requests by organization heads for additional deliverables and changes to the original project objectives which could delay the development of FGP.

## 19. FGP main milestones

Milestones are related to deliverables on the second level (deliverables) and third level (control accounts) of the WBS of section 14 of this Charter. At the same time the deliverables are related to the specific objectives (in the case of the FGP please include the times for the tutorship reviews as well as for the readership).

Milestone Deliverables	Start Date	End Date
<b>1. Final Graduation Seminar</b>	<b>2<sup>nd</sup> July 2024</b>	<b>19<sup>th</sup> August 2024</b>
1.1 FGP Deliverables	2 <sup>nd</sup> July 2024	19 <sup>th</sup> August 2024
1.1.1 Final Graduation Project Charter (1-22)	2 <sup>nd</sup> July 2024	8th August 2024
1.1.2 Annexes: FGB Work Break down Structure, FGP Schedule, & Preliminary Bibliography	9th July 2024	15th July 2024
1.1.3 Chapter I Introduction	16th July 2024	22nd July 2024
1.1.4 Chapter II Theoretical Framework	25th July 2024	31st July 2024
1.1.5 Chapter III Methodological Framework	1st August 2024	7 <sup>th</sup> August 2024

Milestone Deliverables	Start Date	End Date
1.1.6 Validation of Regenerative and Sustainable Development	5 <sup>th</sup> August 2024	19 <sup>th</sup> August 2024
<b>2. Tutor Process</b>	<b>2<sup>nd</sup> September 2024</b>	<b>4th December 2024</b>
2.1 Tutor	3rd September 2024	5th September 2024
2.1.1 Tutor Assignment	6th September 2024	6th September 2024
2.1.2 Communication with Tutor	9th September 2024	10th September 2024
2.2 Adjustment of previous chapters (if needed)	11th September 2024	17 <sup>th</sup> September 2024
2.3 FGP Development	17 <sup>th</sup> September 2024	20th November 2024
2.3.1 Develop Project Charter	17 <sup>th</sup> September 2024	20th November 2024
2.3.2 Develop a Scope Management Plan	17th September 2024	20th November 2024
2.3.3 Develop the schedule management plan to outline all project activities to be completed	17th September 2024	20th November 2024
2.3.4 Identify and propose tools required to support FGP	17th September 2024	20th November 2024
2.3.5 Develop a quality management plan to manage and control the project and quality requirements for the project.	17th September 2024	20th November 2024
2.3.6 Develop a cost management plan to create a budget and controls to implement the proposed project methodology.	17th September 2024	20th November 2024
2.3.7 Develop a human resource management plan to manage the resources required for implementation.	17th September 2024	20th November 2024
2.3.8 Develop a stakeholder management plan that identifies the persons and groups involved in the project and strategies for engagement.	17th September 2024	20th November 2024
2.3.9 Develop a sustainable procurement management plan that	17th September 2024	20th November 2024

<b>Milestone Deliverables</b>	<b>Start Date</b>	<b>End Date</b>
identifies and assigns contracts to suppliers.		
2.4 Chapter V Conclusion	21st November 2024	27th November 2024
2.5 Chapter VI Recommendations	28th November 2024	4th December 2024
<b>3. Reading by Reviewers</b>	<b>5th December 2024</b>	<b>25th December 2024</b>
3.1 Reviewers' assignment request	5th December 2024	11th December 2024
3.1.1 Assignment of 2 Reviewers	12th December 2024	13th December 2024
3.1.2 Communication with Reviewers	16th December 2024	17th December 2024
3.1.3 FGP Submission to Reviewers	18th December 2024	18th December 2024
3.2 Reviewers work	19th December 2024	1st January 2025
3.2.1 Reviewer 1	2nd January 2025	15th January 2025
3.2.1.1 FGP Reading	2nd January 2025	14th January 2025
3.2.1.2 Reviewer 1 Report	15th January 2025	15th January 2025
3.2.2 Reviewer 2	16th January 2025	27th January 2025
3.3.2.1 FGP Reading	30th January 2025	7th February 2025
3.2.2.2 Reviewer 2 Report	10th February 2025	10th February 2025
<b>4. Adjustments</b>	<b>13th February 2025</b>	<b>12th March 2025</b>
4.1 Report for Reviewers	13th February 2025	25th February 2025
4.2 FGP Document update based on Reviewers' report	26th February 2025	26th February 2025
4.3 Second Review by reviewers	27th February 2024	12th March 2025
<b>5. Presentation to Board</b>	<b>13th March 2025</b>	<b>19th March 2025</b>
5.1 Final Review by board	13th March 2025	14th March 2025
5.2 Board Examination Evaluation and Grade Report	17th March 2025	19th March 2025

## 20. Theoretical framework

### 20.1 Estate of the “matter”

The Royal Saint Lucia Police Force (RSLPF) currently faces significant challenges in managing its community policing initiatives due to the absence of a formal project management methodology. This gap has led to inefficiencies, including mismanaged resources, unexpected costs, and delays in project execution. Addressing these issues requires the development of a comprehensive Project Management Plan (PMP) specifically designed for the Community Policing Secretariat. This initiative is grounded in the theoretical framework that encompasses various project management methodologies and principles, including predictive, adaptive, and hybrid approaches, as well as community policing strategies and regenerative development.

