

Ohio EPA DMWM Solid Waste Annual Reports

May 24, 2012



Project Summary

DMWM currently requires regulated solid waste facilities and SWMD's to submit an operating report to Ohio EPA annually, in paper form. DMWM personnel manually enter these reports into multiple Access systems. The current processes for receiving and analyzing report data are outdated, inefficient, and error prone. Additionally, the disconnected nature of the current data management systems prohibits the accurate, direct comparison of data to ensure compliance with applicable regulations.

Ohio EPA will develop and implement a public-facing system for the receipt and processing of annual solid waste facility and solid waste management district reports. The replacement system will result in Agency cost savings through efficiency gains, elimination of support costs related to current Microsoft Access systems, and a cost reduction related to staff time processing paper-based reports. Additionally, the new system will permit DMWM to more accurately audit submitted report data to ensure regulatory compliance.

Project Goal

To provide for submission of facility annual reports through the eBusiness Center by regulated community. This will allow DMWM staff the ability to make accurate comparisons of all report data, as well as reducing costs by removing the need to process the paper reports.

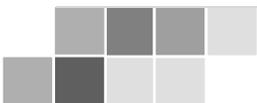
Project Benefits

- Reduction in administrative costs – support, staffing, etc.
- Agency costs savings through efficiency gains
- More accurate report data due to formatting consistencies and easier information audits

Project Team

For more information about this project, contact team members:

- Eric Slaback – eric.s.slaback@das.state.oh.us
- Juanita Day – Juanita.day@das.state.oh.us
- Scott Wilson – scott@jcswilson.com
- Cathy Stamm – cathy.stamm@epa.state.oh.us
- Todd Hager – todd.hager@osfc.ohio.gov



DMWM Solid Waste Annual Reports

Project Management Policy

Juanita Day, Todd Hagar, Erick Slaback, Cathy Stamm, Scott Wilson
5/10/2012



**Environmental
Protection Agency**

Revision History

Version	Date	Modified By	Description
1.0	5/10/12	Day, Hagar, Slaback, Stamm, Wilson	Baseline Version

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Introduction

The purpose of this document is to outline the project management process that will be used to administer the DMWM Solid Waste Annual Reports project.

DMWM currently requires regulated solid waste facilities and SWMD's to submit an operating report to Ohio EPA annually, in paper form. DMWM personnel manually enter these reports into multiple Access systems. The current processes for receiving and analyzing report data are outdated, inefficient, and error prone. Additionally, the disconnected nature of the current data management systems prohibits the accurate, direct comparison of data to ensure compliance with applicable regulations.

Project Management Approach

The Project Manager, Kevin Dearth, has the overall authority and responsibility for managing and executing this project in accordance with this Project Management Policy and related project management documents. The project team will consist of personnel from ITS and DMWM. Changes to approved controlling project documents, scope, requirements, overall schedule, team composition, and other significant aspects of this project shall be made in consultation with the Project Manager.

Project Scope Statement

The scope for this project can be found in the project charter document titled *Charter – DMWM Solid Waste Annual Reports.docx*, which is located in the Project Planning directory of the project's OEPA ITS-PMO SharePoint site. The referenced document is the only document which identifies the scope of this project.

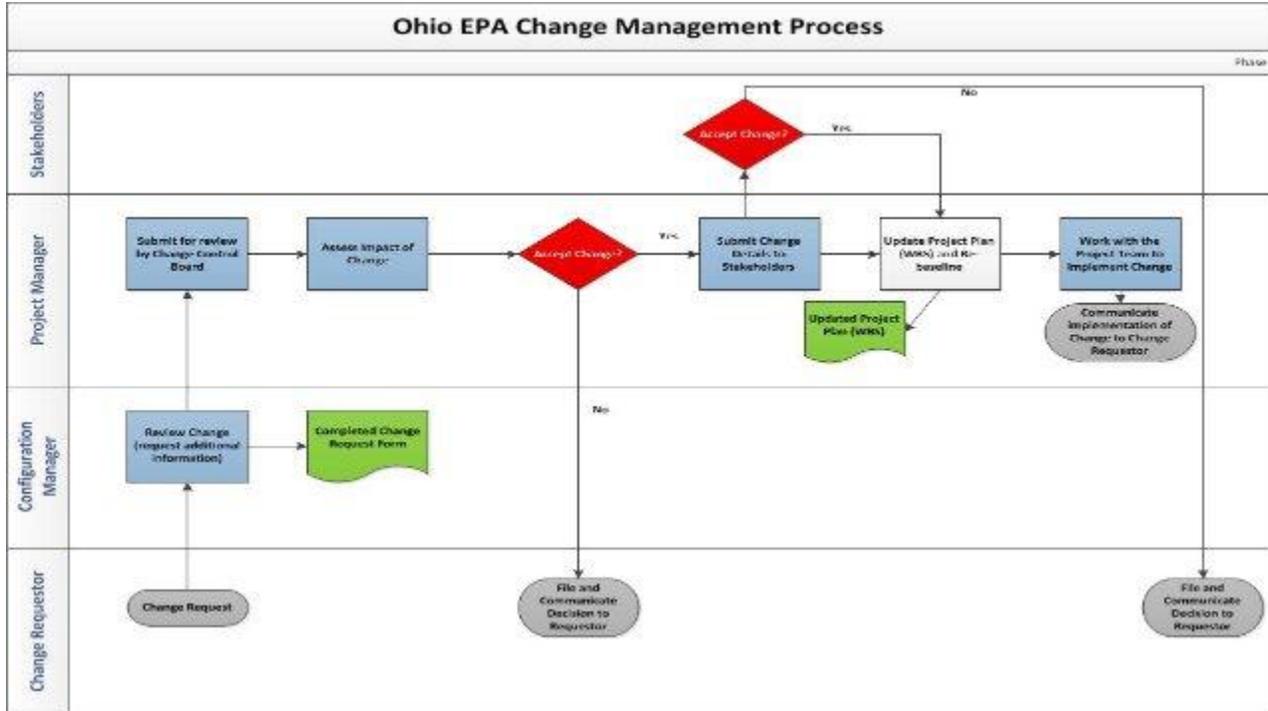
Schedule Baseline and Work Breakdown Structure

Target dates for these milestones represent high level estimates only. It is understood that, once detailed project requirements are agreed upon, these dates will be reevaluated by the sponsor, project manager, and ITS resource manager in an effort to ensure the requirements can be met within the funding availability period.

Project Kickoff	10/2/2012
Completed business, functional, and system requirements documentation	11/13/2012
Completed system design documentation	2/21/2013
Completed training materials for external training	9/3/2013
Completed system testing and user acceptance	9/24/2013
Completed Internal Training	9/27/2013
Deployment of finished system to production environment	9/30/2013

Project Change Request Process

All changes are to be brought to the Project manager. The Project Manager will submit the request to throw the change management process below. Change requests that do not follow this procedure will *not* be implemented by the project team.



Communications Plan

A project Communications Plan has been completed and posted in the Project Planning directory of this project's SharePoint site.

Cost Management Plan

The costs involved in this project will be primarily related to personnel. All individuals working on this project will report their time, using the appropriate Ohio EPA time accounting system, in the manner directed by the ITS and/or DMWM fiscal officers. As the Project Manager for this project does not have the TAS system privileges to execute time and payroll reports, it will be the responsibility of the fiscal officers to monitor the reporting of hours worked on the project and the expenditure of funds.

Procurement Management Plan

It is not anticipated that any services or equipment currently external to Ohio EPA will need to be procured for the successful completion of this project. Should this position change during the course of the project, any needed procurement activities will be undertaken in accordance with established Ohio EPA-ITS, FISCAL, and DMWM policies.

Project Requirements Management Plan

All business, functional, and technical requirements for this project will be researched and documented prior to any solution design. The requirements document will be reviewed and agreed to in writing by the project sponsor. Once the requirements have been agreed to, no changes may be made to the requirements document without following the change request process outlined in this document. The project sponsor will also approve, in writing, the final project solution as meeting the original project requirements with all approved changes.

Software Quality Assurance Plan

A software quality assurance plan and testing scenarios will be developed by the appropriate project team members in accordance with the policies of Ohio EPA-ITS. Such plans will be available for review on the project SharePoint site.

Security Plan

This project may track information that will have specific security concerns. A preliminary security questionnaire will be completed after the complete requirements have been defined and a solution has been proposed. Agency Chief Information Security Officer Skip Holler will be consulted throughout the project as needed. The recommendations of the CISP will be followed as they relate to this project.

Risk Management and Risk Log

There are no high risk factors for this project. Refer to the document titled *Risk Assessment - DMWM Solid Waste Annual Reports* on the project SharePoint site for details. Any significant risks to the project that are identified during the course of the project will be noted and managed on a Risk Log located on the project SharePoint site.

Issue Management and Issue Log

An issue tracking and management log will be available on the project's SharePoint site. All significant issues will be listed and tracked in the SharePoint log.

Staffing Management Plan

This project will be staffed primarily with staff from Ohio EPA-ITS and DMWM. Established procurement procedres will be followed if external resources are needed to complete this project.

Project Area	Resource	Start	Finish
Project Management	Kevin Dearth	10/2/12	9/27/13
Business Analysis	BA1 or BA2	10/2/12	11/30/12

DMWMSolid Waste Annual Reports

ITS Technical Lead	Dan Overholt	11/13/12	9/27/13
Software Build	ITS Development Staff	2/21/13	9/27/13
DBA Support	ITS DBA	2/21/13	9/27/13
User Acceptance Testing, SQA	DMWM Staff	9/24/13	9/30/13
Training Activities (Materials & Internal Staff)	DMWM Staff	9/3/13	9/30/13
Solution Implementation	ITS Technical Staff	9/27/13	9/30/13

Project Status Reporting

Project status reports will be completed and distributed on a regular basis as outlined in the project Communications Plan found on the project SharePoint site.