The theoretical framework for this project is anchored in several key areas. Predictive project management, as described by the PMBOK® Guide, emphasizes upfront planning and detailed scope definition to guide project execution. This approach will be instrumental in establishing a clear and structured framework for managing community policing projects. Complementing this, adaptive project management, with its iterative cycles and stakeholder feedback mechanisms, will ensure that the project remains responsive to emerging community needs and challenges. Additionally, the hybrid project management approach will integrate elements of both predictive and adaptive methodologies to create a flexible yet structured management strategy.

Furthermore, the application of community policing principles will enhance the project’s alignment with RSLPF’s strategic goals of improving public safety and community engagement. These principles emphasize building trust and cooperation between the police and the community through proactive communication and involvement in local initiatives. Regenerative development will also play a critical role by promoting sustainability and resilience in project outcomes, ensuring that the benefits extend beyond immediate objectives to foster long-term positive impacts on both the community and the environment.

The proposed Project Management Plan will address the identified inefficiencies by introducing a structured methodology that incorporates best practices in project management, tailored to the unique needs of community policing. Key deliverables will include the development of a comprehensive PMP, training for RSLPF staff, the implementation of project management software, and the establishment of a monitoring and evaluation framework. These elements will collectively contribute

to increased operational efficiency, better cost control, timely project completion, enhanced community trust, and sustainable outcomes.

By integrating these theoretical concepts and practical tools, the project aims to provide the RSLPF with a robust framework for managing community policing initiatives effectively. This approach will not only resolve current management challenges but also support the RSLPF in achieving its strategic objectives of creating a safer and more engaged community.

## 20.2 Basic conceptual framework

### **1. Project Management**

Project management involves the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. It encompasses planning, organizing, and managing resources to achieve specific goals within defined constraints such as time, cost, and scope.

### **2. Community Policing**

Community policing is a strategy that promotes organizational strategies and practices that seek to achieve more effective crime control by engaging with communities. It focuses on building positive relationships between police officers and community members to collaboratively solve problems and enhance public safety.

### **3. Project Management Plan (PMP)**

A Project Management Plan is a formal document that defines how the project will be executed, monitored, and closed. It includes various components such as scope, schedule, cost, quality, resources, communication, risk, and stakeholder management plans.

### **4. Project Life Cycle**

The project life cycle describes the stages a project goes through from initiation to closure. Key phases typically include initiation, planning, execution, monitoring and control, and closing. Each phase involves specific activities and deliverables that contribute to the successful completion of the project.

### **5. Predictive Life Cycle**

The Predictive Life Cycle, also known as a Waterfall approach, involves extensive upfront planning followed by execution. Changes to the project scope are managed progressively, and the approach is characterized by a structured and linear progression through project phases.

### **6. Adaptive Life Cycle**

The Adaptive Life Cycle, often associated with Agile methodologies, emphasizes iterative development and frequent reassessment. It allows for flexibility and

adaptability as the project evolves, with continuous feedback and adjustment based on stakeholder input and project performance.

### **7. Hybrid Project Management**

Hybrid Project Management combines elements from both predictive and adaptive methodologies to create a customized approach suited to the project's needs. This approach integrates the structured planning of predictive methods with the flexibility of adaptive methods.

### **8. Regenerative Development**

Regenerative development is an approach that goes beyond sustainability by aiming to restore and enhance ecological and social systems. It focuses on creating systems that not only reduce harm but actively contribute to the health and vitality of communities and environments.

### **9. Stakeholder Management**

Stakeholder management involves identifying and engaging individuals or groups affected by or having an interest in the project. It includes understanding their needs and expectations, managing their involvement, and ensuring effective communication throughout the project lifecycle.

### **10. Risk Management**

Risk management is the process of identifying, assessing, and mitigating risks that could impact the project. It involves developing strategies to address potential risks and ensuring that risk responses are implemented and monitored.

### **11. Quality Management**

Quality management ensures that project deliverables meet the required standards and stakeholder expectations. It includes planning quality, assuring quality through processes, and controlling quality by monitoring and addressing any deviations from standards.

### **12. Resource Management**

Resource management involves planning, allocating, and managing resources (such as human, material, and financial) required for the project. It ensures that resources are used efficiently and effectively to achieve project objectives.

### **13. Communication Management**

Communication management entails the planning, execution, and monitoring of project communications. It ensures that information is effectively conveyed to all stakeholders, supporting transparency and collaboration throughout the project.

### **14. Organizational Structure**

Organizational structure refers to the framework within which an organization operates, including the hierarchy, roles, and responsibilities. It defines how tasks are coordinated and managed to achieve organizational goals and support project activities.

### **15. Project Charter**

A project charter is a formal document that authorizes the initiation of a project. It outlines the project's objectives, scope, stakeholders, and high-level requirements, providing the foundation for detailed planning and execution.

## 21. Methodological framework

Objective	Name Of Deliverable	Information Sources	Research Method	Tools	Restrictions
To develop a project charter for the Community Policing Secretariat Youth Crime Prevention initiative for the RSLPF, defining strategic objectives, identifying key stakeholders, and establishing a high-level project structure.	A Project Charter that formally authorizes the project and outlines strategic objectives, key stakeholders, and project structure	Primary: Strategic Plans, Interviews, Emails, Project Proposals  Secondary: PMBOK® Guide 7th Edition (2021), PMBOK® Guide 6th Edition (2017), Journals, Articles	Analytic method Qualitative method Mixed Method	Project Charter Template, Stakeholder Analysis Matrix, Communication Plan Template	Limited data on the Organization
To develop a comprehensive project management plan, including subsidiary plans for scope, schedule, costs, resources, quality, communications, risks, acquisitions, and stakeholders, to achieve the initiative's goals effectively.	A detailed plan encompassing all aspects of project management, establishing baselines and management approaches.	Primary: Strategic Plans, Interviews, Technical Reports, Emails  Secondary: PMBOK® Guide 7th Edition (2021), PMBOK® Guide 6th Edition (2017), Journals, Articles	Analytic method Qualitative method Mixed Method	Work Breakdown Structure (WBS), Gantt Chart, Risk Register, Resource Allocation Matrix	Lack of expert knowledge and lessons learned
To identify and select appropriate	A report identifying and justifying	Primary:	Analytic method Qualitative method	Project Management Software (e.g.,	Lack of expert



Objective	Name Of Deliverable	Information Sources	Research Method	Tools	Restrictions
tools and techniques for the effective execution of the initiative, ensuring efficient project delivery within defined scope, schedule, and budget.	selected tools and techniques for efficient project execution.	Strategic Plans, Interviews, Emails, Project Proposals  Secondary: PMBOK® Guide 7th Edition (2021), PMBOK® Guide 6th Edition (2017), Journals, Articles	Mixed Method	Microsoft Project, Trello), Performance Metrics Dashboards, Issue Tracking Systems	knowledge and lessons learned
To implement advanced tools and techniques to monitor and control the project's progress, ensuring seamless integration and achievement of the initiative's objectives.	A plan detailing advanced tools and techniques for effective project monitoring and control.	Primary: Strategic Plans, Interviews, Emails, Project Proposals  Secondary: PMBOK® Guide 7th Edition (2021), PMBOK® Guide 6th Edition (2017), Journals, Articles, Case Studies	Analytic method Qualitative method Mixed Method	Earned Value Management (EVM), Key Performance Indicators (KPIs), Progress Reporting Templates	Lack of expert knowledge and lessons learned
To develop a project closure plan, including final evaluation of the initiative's objectives, lessons learned reporting, and transfer of project outcomes to	A plan for concluding the project, including evaluation of objectives, lessons learned, and transfer of outcomes to operations management.	Primary: Strategic Plans, Interviews, Emails, Project Proposals  Secondary: PMBOK® Guide 7th Edition (2021),	Analytic method Qualitative method Mixed Method	Project Closure Checklist, Lessons Learned Register, Final Project Report Template	Lack of expert knowledge and lessons learned

Objective	Name Of Deliverable	Information Sources	Research Method	Tools	Restrictions
RSLPF operations management.		PMBOK® Guide 6th Edition (2017), Journals, Articles, Case Studies			

## 22. Validation of the work in the field of the regenerative and sustainable development.

Chapter 7 of the Consolidated Guide delves into the validation of the Project Management Plan for the Community Policing Secretariat of the Royal Saint Lucia Police Force (RSLPF) through the lens of regenerative and sustainable development. The chapter begins by examining the project's relationship with the Sustainable Development Goals (SDGs), highlighting how it aligns with global objectives to promote peace, justice, and strong institutions. The project's focus on reducing youth crime and enhancing community relations directly supports these goals by fostering a safer and more cohesive society.

To ensure the Final Graduation Project (FGP) aligns with regenerative and sustainable development concepts, the project will integrate practices that address immediate social issues while contributing to long-term community and environmental health. The Community Policing Secretariat within the Royal Saint Lucia Police Force (RSLPF) can achieve this by adopting strategies that promote social equity, environmental stewardship, and economic resilience. This approach emphasizes creating systems that are adaptable, self-sustaining, and capable of evolving in response to changing circumstances.