Sponsor Acceptance

Acknowledged by the Project Sponsor:

Pam Allen
Chief, DMWM

Date: _____

DMWM Solid Waste Annual Reports

Project Charter



**Environmental
Protection Agency**

Kevin Dearth
4/12/2012

Revision History

Version	Date	Modified By	Description
1.0	4/12/2012	Cathy Stamm	Initial Document

DMWM Solid Waste Annual Reports

Approval of the Project Charter indicates an understanding of the purpose and content described in this document. By signing this document, each individual agrees work should be initiated on this project and necessary resources should be committed as described herein.

Approver Name	Title	Signature	Date
Pam Allen	Division sponsor		
Mary Beth Parisi	IT CIO		
Kelly Crawford	Division (s) Fiscal Officer – Review of Cost Baseline		

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Project Overview

Problem Statement

DMWM currently requires regulated solid waste facilities and SWMD's to submit an operating report to Ohio EPA annually, in paper form. DMWM personnel manually enter these reports into multiple Access systems. The current processes for receiving and analyzing report data are outdated, inefficient, and error prone. Additionally, the disconnected nature of the current data management systems prohibits the accurate, direct comparison of data to ensure compliance with applicable regulations.

Project Description

Develop and implement a public-facing system for the receipt and processing of annual solid waste facility and solid waste management district reports. The replacement system will result in Agency cost savings through efficiency gains, elimination of support costs related to current Microsoft Access systems, and a cost reduction related to staff time processing paper-based reports. Additionally, the new system will permit DMWM to more accurately audit submitted report data to ensure regulatory compliance.

Project Goals and Objectives

To provide for submission of facility annual reports through the eBusiness Center by regulated community. This will allow DMWM staff the ability to make accurate comparisons of all report data, as well as reducing costs by removing the need to process the paper reports.

Project Scope

Describe the project scope. The scope defines project limits and identifies the products and/or services delivered by the project. The scope establishes the boundaries of the project and should describe products and/or services that are outside of the project scope.

Project Includes
Design/Build/Deploy of public facing application for receipt of solid waste facility and solid waste management district programs annual reports.
Design/Build/Deploy of OEPA administrative tools for processing information received via the above application.

Project Excludes
Integration with other OEPA business outward facing applications.
Creation of new annual waste reporting requirements.

Critical Success Factors

- Deployment of new eBusiness Center service based on the DMWM solid waste facility annual reports.
- Deployment of a new eBiz Admin (or similar) tool for the processing and analysis of solid waste annual reports.
- Attainment of 10% reduction in OEPA/DMWM cost of doing business related to the processing of the paper-based solid waste facility annual reports.

Assumptions

- Sufficient DMWM funding will be available for the anticipated life of the project.
- The DMWM regulatory landscape, as it pertains to this project, will not significantly change during the course of the project.
- DMWM will make available sufficient staff resources in as timely a fashion as necessary to participate in requirements gathering, design, testing, and implementation activities in an effort to complete the project on schedule.
- ITS will make available sufficient staff resources in as timely a fashion as necessary to participate in requirements gathering, design, testing, and implementation activities in an effort to complete the project on schedule.

Constraints

- Availability of resources to implement the project
- Ongoing executive and management support to resolve issues that impact the project
- Delays due to the impact of other higher-priority projects

Risks

- DMWM Management has indicated they may change the requirements for the annual report data submittals within the next 12 – 18 months
- Resources promised to complete the project may not be available

Issues

No known issues at this time.

Cost Baseline

This project and the SWMD Quarterly Fee Reports project share a total budget of \$201,344 approved and appropriated in the FY12/13 Ohio EPA Budget for DMWM. This high level estimate is subject to change based on detailed requirements definition (to be completed before system development begins) and does not include any marketing or general business costs which may be incurred by DMWM once this system becomes operational. While not expected to differ significantly, a revised cost estimate for this project will be presented once requirements definition has been completed.

Project Authority and Milestones

Funding Authority

This project will be funded through the Division of Materials and Waste Management fees: Solid Waste (43%), Composting (47%), and Scrap Tires (10%).

Project Oversight Authority

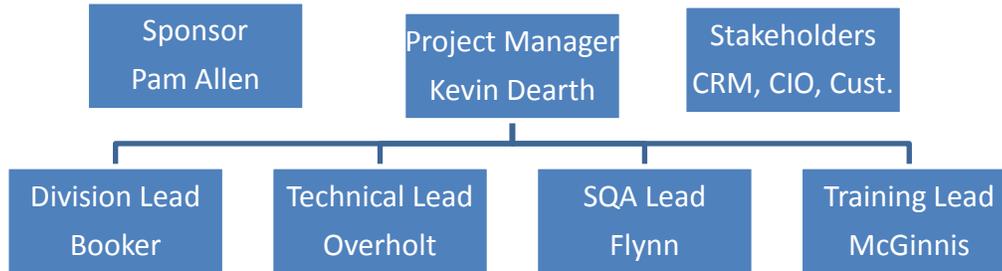
Project oversight will be provided by the Sponsor and they will have ultimate control over the project. The Project Manager will have the authority to request tasks from all team members. The Division Lead will provide input throughout the life of the project.

Major Project Milestones

Milestone/Deliverable	Target Date
Project Kickoff	10/2/2012
Completed business, functional, and system requirements documentation	11/13/2012
Completed system design documentation	2/21/2013
Completed training materials for external training	9/3/2013
Completed system testing and user acceptance	9/24/2013
Deployment of finished system to production environment	9/30/2013
Completed Internal Training	9/27/2013

Project Organization

Project Structure



Roles and Responsibilities

Role	Name	Responsibility
Project Sponsor	Pam Allen	Provide project oversight
Program Manager	Ralph McGinnis	Provide input as to Division requirements
CRM	Scott Heidenreich	Provide input as to Division processes that will be affected by this project
Project Manager	Kevin Dearth	Provide project oversight and has responsibility to ensure all tasks are completed within the project timeframe
User/Customer	Regulated Community	N/A
Security Officer	Skip Holler	Review information on final product related to security issues
Division (s) Fiscal Officer	Kelly Crawford	Provide input into the development of the cost analysis spreadsheet, cost baseline, signoff on the charter (for the cost baseline information included in the Charter)
Division Requirements Lead	Andrew Booker	Provide input as to project requirements
Business Analyst	Scott Wilson	Provide input as to the agency business needs
Development Lead	Dan Overholt	Provide oversight of the development team

Role	Name	Responsibility
Development Team Members	TBD	Develop application to be integrated into the existing system
Application Architect	Dan Overholt	Provide assistance with the design and layout of application
Technical Architect	Dan Overholt	Provide input and assistance with integration into existing system
Database Admin	Mark Miller	Provide oversight and input on existing systems
Network Admin	Nathan Norris	Provide input and assistance with integration into existing system
HelpDesk support	IT Service Center	N/A
Training Manager	Ralph McGinnis	Provide input with the creation of test criteria and output
SQA Manager	Adele Vogelgesang	Provide oversight and assistance with test criteria and out put
Test Team members	TBD	Provide testing and document results
Implementation Team	TBD	Implement final product

Responsibility Matrix

Major Milestone	Project Team	Development Team	Implementation Team	Division Requirements Lead	Technical Architect	Training Team	Program Manager	Project Sponsor	Security Officer	CRM	Project Manager
Project Kickoff	R	I	I	I	I	I	I	A	I	I	R
Completed business, functional, and system requirements documentation	R	C	C	C	C	I	C	I	C	I	R
Completed system design documentation	R	C	C	I	C	I	I	I	I	I	R
Completed system testing and user acceptance	I	I	I	I	C	R	I	I	I	I	R
Deployment of finished system to production environment	I	I	R	I	I	I	I	I	I	I	R

DMWM Solid Waste Annual Reports

Major Milestone	Project Team	Development Team	Implementation Team	Division Requirements Lead	Technical Architect	Training Team	Program Manager	Project Sponsor	Security Officer	CRM	Project Manager
Completed Internal Training	I		C	I		R	I	I	I	I	R
Completed training materials for external training	C,I			C,I		R	I	I	I	I	R
Legend											
R = responsible for execution (may be shared)											
A = final approval for authority											
C = must be consulted											
I = must be informed											

Project Facilities and Resources

Describe the project's requirements for facilities and resources, such as office space, special facilities, computer equipment, office equipment, and support tools. Identify responsibilities for provisioning the specific items needed to support the project development environment.

Resource Requirement	Responsibility
N/A	

Points of Contact

Identify and provide contact information for the primary and secondary contacts for the project.