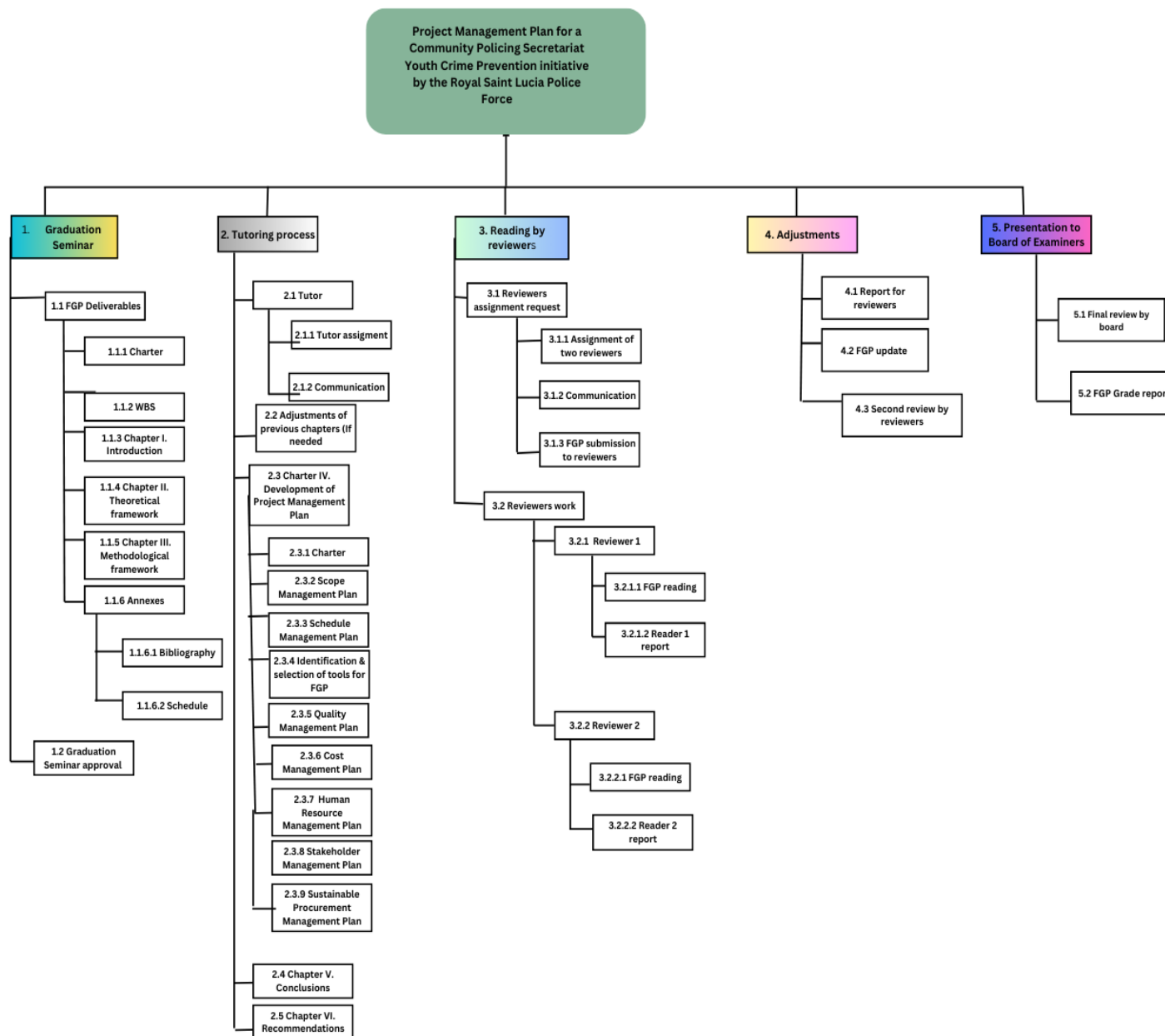
The project contributes to regenerative and sustainable development by focusing on holistic community engagement and empowerment. By addressing youth crime prevention through community policing, it fosters the regeneration of social capital and strengthens community ties. This not only reduces crime but also enhances the overall well-being of the community, making it more resilient and self-sustaining. Additionally, the project incorporates sustainable practices, such as resource efficiency and environmental awareness, ensuring it supports broader sustainable development goals.

The chapter also incorporates a P5 analysis—People, Planet, Prosperity, Peace, and Partnerships to assess the sustainability of the project. The P5 model reveals that the initiative not only addresses social and economic regeneration but also emphasizes environmental stewardship and the importance of building strong community partnerships. The project's emphasis on youth engagement, crime prevention, and community trust-building contributes to the long-term prosperity and stability of the island's communities, making it a vital component of Saint Lucia's broader sustainable development strategy.