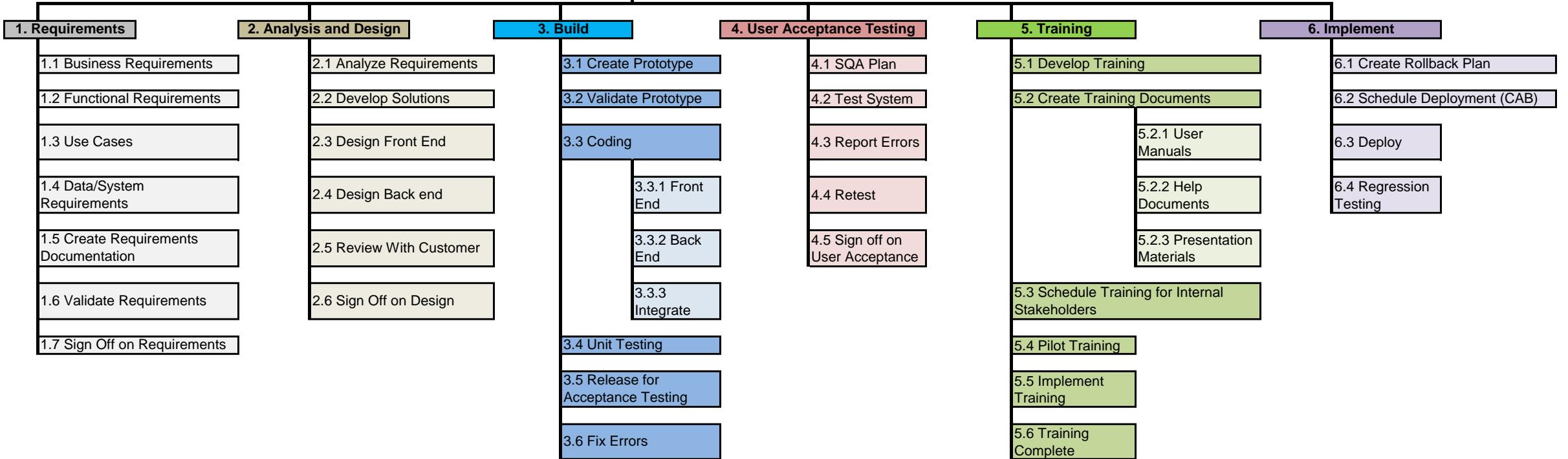
Role	Name/Title/Organization	Phone	Email
Project Manager	Kevin Dearth, Ohio EPA/ITS	614-644-2990	Kevin.Dearth@epa.state.oh.us
Project Sponsor	Pam Allen, Chief, Ohio EPA/DMWM	614-644-2980	Pam.Allen@epa.state.oh.us

Glossary

Define all terms and acronyms required to interpret the Project Charter properly.

Term / Acronym	Definition
Project Charter	A document issued by the project initiator or sponsor that formally authorizes the existence of the project, and provides the project manager with the authority to apply organizational resources to project activities.
DMWM	Division of Materials and Waste Management
CRM	Customer Relationship Manager
SWMD	Solid Waste Management District

EPA DMWM Annual Report



1. Requirements

- 1.1 Business Requirements
- 1.2 Functional Requirements
- 1.3 Use Cases
- 1.4 Data/System Requirements
- 1.5 Create Requirements Documentation
- 1.6 Validate Requirements
- 1.7 Sign Off on Requirements

2. Analysis and Design

- 2.1 Analyze Requirements
- 2.2 Develop Solutions
- 2.3 Design Front End
- 2.4 Design Back end
- 2.5 Review With Customer
- 2.6 Sign Off on Design

3. Build

- 3.1 Create Prototype
- 3.2 Validate Prototype
- 3.3 Coding
 - 3.3.1 Front End
 - 3.3.2 Back End
 - 3.3.3 Integrate
- 3.4 Unit Testing
- 3.5 Release for Acceptance Testing
- 3.6 Fix Errors

4. User Acceptance Testing

- 4.1 SQA Plan
- 4.2 Test System
- 4.3 Report Errors
- 4.4 Retest
- 4.5 Sign off on User Acceptance

5. Training

- 5.1 Develop Training
- 5.2 Create Training Documents
 - 5.2.1 User Manuals
 - 5.2.2 Help Documents
 - 5.2.3 Presentation Materials
- 5.3 Schedule Training for Internal Stakeholders
- 5.4 Pilot Training
- 5.5 Implement Training
- 5.6 Training Complete

6. Implement

- 6.1 Create Rollback Plan
- 6.2 Schedule Deployment (CAB)
- 6.3 Deploy
- 6.4 Regression Testing

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	 EPA DMWM Annual Report	52 days?	Thu 4/26/12	Fri 7/6/12		
2	Project Kickoff	0 days	Thu 4/26/12	Thu 4/26/12		Project Manager
3	Requirements	31 days	Thu 4/26/12	Thu 6/7/12		
4	Business Requirements	15 days	Thu 4/26/12	Wed 5/16/12	2	BPA
5	Functional Requirements	15 days	Thu 4/26/12	Wed 5/16/12	2	BPA
6	Use Cases	3 days	Mon 5/14/12	Wed 5/16/12	4FF,5FF	BPA
7	Data/System Requirements	10 days	Thu 5/17/12	Wed 5/30/12	6	BPA
8	Create Requirements Documentation	25 days	Thu 4/26/12	Wed 5/30/12	4SS,7FF	BPA
9	Validate Requirements	3 days	Thu 5/31/12	Mon 6/4/12	8	BPA,DIV Staff
10	Sign Off on Requirements	3 days	Tue 6/5/12	Thu 6/7/12	9	Sponsor
11	Analysis and Design	6 days?	Fri 6/8/12	Fri 6/15/12		
12	Analyze Requirements	1 day?	Fri 6/8/12	Fri 6/8/12	10	Technical Lead
13	Develop Solutions	1 day?	Mon 6/11/12	Mon 6/11/12	12	Technical Lead
14	Design Front End	1 day?	Tue 6/12/12	Tue 6/12/12	13	Technical Lead,Developer
15	Review with Customer	1 day?	Thu 6/14/12	Thu 6/14/12	17	Technical Lead,Developer
16	Design Sign Off	1 day?	Fri 6/15/12	Fri 6/15/12	15	Sponsor
17	Desgn Back End	1 day?	Wed 6/13/12	Wed 6/13/12	14	Technical Lead,DBA
18	Build	9 days?	Mon 6/18/12	Thu 6/28/12		
19	Create prototype	1 day?	Mon 6/18/12	Mon 6/18/12	16	Technical Lead,Developer
20	Validate Prototype	1 day?	Tue 6/19/12	Tue 6/19/12	19	Technical Lead,Developer
21	Coding	2 days?	Wed 6/20/12	Thu 6/21/12		
22	Front End	1 day?	Wed 6/20/12	Wed 6/20/12	20	Developer
23	Back End	1 day?	Wed 6/20/12	Wed 6/20/12	20	DBA
24	Integrate	1 day?	Thu 6/21/12	Thu 6/21/12	22,23	Technical Lead
25	Unit Testing	1 day?	Fri 6/22/12	Fri 6/22/12	24	Technical Lead,Developer
26	Release For Acceptance Testing	1 day?	Mon 6/25/12	Mon 6/25/12	25	Technical Lead
27	Fix Errors	1 day?	Thu 6/28/12	Thu 6/28/12	31	Technical Lead,Developer
28	User Acceptance Testing	16 days?	Fri 6/8/12	Fri 6/29/12		
29	SQA Plan	1 day?	Fri 6/8/12	Fri 6/8/12	10	SQA Lead
30	Test System	1 day?	Tue 6/26/12	Tue 6/26/12	26,29	DIV Staff
31	Report Errors	1 day?	Wed 6/27/12	Wed 6/27/12	30	DIV Staff
32	Retest	1 day?	Fri 6/29/12	Fri 6/29/12	27	DIV Staff
33	User Acceptance Sign Off	0 days	Fri 6/29/12	Fri 6/29/12	32	Sponsor
34	Training	10 days?	Wed 6/20/12	Tue 7/3/12		
35	Develop Training Plan	1 day?	Wed 6/20/12	Wed 6/20/12	20	Training Lead
36	Create Training Documents	1 day?	Tue 6/26/12	Tue 6/26/12		
37	User Manuals	1 day?	Tue 6/26/12	Tue 6/26/12	30SS	Training Lead
38	Help Documents	1 day?	Tue 6/26/12	Tue 6/26/12	30SS	Training Lead
39	Presentation Materials	1 day?	Tue 6/26/12	Tue 6/26/12	30SS	Training Lead
40	Schedule Training for Internal Stakeholders	1 day?	Mon 7/2/12	Mon 7/2/12	33	Training Lead
41	Pilot Training	1 day?	Wed 6/27/12	Wed 6/27/12	35,37,38	Training Lead
42	Implement Training	1 day?	Tue 7/3/12	Tue 7/3/12	40,41	Training Lead
43	Training Complete	0 days	Tue 7/3/12	Tue 7/3/12	42	Training Lead

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names
44	Implement	4 days?	Mon 7/2/12	Thu 7/5/12		
45	Create Rollback Plan	1 day?	Mon 7/2/12	Mon 7/2/12	33	Technical Lead
46	Schedule Deployment (CAB)	1 day?	Tue 7/3/12	Tue 7/3/12	33,45	Technical Lead
47	Deploy	1 day?	Wed 7/4/12	Wed 7/4/12	46	Technical Lead
48	Regression Testing	1 day?	Thu 7/5/12	Thu 7/5/12	47	Technical Lead
49	Provide Warranty Support	1 day?	Fri 7/6/12	Fri 7/6/12	48	Technical Lead
50	Project Close	0 days	Fri 7/6/12	Fri 7/6/12	49,43	Project Manager

DMWM Solid Waste Annual Report

Project Cost Analysis

Assumptions	
Contingency	15%
Hours per month	160

Resource	Rate
Consultant I	\$ 100.00
BPA1	\$ 37.00
SD2	\$ 36.00
Internal DBA	\$ 39.00
Internal Developer	\$ 36.00
General Div Staff	\$ 32.00
General ITS Staff	\$ 35.00

Project Initiation Expenses

Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost
PM	SD2	0.25	0.50	20.0	\$ 36.00	\$ 720.00
Development Lead	Consultant I	0.25	0.50	20.0	\$ 100.00	\$ 2,000.00
Business Analyst	BPA1	0.25	1.00	40.0	\$ 37.00	\$ 1,480.00
SMEs - Requirements	General Div Staff	0.50	0.50	40.0	\$ 32.00	\$ 1,280.00
Total		1.3	2.5	120.0		\$ 5,480.00