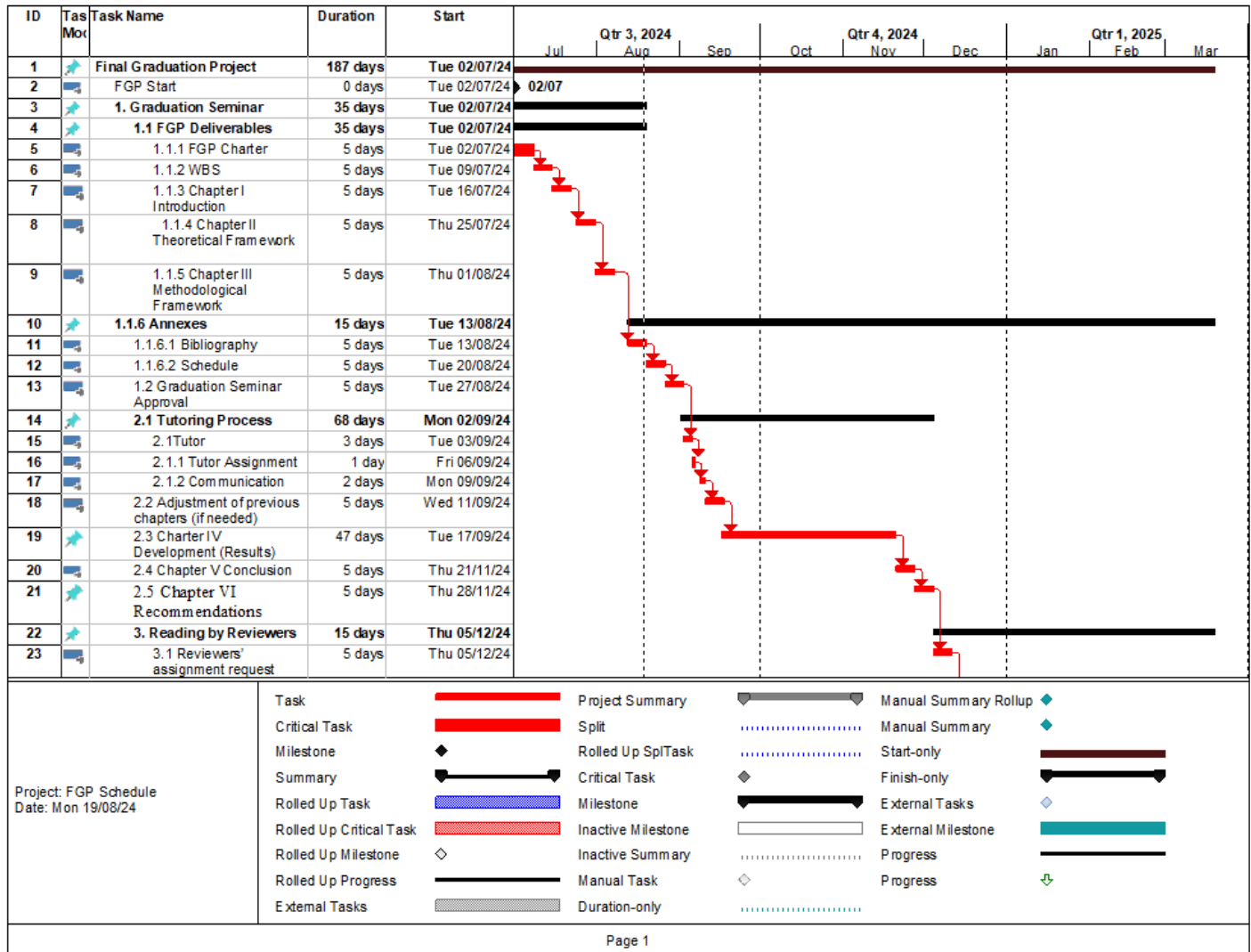
To measure the project's impact on regenerative and sustainable development, indicators such as youth crime rate reduction, community engagement levels, trust in law enforcement, and environmental impact can be used. These metrics will provide a comprehensive assessment of the project's success in delivering both immediate benefits and long-term positive outcomes for the community. The