Project Execution Expenses - Human Resources

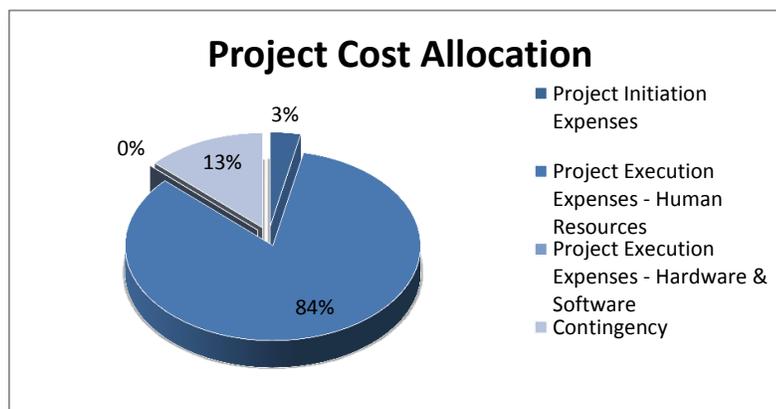
Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost
PM	SD2	0.10	8.0	128.0	\$ 36.00	\$ 4,608.00
Development Lead	Consultant I	0.50	8.0	640.0	\$ 100.00	\$ 64,000.00
Development Staff	Internal Developer	0.50	8.0	640.0	\$ 36.00	\$ 23,040.00
Development Staff	Internal Developer	0.50	8.0	640.0	\$ 36.00	\$ 23,040.00
Development Staff	Internal Developer	0.25	8.0	320.0	\$ 36.00	\$ 11,520.00
Database Development	Internal DBA	0.05	8.0	64.0	\$ 39.00	\$ 2,496.00
Testing & Validation	General Div Staff	0.25	4.0	160.0	\$ 32.00	\$ 5,120.00
Deployment Support	General ITS Staff	0.10	6.0	96.0	\$ 35.00	\$ 3,360.00
Total		2.3	58.0	2,688.0		\$ 137,184.00

Project Execution Expenses - Hardware & Software Costs

Equipment	Est. Cost
Server	\$ -
Software License	\$ -
1 Year Gold Support	\$ -
Total	\$ -

Total Project Costs

Project Initiation Expenses	\$ 5,480.00
Project Execution Expenses - Human Resources	\$ 137,184.00
Project Execution Expenses - Hardware & Software	\$ -
Contingency	\$ 21,399.60
Total	\$ 164,063.60



DMWM Solid Waste Annual Report



Estimated vs. Actual Cost Comparisons

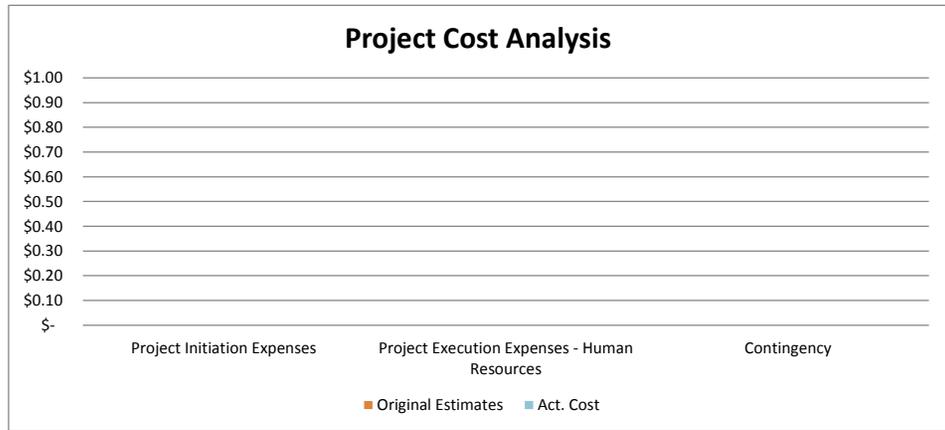
Project Initiation Expenses		Original Estimates					Actual Costs					Difference	
Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost	FTE	Months	Hours	Rate	Act. Cost	Hours	Cost
Total		1.3	2.5	120.0		\$ 5,480.00	-	-	-		\$ -	-	\$ -

Project Execution Expenses - Human Resources		Original Estimates					Actual Costs					Difference	
Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost	FTE	Months	Hours	Rate	Act. Cost	Hours	Cost
Total		2.3	58.0	2,688.0		\$ 137,184.00	-	-	-		\$ -	-	\$ -

Project Execution Expenses - Hardware & Software Costs

Equipment	Est. Cost	Act. Cost	Cost Difference
Server	\$ -		
Software License	\$ -		
1 Year Gold Support	\$ -		
Total	\$ -	\$ -	\$ -

Total Project Costs	Original Estimates	Act. Cost	Cost Difference
Project Initiation Expenses		\$ -	\$ -
Project Execution Expenses - Human Resources		\$ -	\$ -
Contingency		\$ -	\$ -
Total	\$ -	\$ -	\$ -



DMWM Solid Waste Annual Reports



Communication Plan

Project Sponsor(s):	Pam Allen
Project Manager:	Kevin Dearth

Event	Target Audience	Message Objective	Timing	Vehicles	Sender	Feedback Mechanism	Impacts	Comments
Project Core Team Meeting's Agenda and Minutes	Project Manager, Division Requirements Lead, Division Fiscal Officer, Development Lead, Application Architect, Database Admin, other meeting attendees	Agenda should include at a minimum: the invited attendees, review of assigned action items, review of the project status, and a section to cover any new assigned action items. Other topics that can be included are: Review of the risk log, communications plan, any change request, or any outstanding issue.	Meeting minutes should be circulated to the core team within 72 hours of the meeting.	Sharepoint or Electronic Mail	Project manager or person designated by the Project manager.	Agendas and Minutes shall be archived in the project's folder on sharepoint.	This will provide a means to assess the ongoing progress of the project and ensure that the team can immediately address any changes or unexpected events.	
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Weekly Project Status Updates	Project Manager, Project Team, Development Team, Implementation Team, Division Requirements Lead, Technical Architect, Training Team, Project Sponsor, Security Officer, CRM,	Project's status, high level achievements and any possible risks or issues, including conflicts.	Every Friday, by EOD.	SharePoint or Electronic Mail	Project manager or person designated by the Project manager.	All replies shall be archived in the project's sharepoint site	All team members will know the progress of project and be able to offer immediate feedback to address any changes or issues.	
New Technology Training	Project Manager, Training Team, Security Officer, Development Team, Implementation Team, Technical Architect	Notify business users that ITS is providing training on a new technology.	1 week prior to training, plus day before training begins.	Electronic Mail or SharePoint	Project manager or Change Management Lead, or Training Lead	All replies shall be archived in the project's sharepoint site	Business users will be notified of training to help manage transition to new technology	
High Level Project Status Updates	Project Sponsor, Project Manager, CRM, Program Manager, Security Officer, Division Fiscal Officer, Division Requirements Lead, Business Analyst, Development Lead, Application Architect, Technical Architect, Database Admin., Network Admin., Training Manager, SQA Manager, team members	Communicate major project milestones.	Within 24 hours of meeting major project milestones	SharePoint or Electronic Mail	Project manager or person designated by the Project manager.	All replies shall be archived in the project's sharepoint site	Progressive communication for major project progress to maintain consistent communication for entire team.	

DAS Project Management



Class Project for OEPA
Division of Materials and
Waste Management
(DMWM)



Environmental
Protection Agency

Project Team

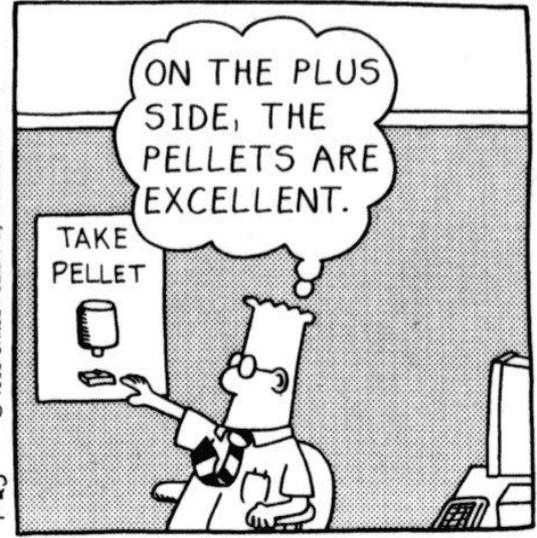
- Juanita Day – DAS/OCB
- Todd Hager - OSFC
- Eric Slaback – DAS/OCB
- Cathy Stamm - OEPA
- Scott Wilson - OEPA



S. ADAMS



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Overview

- Class Project
 - Basic demonstration of knowledge gained through the material covered in class.
- Agency Level Project
 - Application of project management skills acquired by designing, researching and planning an Agency based project.

Class Project Charter/Scope

- What is a Project Charter?
 - High Level Description
 - Scope
 - Goals & Objectives
 - Roles & Responsibilities
 - Identifies Stakeholders
 - Defines authority
 - Serves as a reference
 - Usually short with references to other documents

Project Management Policy

- Eric Slaback is Project Manager
- Staffing (Human Resources Planning)
 - Project staff limited to team from DAS PM Class
 - Customer resources utilized during scoping/requirements meetings
- Procurement – None permitted for project
- Risk and Issues – Risks & issue logs maintained on team Wiggio site, discussed at each meeting
- Change management – No changes made without majority team approval

Communications

DMWM Solid Waste Annual Reports

Class Project Communication Plan

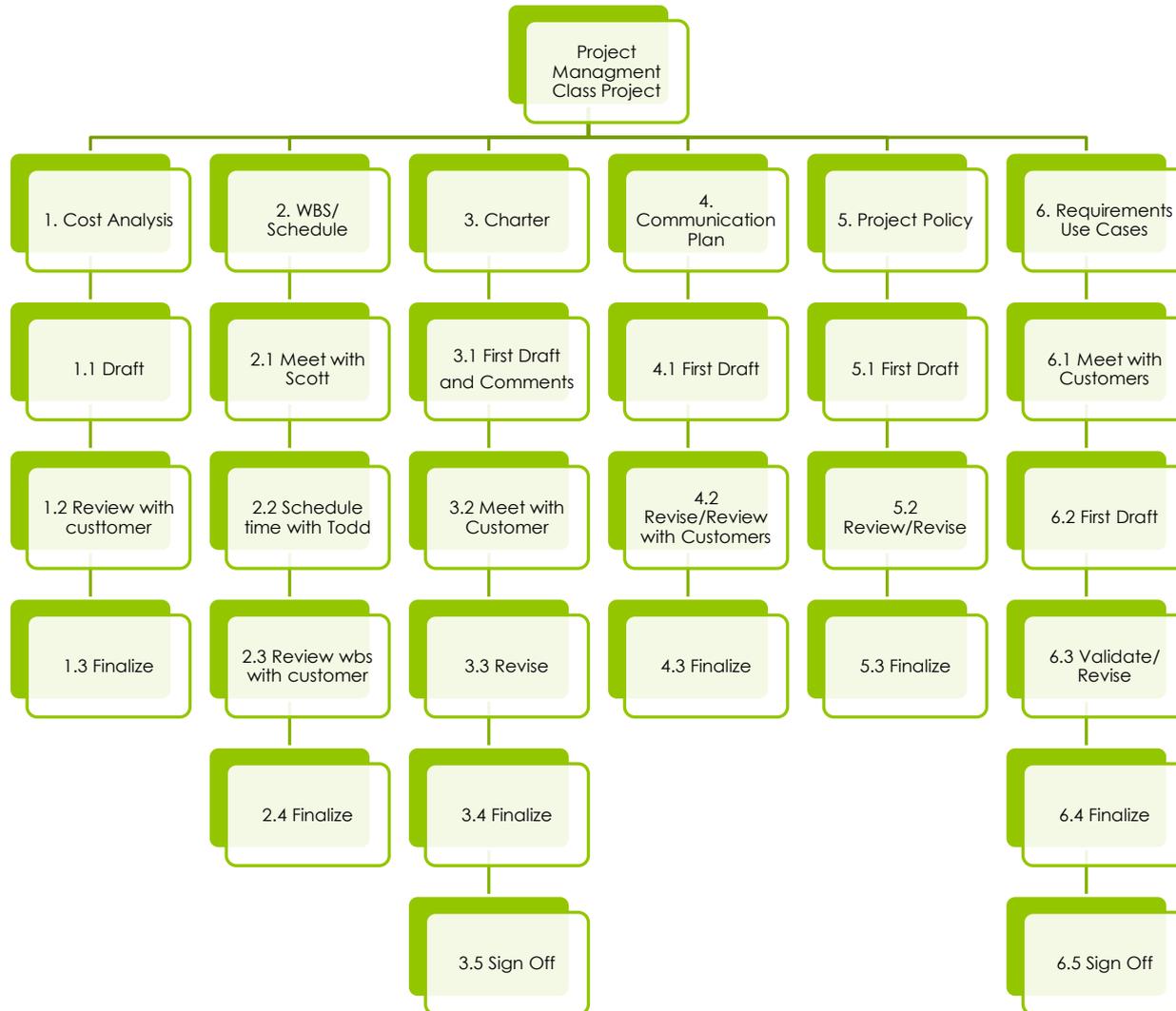
Project Name: Thursday PM Class Project - DMWN Solid Waste Annual Report
Project Sponsor: Nelson Gonzalez
Project Manager: Eric Slaback

Event	Target Audience	Message Objective	Timing	Vehicles
Class Team Meeting's Agenda and Minutes	PM Team Members	Set Agenda for weekly team meetings. Update progress of the project and items covered during weekly team meetings.	Weekly distribution	Email and Wiggio
Class Core Team Meeting Communications / Project Status Updates	PM Team Members	Communicate and confirm all decisions or agreements made, and any action items (with the assignee established) during the Core Team meeting.	Weekly or sooner as necessary	Email and Wiggio
Project Team Meetings	PM Team Members	Review progress of tasks, individual assignments, and action items. Collaborate on issues and final document details. Resolve conflicts or issues.	Thursdays for duration of the project; Additional times as agreed if necessary	Face to face
Class Presentation	Directors, Managers, Supervisors, other guest and cohort members	Class project and supporting materials	May 24, Final Class	Face to face

Time Management

- Work Breakdown Structure (WBS)
 - Identify Activities
 - Identify and assess on a high level, the activities/tasks that will be needed to complete the project
 - Breakdown or “decompose” these high level activities to their lowest level
 - Organize/structure activities into a logical work flow

Work Breakdown Structure



Time Management

- Schedule
 - Provides a framework for the utilization and distribution of resources and time
 - Assess and assign type and quantity of resources needed for each activity/task
 - Estimate time and duration for each activity/task

Project Schedule

Task Name	Duration	Start Date	Finish Date
Project Management Project	33 days	4/5/2012 8:00	5/21/2012 17:00
Charter	13 days	4/5/2012 8:00	4/23/2012 17:00
First Draft	3 days	4/5/2012 8:00	4/9/2012 17:00
Comments	5 days	4/10/2012 8:00	4/16/2012 17:00
Meet with Customer	3 days	4/17/2012 8:00	4/19/2012 17:00
Revise	1 day	4/20/2012 8:00	4/20/2012 17:00
Finalize	1 day	4/23/2012 8:00	4/23/2012 17:00
Sign Off	0 days	4/23/2012 17:00	4/23/2012 17:00
WBS/Schedule	13 days	4/24/2012 8:00	5/10/2012 17:00
Meet with Scott	3 days	4/24/2012 8:00	4/26/2012 17:00
Schedule time with Todd	2 days	4/27/2012 8:00	4/30/2012 17:00
Review WBS with Customer	7 days	5/1/2012 8:00	5/9/2012 17:00
Finalize	1 day	5/10/2012 8:00	5/10/2012 17:00
Cost Analysis	7 days	5/11/2012 8:00	5/21/2012 17:00
Draft	3 days	5/11/2012 8:00	5/15/2012 17:00
Review with Customer	2 days	5/16/2012 8:00	5/17/2012 17:00
Finalize	2 days	5/18/2012 8:00	5/21/2012 17:00
Communication Plan	9 days	4/24/2012 8:00	5/4/2012 17:00
First Draft	1 day	4/24/2012 8:00	4/24/2012 17:00
Revise/Review with Customers	7 days	4/25/2012 8:00	5/3/2012 17:00
Finalize	1 day	5/4/2012 8:00	5/4/2012 17:00
Project Policy	7 days	4/24/2012 8:00	5/2/2012 17:00
First Draft	3 days	4/24/2012 8:00	4/26/2012 17:00
Review/Revise	3 days	4/27/2012 8:00	5/1/2012 17:00
Finalize	1 day	5/2/2012 8:00	5/2/2012 17:00
Requirements/UC	16 days	4/24/2012 8:00	5/15/2012 17:00
Meet with Customers	5 days	4/24/2012 8:00	4/30/2012 17:00
First Draft	5 days	5/1/2012 8:00	5/7/2012 17:00
Validate/Revise	3 days	5/8/2012 8:00	5/10/2012 17:00
Finalize	3 days	5/11/2012 8:00	5/15/2012 17:00
Sign Off	0 days	5/15/2012 17:00	5/15/2012 17:00
Project Close	0 days	5/21/2012 17:00	5/21/2012 17:00

Cost Analysis

EPA DMWM Annual Report

Project Cost Analysis

Assumptions	
Contingency	15%
Hours per month	32

Resource	Rate
Internal PM E	\$35
Internal Developer S	\$30
Internal Developer C	\$30
Internal Developer J	\$30
Internal Developer T	\$30

1. Project Initiation Expenses

Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost
Charter/Interviews	Internal PM E	1.0	0.5	16.0	35	560
Charter/Interviews	Internal Developer S	1.0	0.5	16.0	30	480
Charter/Interviews	Internal Developer C	1.0	0.5	16.0	30	480
Charter/Interviews	Internal Developer J	1.0	0.5	16.0	30	480
Charter/Interviews	Internal Developer T	1.0	0.5	16.0	30	480
Total		5.0	2.5	80.0		\$2,480

2. Project Execution Expenses - Human Resources

Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost
PM/WBS/Schedule	Internal PM E	1.0	1.0	32.0	35	1120
Requirements/Use Cases	Internal Developer S	1.0	1.0	32.0	30	960
Charter/Policy	Internal Developer C	1.0	1.0	32.0	30	960
Communications	Internal Developer J	1.0	1.0	32.0	30	960
Cost Analysis	Internal Developer T	1.0	1.0	32.0	30	960
Total		5.0	5.0	160.0		\$4,960