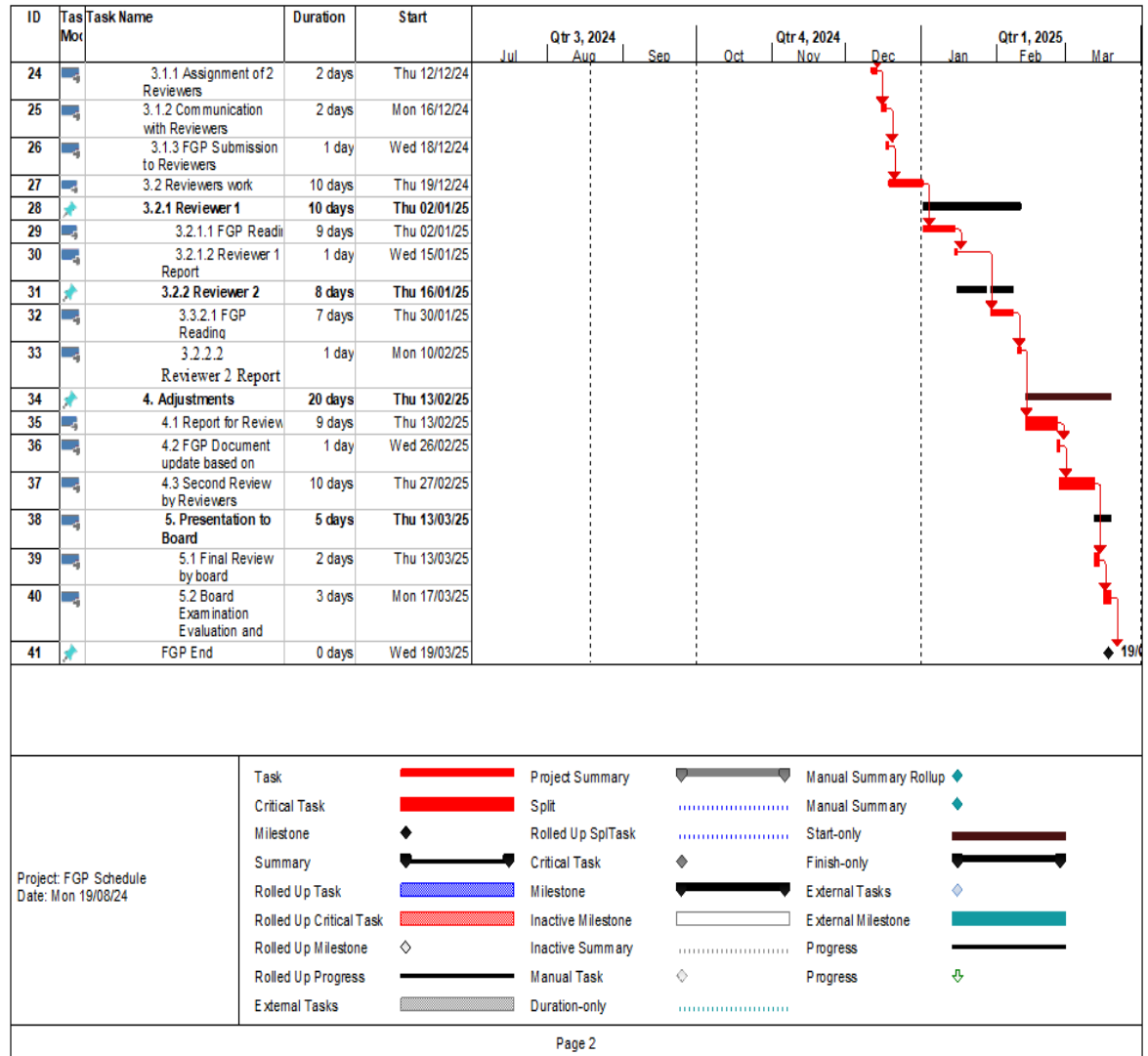
chapter concludes that the Project Management Plan not only adheres to sustainable practices but also has the potential to serve as a pioneering model for law enforcement initiatives that integrate both regenerative and sustainable development principles.

## Appendix 2: FGP WBS



### Appendix 3: FGP Schedule





#### Appendix 4: Preliminary bibliographical research

Barker, C., & Pistrang, N. (2015). *Research methods in clinical psychology* (3rd ed.). Wiley-Blackwell.

**Justification:** This book provides comprehensive guidance on research methods in clinical psychology, essential for designing and evaluating the effectiveness of youth crime prevention programs.

Braithwaite, J. (2002). *Restorative justice and responsive regulation*. Oxford University Press.

**Justification:** Braithwaite's work on restorative justice and responsive regulation offers insights into alternative justice approaches applicable to youth crime prevention.

Brown, T. (2020). Youth crime prevention strategies: A comprehensive approach. *Journal of Crime and Justice*, 15(3), 200–220.

**Justification:** This article examines strategies for preventing youth crime, aligning with the need for a multi-faceted strategy in the RSLPF project.

Burke, R. (2013). *Project management: Planning and control techniques* (5th ed.). Project Management: Planning and Control Techniques - Rory Burke - Google Books.

**Justification:** This book guides planning and control techniques for project management, aiding in creating the project management plan.

Charvat, J. (2003). *Project management methodologies: Selecting, implementing, and supporting methodologies and processes for projects*. John Wiley & Sons.

**Justification:** This book provides guidelines for selecting and implementing methodologies, informing the development of the FGP and project for the organization.

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

**Justification:** This book is essential for designing research studies to evaluate youth crime prevention methodologies.

Doe, J. (2018). Community policing and youth engagement. *Police Studies Journal*, 12(2), 150–167.

**Justification:** This article focuses on community policing's role in engaging youth, supporting the project's community engagement goals.

Farrington, D. P., & Ttofi, M. M. (2019). Developmental and social prevention of bullying and delinquency. *Journal of Research on Adolescence*, 29(1), 5–22.

**Justification:** This article explores developmental and social factors in preventing youth crime, providing insights into effective interventions.



Gido, J., & Clements, J. P. (2018). *Successful project management* (7th ed.). Cengage Learning.

**Justification:** This book covers practical approaches to planning, executing, and closing projects, essential for the RSLPF initiatives.

Gray, C. F., & Larson, E. W. (2018). *Project management: The managerial process* (7th ed.). McGraw-Hill Education.

**Justification:** This book offers insights into project management processes and techniques for developing and managing the RSLPF project plan.

Green, P. (2021). Modern approaches to reducing youth crime. *Social Work Review*, 18(4), 300–320.

**Justification:** This article discusses modern methods for reducing youth crime, guiding innovative strategies in the RSLPF project.

Johnson, M. (2017). Educational outreach and crime prevention. *Education and Society Journal*, 10(1), 80–95.