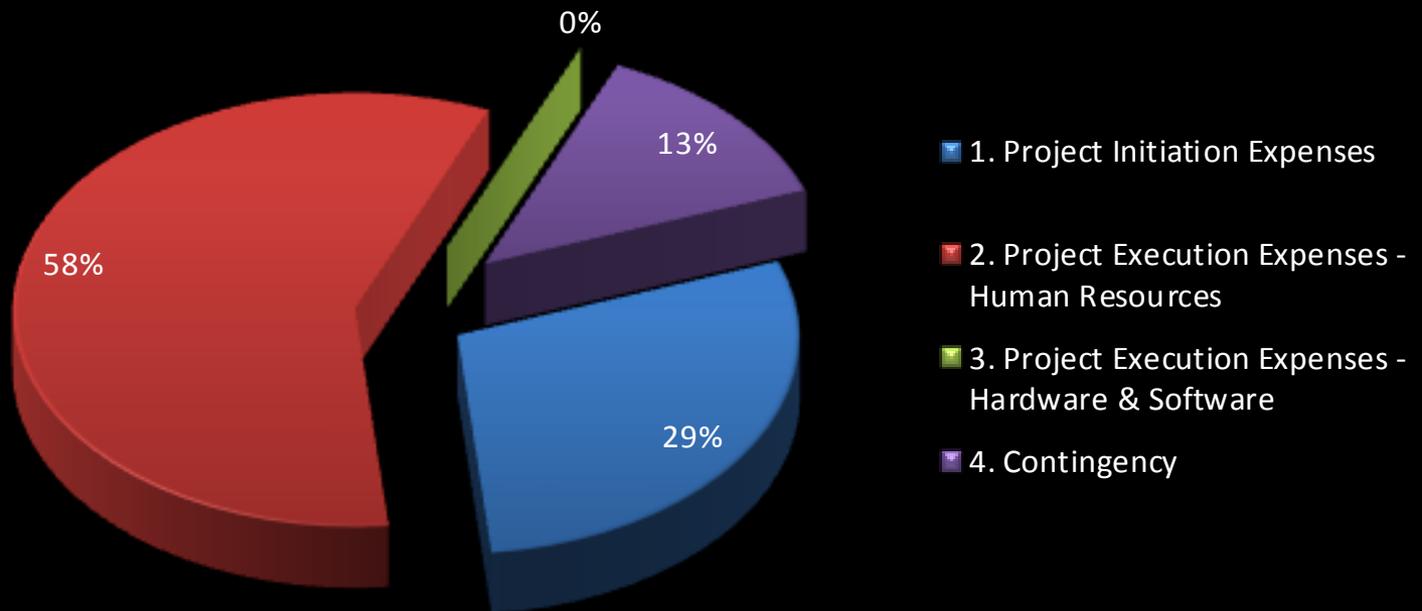
3. Project Execution Expenses - Hardware & Software Costs

Equipment	Est. Cost
Server	0
Wiggio	0
Total	0

Total Project Costs

1. Project Initiation Expenses	2480
2. Project Execution Expenses - Human Resources	4960
3. Project Execution Expenses - Hardware & Software	0
4. Contingency	1116
Total	\$8,556

Project Cost Allocation



Estimate vs. Actual Cost Comparisons

EPA DMWM Annual Report

Estimated vs. Actual Cost Comparisons

1. Project Initiation Expenses		Original Estimates					Actual Costs					Difference	
Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost	FTE	Months	Hours	Rate	Act. Cost	Hours	Cost
Charter/Interviews	Internal PM E	1.0	0.5	16.0	35	560	1.0	0.5	16.0	35	560	-	0
Charter/Interviews	Internal Developer S	1.0	0.5	16.0	30	480	1.0	0.5	24.0	30	720	(8.0)	-240
Charter/Interviews	Internal Developer C	1.0	0.5	16.0	30	480	1.0	0.5	16.0	30	480	-	0
Charter/Interviews	Internal Developer J	1.0	0.5	16.0	30	480	1.0	0.5	16.0	30	480	-	0
Charter/Interviews	Internal Developer T	1.0	0.5	16.0	30	480	1.0	0.5	16.0	30	480	-	0
Total		5.0	2.5	80.0		\$2,480	5.0	2.5	88.0		\$2,720	(8.0)	-240

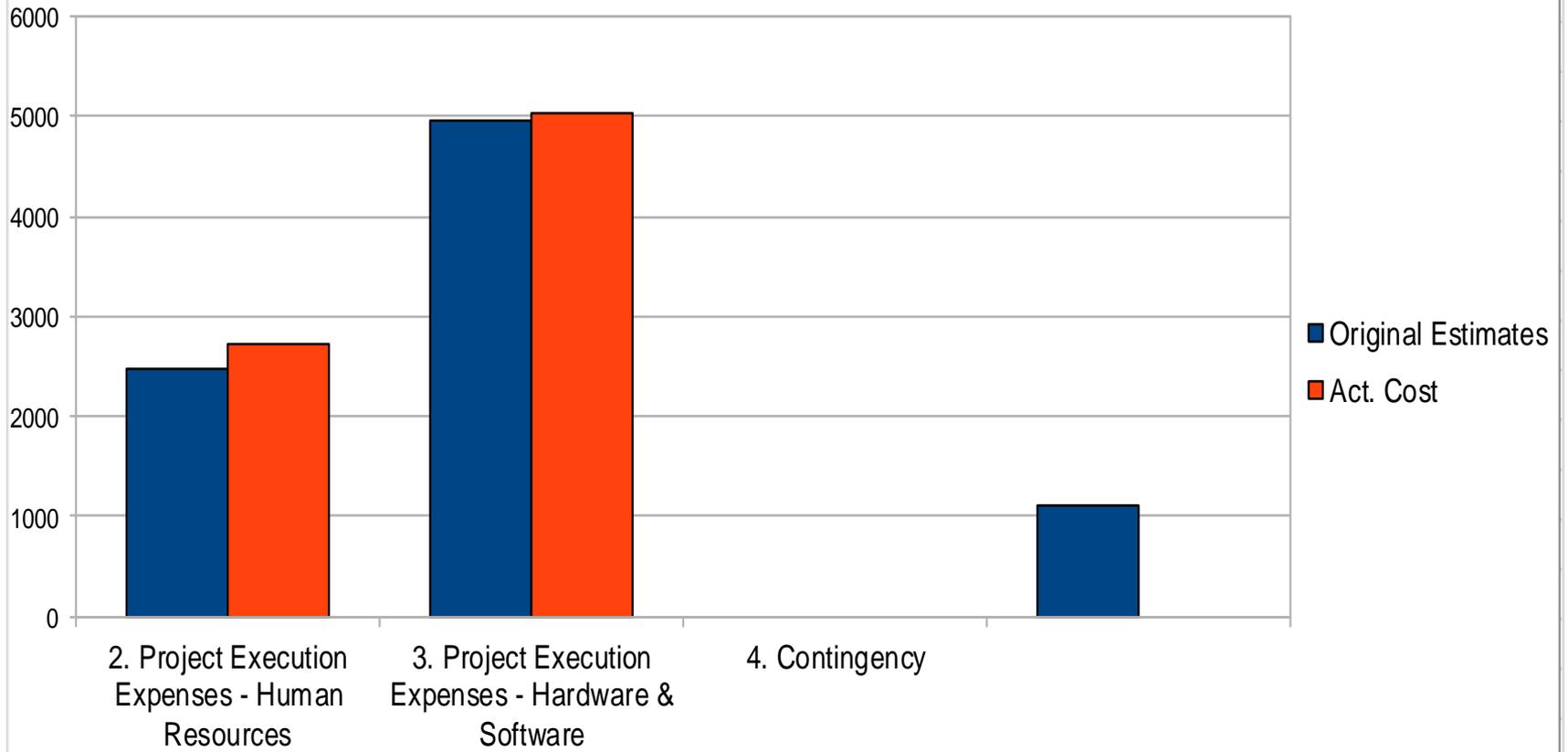
2. Project Execution Expenses - Human Resources		Original Estimates					Actual Costs					Difference	
Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost	FTE	Months	Hours	Rate	Act. Cost	Hours	Cost
PM/WBS/Schedule	Internal PM E	1.0	1.0	32.0	35	1120	1.0	1.0	36.0	35	1260	(4.0)	-140
Requirements/Use Cases	Internal Developer S	1.0	1.0	32.0	30	960	1.0	1.0	30.0	30	900	2.0	60
Charter/Policy	Internal Developer C	1.0	1.0	32.0	30	960	1.0	1.0	32.0	30	960	-	0
Communications	Internal Developer J	1.0	1.0	32.0	30	960	1.0	1.0	32.0	30	960	-	0
Cost Analysis	Internal Developer T	1.0	1.0	32.0	30	960	1.0	1.0	32.0	30	960	-	0
Total		5.0	5.0	160.0		\$4,960	5.0	5.0	162.0		\$5,040	(2.0)	-80

3. Project Execution Expenses - Hardware & Software Costs

Equipment	Est. Cost	Act. Cost	Cost Difference
Server	0	0	0
Wiggio	0	0	0
	0	0	0
Total	0	0	0

Total Project Costs	Original Estimates	Act. Cost	Cost Difference
1. Project Initiation Expenses	2480	2720	-240
2. Project Execution Expenses - Human Resources	4960	5040	-80
3. Project Execution Expenses - Hardware & Software	0	0	0
4. Contingency	1116		
Total	\$8,556	\$7,760	29% -320

Project Cost Analysis Comparison



Requirements

- Requirements gathering conducted during first team meeting
- Detailed requirements validated with project sponsor (N. Gonzalez) prior to proceeding

Quality Management & Assessment

- Quality of products managed through close working relationship among team members
- Most documents created via collaboration
- Document formats and content compared with samples from other organizations
- Review periods established for each document before being declared “final”

Lessons Learned

- What worked
 - Communication
 - Team work
 - Established expectations
- What would you change
 - Choose a reliable communication tool
 - Sharepoint vs. Wiggio
 - Establish a stronger acceptance criteria