**Justification:** This article highlights educational outreach as a tool for deterring youth from criminal activities.

Jones, A. (2019). Socio-economic factors and youth crime. *Economic Studies*, 20(2), 100–120.

**Justification:** This study investigates socio-economic factors influencing youth crime, aiding in designing targeted interventions.

Kerzner, H. (2017). *Project management: A systems approach to planning, scheduling, and controlling* (12th ed.). Wiley.

**Justification:** This book provides systematic methodologies for project planning and controlling, vital for the RSLPF project management plan.

Lock, D. (2020). *Project management* (11th ed.). Routledge.

**Justification:** This text emphasizes risk management, resource allocation, and stakeholder engagement, crucial for project success.

Managing Successful Programmes (MSP). (2011). *Managing successful programmes*. Office of Government Commerce.

**Justification:** This guide offers a comprehensive framework for managing complex programs effectively.

Porter, M. E. (1996). What is strategy? *Harvard Business Review*, 74(6), 61–78.

**Justification:** This article provides foundational insights into aligning projects with organizational strategies.

Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK® Guide)* (6th ed.). Project Management Institute.

**Justification:** This guide offers standardized project management practices and processes essential for structuring the project management plan.

Raposa, E. B., Dietz, N., & Rhodes, J. E. (2017). The effects of youth mentoring programs: A meta-analysis of outcome studies. *Journal of Youth and Adolescence*, 46(3), 625–629.

**Justification:** This meta-analysis evaluates youth mentoring programs, highlighting key success factors.

Schwalbe, C. S., Gearing, R. E., MacKenzie, M. J., Brewer, K. B., & Ibrahim, R. (2018). A meta-analysis of experimental studies of diversion programs for juvenile offenders. *Clinical Psychology Review*, 32(1), 26–33.

**Justification:** This analysis identifies effective elements of rehabilitation programs for juvenile offenders.

Smith, L., & Brown, K. (2020). The role of education in crime prevention. *Education Today*, 14(1), 50–70.

**Justification:** This article provides evidence of education's impact on crime prevention.

Spruit, A., van der Put, C., van Vugt, E., & Stams, G. J. (2018). Sports participation and juvenile delinquency: A meta-analytic review. *Journal of Youth and Adolescence*, 47(9), 2042–2057.

**Justification:** This review explores the relationship between sports participation and juvenile delinquency, supporting sports-based interventions.

Tashakkori, A., & Teddlie, C. (2010). *SAGE handbook of mixed methods in social & behavioral research* (2nd ed.). SAGE Publications.

**Justification:** This book provides comprehensive insights into mixed-methods research, aiding in evaluating the project's multifaceted nature.

Weisburd, D., & Majmundar, M. K. (Eds.). (2018). *Proactive policing: Effects on crime and communities*. National Academies Press.

**Justification:** This text examines proactive community policing efforts, supporting the project's focus on engagement strategies.

Wysocki, R. K. (2019). *Effective project management: Traditional, agile, extreme* (8th ed.). Wiley.

**Justification:** This book explores flexible project management methodologies suitable for community-based projects.

## Appendix 5: Change Control Process

Changes to the project scope, schedule, or budget must be reviewed and approved by the Change Control Board (CCB). This board ensures that all change requests are thoroughly assessed for their impact on the project's objectives and deliverables. The roles and responsibilities of the CCB members for the Community Policing Secretariat project are as follows:

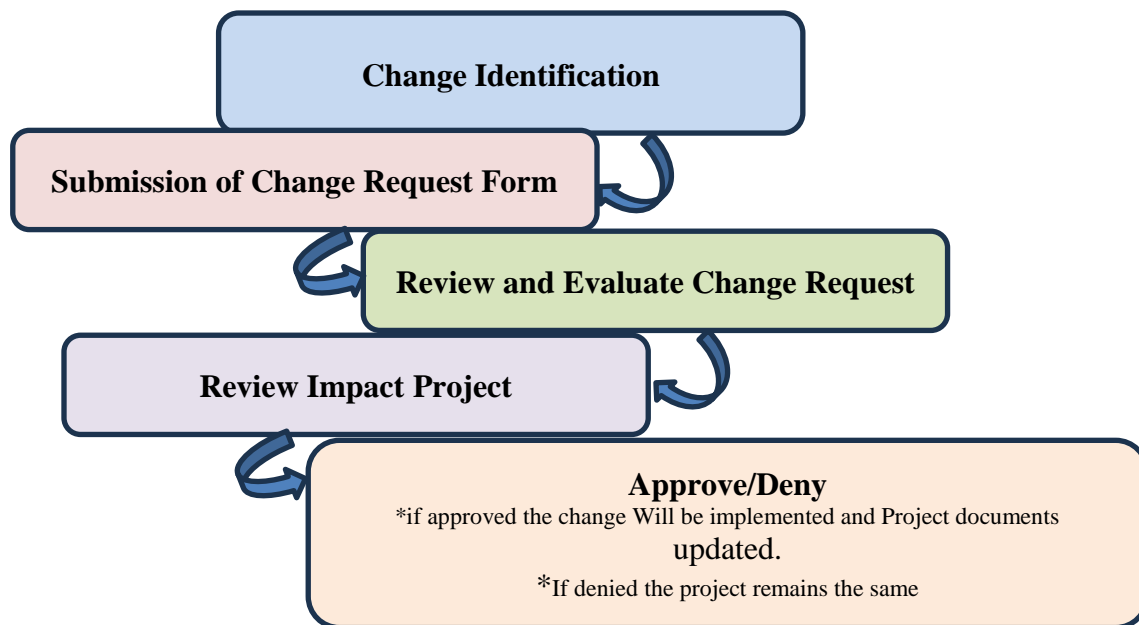
### Change Control Board

<b>Role</b>	<b>Responsibilities</b>
<b>RSLPF Accountant</b>	Reviews and evaluates submitted change requests. Approves or denies change requests based on financial impact.
<b>RSLPF Commissioner</b>	Reviews and evaluates change requests. Has final authority to approve or deny changes.
<b>Steering Committee Delegate</b>	Reviews and evaluates change request submissions. Ensures that the changes align with strategic objectives. Approves or denies requests on behalf of the Steering Committee.
<b>Project Assistant</b>	Organizes and records change control meetings. Maintains documentation related to the change control process and records decisions.
<b>Project Manager</b>	Submits change requests to the CCB. Provides analysis on the potential impact of changes on project scope, schedule, cost, and resources. Implements approved changes and communicates updates to stakeholders.

**Note:** Author's own work

### Change Control Process

The change control process for the Community Policing Secretariat project follows a structured procedure to ensure that any modifications are thoroughly evaluated for their impact on the project's scope, schedule, budget, and overall objectives. The process is graphically represented below:



Note: Author's Own Work

## Change Request Form

**Form Code:** \_\_\_\_\_

**Project Name:** \_\_\_\_\_

---

**Submitted by:** \_\_\_\_\_

**Date:** \_\_\_\_\_

---

**Type of Change Requested:**

*(Check one or more relevant options)*

- ☐ Scope Change
  - ☐ Schedule Change
  - ☐ Cost Change
  - ☐ Quality Change
  - ☐ Resource Allocation Change
  - ☐ Other: \_\_\_\_\_
- 

**Reason for Change Requested:**

---

---

---

**Impact on Project**

*(Complete all that apply)*

- **Cost:** \_\_\_\_\_
  - **Schedule:** \_\_\_\_\_
  - **Scope:** \_\_\_\_\_
  - **Quality:** \_\_\_\_\_
-

**Detailed Explanation of Change Impact:**

---

---

---

**Reason for Approval/Denial:**

---

---

---

**Approvals****Project Sponsor**

Signature: \_\_\_\_\_

**Date:** \_\_\_\_\_**Witness:** \_\_\_\_\_**Date:** \_\_\_\_\_**Steering Committee Delegate**

Signature: \_\_\_\_\_

**Date:** \_\_\_\_\_**Witness:** \_\_\_\_\_

---

**For Internal Use Only:***Form filed by:* \_\_\_\_\_*Date filed:* \_\_\_\_\_

## Appendix 6: Lessons Learned Register

### Instructions for Use:

1. ID: Unique identifier for each lesson learned.
2. Category: The area of the project impacted (e.g., planning, execution, monitoring).
3. Date: When the lesson was identified.
4. Phase: The project phase where the issue or success was encountered.
5. Description: A brief description of the issue, challenge, or success.
6. Impact on Project: What effect the issue or success had on the project.
7. Root Cause: The underlying cause of the issue.
8. Recommendation: Actions to prevent or replicate the experience in future projects.
9. Assigned to: Person or team responsible for addressing the lesson or ensuring the recommendation is followed.
10. Status: Indicates whether the issue is open, ongoing, or closed.

[illegible]

## Appendix 7: Philological Dictum

---

**Nadia Maxwell, PhD**

Dean, Department of Teacher Education  
Sir Arthur Lewis Community College  
Morne Fortune  
Castries

**18 November 2024**

**Academic Advisor**

Master's Degree in Project Management (MPM)  
Universidad para la Cooperación Internacional (UCI)

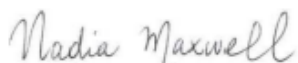
**Dear Academic Advisor,**

**Re: Confirmation of Thorough Review and Proofreading of Final Graduation Project (FGP)**

I hereby confirm that Michele Anna-Line George has made all the corrections to her Final Graduation Project (FGP) document as advised. The project, entitled "*Project Management Plan for a Community Policing Secretariat Youth Crime Prevention Initiative by the Royal Saint Lucia Police Force*," has been thoroughly reviewed and revised accordingly.

In my professional opinion, the document now meets the literary and linguistic standards required for a Master's-level degree at the Universidad para la Cooperación Internacional (UCI).

Sincerely,



---

Dr. Nadia Maxwell  
Dean, Department of Teacher Education  
Sir Arthur Lewis Community College