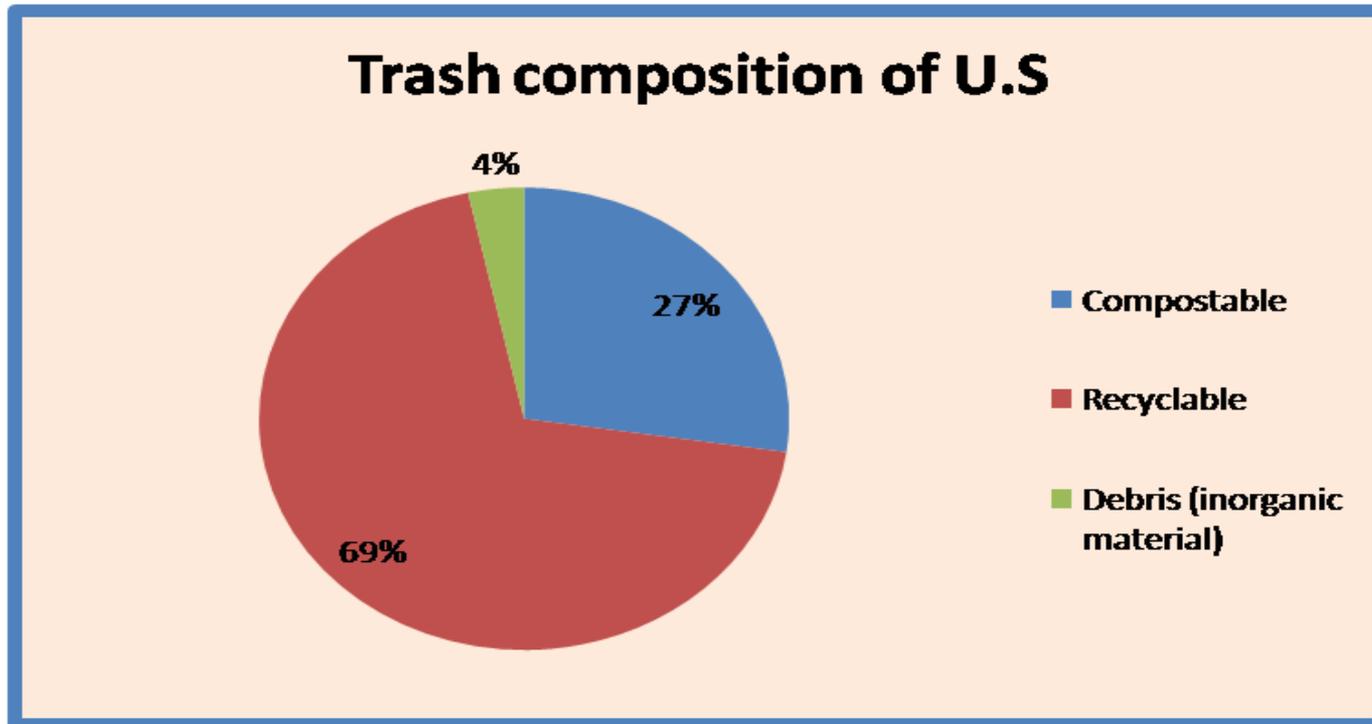


Environmental Protection Agency

Division of
Materials and
Waste
Management
(DMWM)

DMWM Solid Waste Annual Reports

Background Information



Source: US EPA Municipal Solid waste generation, recycling and disposal in 2010

DMWM Solid Waste Annual Reports

Background Information

- At least 10 different types of solid waste management facilities
- Required to report to OEPA on an annual basis
- OEPA uses the reports to monitor capacity around the state
- Paper-based system with no centralization of information gathering



Project Charter

- Create a service in the eBusiness Center the regulated community can use to submit annual reports
- Funding is provided by fees collected by DMWM
- Project Sponsor has ultimate authority over the project, with the Project Manager having authority to create and assign roles and responsibilities
- All stakeholders are identified in the charter and are kept informed as to the status of the project

Project Charter

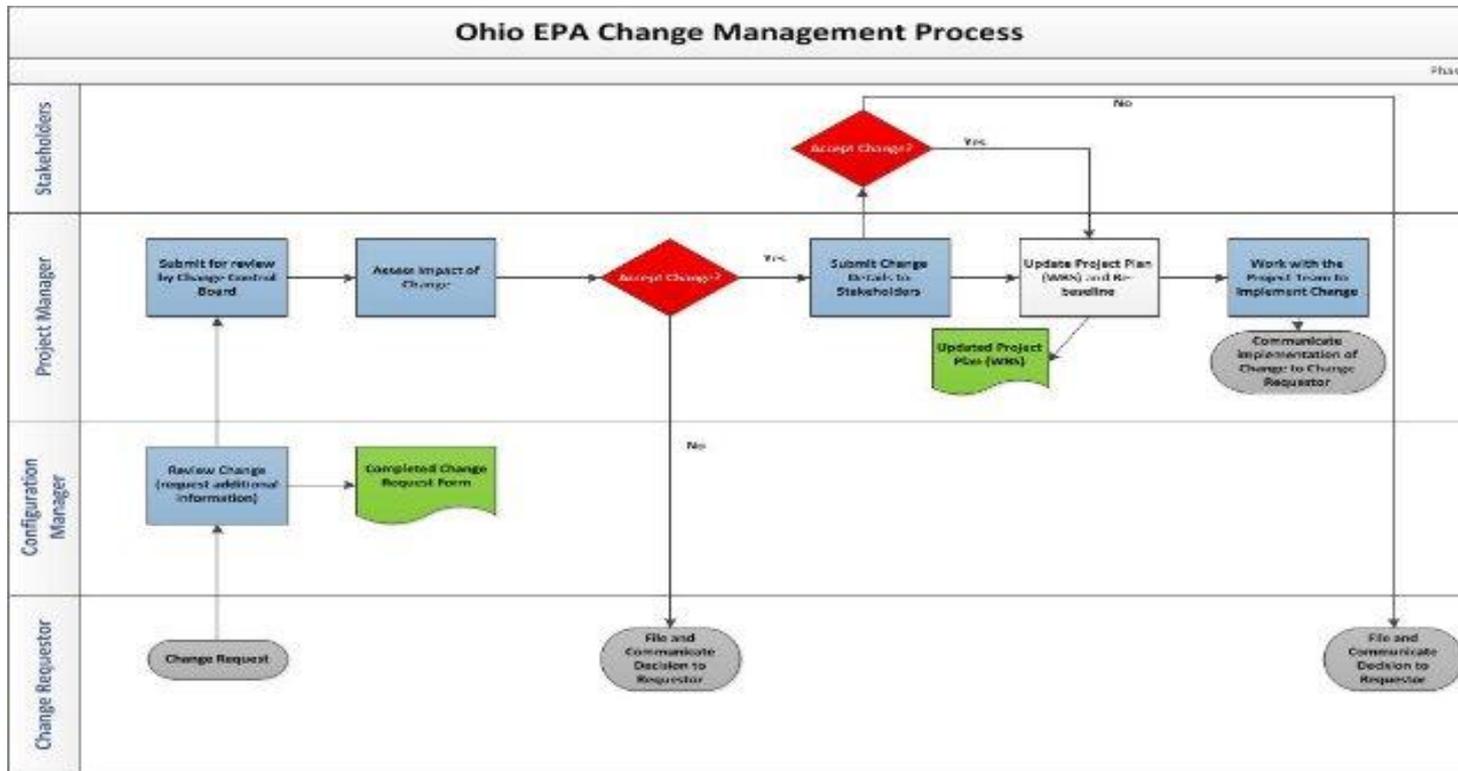
- Additional information provided in the Charter:
 - Success Factors
 - Assumptions
 - Risks & Issues
 - Major Milestones
 - Project Organization
 - Responsibility Matrix
 - Points of Contact
 - Glossary

Project Management Policy

- Staffing (Human Resources Planning)
 - Project expected to use only Ohio EPA personnel
 - Primarily from DMWM and OEPA-OITS
- Procurement
 - Hardware/software/HR procurement not expected
 - If needed, OEPA & DAS policies will strictly apply
- Risk and Issues – Dedicated risk & issue logs will be maintained on project's SharePoint site

Project Management Policy

- Changes – All changes must follow established OEPA change management procedures



Communication Plan

DMWM Solid Waste Annual Reports

Communication Plan

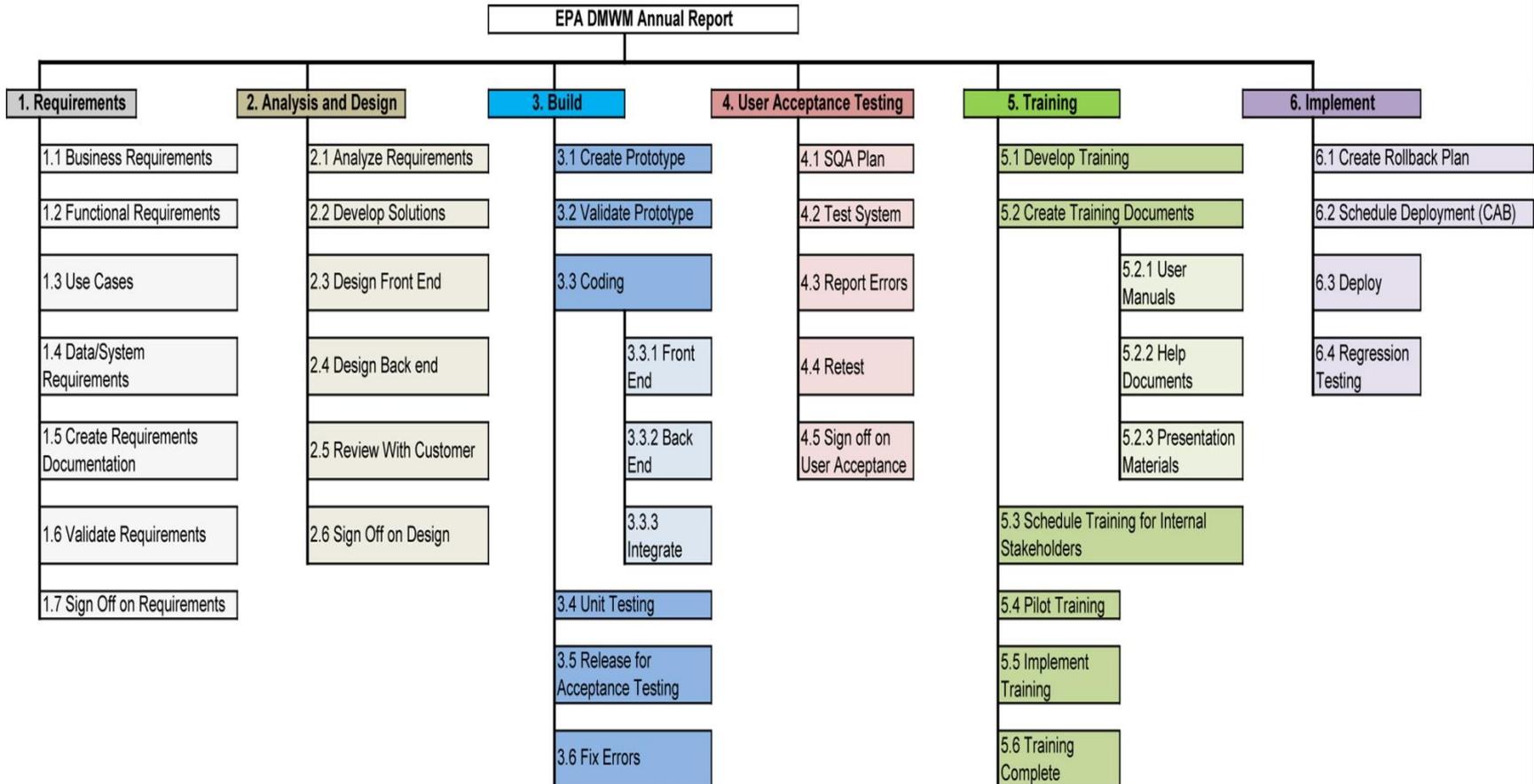
Project Sponsor(s):	Pam Allen
Project Manager:	Kevin Dearth

Event	Target Audience	Message Objective	Timing	Vehicles	Sender	Feedback Mechanism	Impacts
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Time Management

- Work Breakdown Structure
 - Tasks are broken down to relatively low levels and put into a logical workflow order
 - IT related projects – similar work flow
 - Requirements
 - Analysis and design
 - Building
 - Testing
 - Training
 - Deployment

DMWM WBS



Schedule

Task Name	Duration	Start	Finish
EPA DMWM Annual Report	261 days	10/2/2012 8:00	10/1/2013 17:00
Requirements	31 days	10/2/2012 8:00	11/13/2012 17:00
Analysis and Design	72 days	11/14/2012 8:00	2/21/2013 17:00
Build	151 days	2/22/2013 8:00	9/20/2013 17:00
Coding	70 days	4/5/2013 8:00	7/11/2013 17:00
User Acceptance Testing	225 days	11/14/2012 8:00	9/24/2013 17:00
Training	126 days	4/5/2013 8:00	9/27/2013 17:00
Create Training Documents	20 days	8/7/2013 8:00	9/3/2013 17:00
Implement	4 days	9/25/2013 8:00	9/30/2013 17:00
Project Close	0 days	10/1/2013 17:00	10/1/2013 17:00

Initial Cost Estimate

DMWM Solid Waste Annual Report Environmental Protection Agency

Project Cost Analysis

Assumptions	
Contingency	15%
Hours per month	160

Resource	Rate
Consultant I	\$ 100.00
BPA1	\$ 37.00
SD2	\$ 36.00
Internal DBA	\$ 39.00
Internal Developer	\$ 36.00
General Div Staff	\$ 32.00
General ITS Staff	\$ 35.00

Project Initiation Expenses

Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost
PM	SD2	0.25	0.50	20.0	\$ 36.00	\$ 720.00
Development Lead	Consultant I	0.25	0.50	20.0	\$ 100.00	\$ 2,000.00
Business Analyst	BPA1	0.25	1.00	40.0	\$ 37.00	\$ 1,480.00
SMEs - Requirements	General Div Staff	0.50	0.50	40.0	\$ 32.00	\$ 1,280.00
Total		1.3	2.5	120.0		\$ 5,480.00

Project Execution Expenses - Human Resources

Role	Resource Type	FTE	Months	Hours	Rate	Est. Cost
PM	SD2	0.10	8.0	128.0	\$ 36.00	\$ 4,608.00
Development Lead	Consultant I	0.50	8.0	640.0	\$ 100.00	\$ 64,000.00
Development Staff	Internal Developer	0.50	8.0	640.0	\$ 36.00	\$ 23,040.00
Development Staff	Internal Developer	0.50	8.0	640.0	\$ 36.00	\$ 23,040.00
Development Staff	Internal Developer	0.25	8.0	320.0	\$ 36.00	\$ 11,520.00
Database Development	Internal DBA	0.05	8.0	64.0	\$ 39.00	\$ 2,496.00
Testing & Validation	General Div Staff	0.25	4.0	160.0	\$ 32.00	\$ 5,120.00
Deployment Support	General ITS Staff	0.10	6.0	96.0	\$ 35.00	\$ 3,360.00
Total		2.3	58.0	2,688.0		\$ 137,184.00

Project Execution Expenses - Hardware & Software Costs

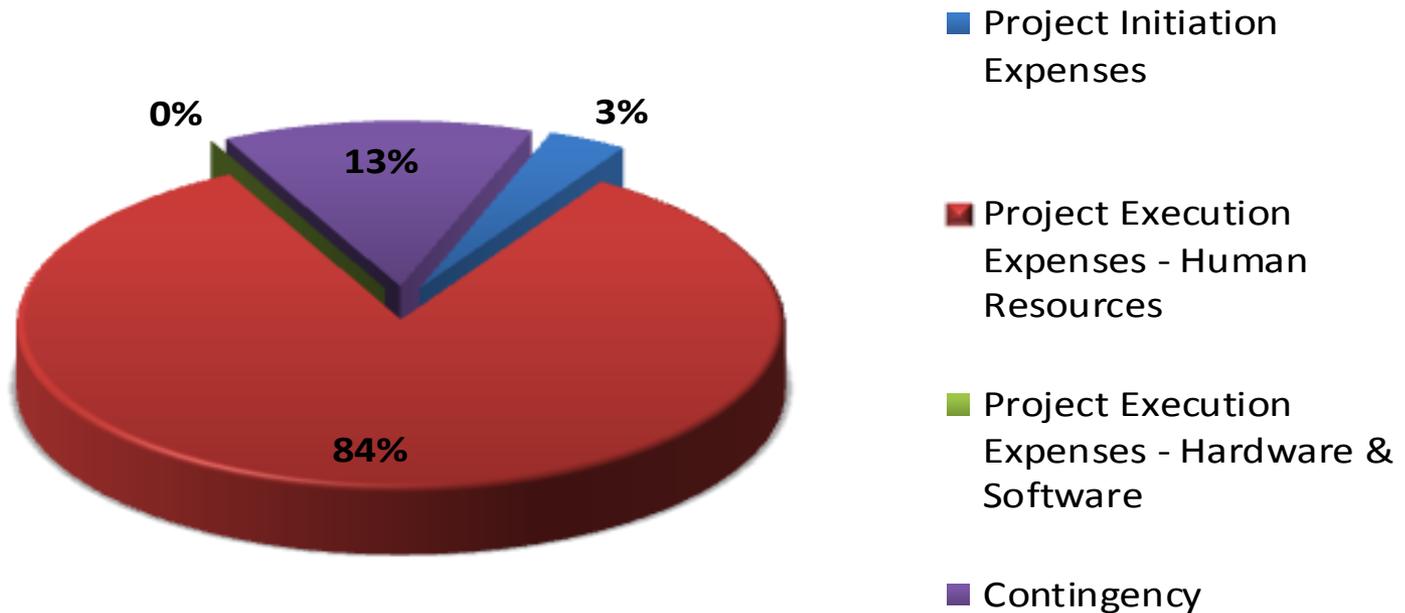
Equipment	Est. Cost
Server	\$ -
Software License	\$ -
1 Year Gold Support	\$ -
Total	\$ -

Total Project Costs

Project Initiation Expenses	\$ 5,480.00
Project Execution Expenses - Human Resources	\$ 137,184.00
Project Execution Expenses - Hardware & Software	\$ -
Contingency	\$ 21,399.60
Total	\$ 164,063.60

Initial Cost Estimate

Project Cost Allocation



High Level System Requirements

- Public facing, web-enabled system to receive solid waste facility and SWMD annual reports from regulated entities
- Internally accessible system for managing reports received from the public
- The ability to produce composite and comparison annual reports and detailed ad-hoc reports

High Level System Requirements

- Integration with OEPA's existing eBusiness Center (public) and Webapps (internal) browser-based application frameworks
- System must be accessible via multiple operating systems and browsers
- 20% reduction in process related internal costs

Quality Assessment

- Ohio EPA's SQA procedures require
 - System complexity assessment
 - Formal SQA testing plan
 - Testing results validated by customer vs. requirements
- SQA testing plan can not be completed until
 - Detailed requirements validated
 - Solution approach determined
 - Prototypes (mockups, etc.) accepted

Conclusions



QUESTIONS?

