

## Project Plan for the Evanston Database Project

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TS5120 Project Management for Technology Professionals  
Capella University

Instructor: Haziel Matias  
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## **Abstract**

This paper contains the project plan for the Evanston Database Project. This project is planned for the National Association of Realtors. The scope of the project is to design, populate, and maintain a new database.

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## Project Plan for the Evanston Database Project

### Executive Summary

The Evanston Database Project will design an additional database for the National Association of Realtors. The new database will contain information about Listing Services including Multiple Listing Services and Commercial Information Exchanges. The project will also deliver a plan to build the database and to build a system that will provide access to the data. The plans for both projects will be completed by June 30, 2003.

There are two major phases to this project. In the Design Phase, the project team will produce the database design for the new Listing Services database and the functional designs for the systems to load and manage the database. Management will be in a position to decide to initiate the second phase in July. The Development and Deployment Phase will implement the system planned during the Design phase. The completion date of this final phase will depend upon staffing decisions made during early July.

The LS Database System will provide the following benefits:

1. The Center for REALTOR Technology (CRT) can see current developments related to Multiple Listing Services and Commercial Information Exchanges.
2. CRT can see if there are current problems with the services provided by the Listing Services and see if later versions of the software used to provide the service are available.
3. Information Technology Services (ITS) will have access to the system so that they can provide more information to internal groups.
4. CRT will be able to access impact of changing market conditions as a result of regionalization and/or consolidation.
5. The new database will provide a mechanism to integrate current and future CRT projects while maintaining compatibility with the Nrd's indexing system.

The main challenge for this project will be to determine the best way to populate the database. Some data is available from existing systems at the National Association of Realtors. Details about Listing Services and the relationships between NAR members and these Services must be obtained from other sources. The general approach will be determined during the Design Phase.

A second challenge will be staffing the project with individuals that possess the appropriate skills including knowledge of and access to the existing database.

Very preliminary estimates indicate that the total cost of this project will be less than \$300,000. This is based on the assumption that most of the project will be mostly staffed with NAR personnel and that the fully loaded costs for these personnel vary between \$65 and \$95 per hour. The estimate is also based on the number of person days expected to be spent in design and programming. This number is subject to change based on the results of detailed designs to be performed early in the second phase.

## Scope Management

### *Scope Statement*

**Background:** The National Association of Realtors has 54 direct members consisting of State Associations of Realtors. For membership purposes, Puerto Rico, Guam, District of Columbia and the US Virgin Islands are considered States. The State Associations have over one million members. These members can access the Web Site of the National Association of Realtors and they are also considered customers of the Association. When an individual Realtor joins a local association, the dues paid are divided between the local association, the state association and the National Association of Realtors.

**Scope:** This project will design an additional database, the Listing Service database, for the National Association of Realtors. This database will be accessible internally by staff at the National Association of Realtors. The staff can use this access to answer inquiries from the one million members. The project will also deliver a plan to build the database and to build a system that will provide staff access to the data.

This project will determine the best way to populate the database. The data required does not exist in a form that can simply be electronically loaded. It is likely that a manual data capture as well as some sophisticated web crawling software will need to be developed. The manual data capture system would probably require support from custom software. Once the approach is determined, the effort for the implementation project will be estimated.

The project will also determine the best way to publish the collected data to the members and to estimate the size of the workload the new system publishing system will generate. The most likely means of publication is internal inquiry via a Web Browser based interface. The National Association of Realtors currently uses Apache as the Web Server, PHP as the middleware, and will select a Relational Database Management System as part of the design project. It is anticipated that any prototyping work done as part of this design project will use the MySQL Relational Database.

More information about the scope of this project is shown in the Work Breakdown Structure in Appendix A.

### *Major Deliverables*

At the end of phase one, a design report will be issued. It will contain the design of the Listing Service Database including an Entity Relationship Diagram and a list of keys and other attributes for each entity. The design report will also contain a strategy for loading the database and functional designs for the systems necessary to maintain the database.

During the second phase, detailed designs containing screen layouts and module descriptions will be prepared for each system. Program code in HTML, PHP and MySQL will be developed

for each system. Unit test plans will be prepared for each unit of code and integration test plans will be prepared for each system. Training materials will be prepared for the people who will operate the system and for the people who will use the system in production. Help Text and Documentation will also be prepared for these same audiences.

### ***Issues and Assumptions***

The two main issues associated with this project both relate to populating the new database.

1. External data (data not available from within the National Association of Realtors) will be required. It is assumed that this data can be obtained by visiting existing Web Sites and by building a manual data capture system
2. Internal data from databases maintained by the Center for Realtor Technology and by Information Technology Services within the National Association of Realtors is also required. It is assumed that both of these internal organizations will make the necessary resources available to the project. Resources include the personnel time required to understand and extract data and the technical permissions necessary to access the required data.

## **Team Management**

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

The responsibility Matrix on the next page details the roles and responsibilities of each team member. In phase one of the project, the Client Sponsor (CS) is Mark Lesswing. The roles of the Project Manager (PM) and the System Designer (SD) are both performed by Jim Miller. An outside consultant

In phase two it is possible to fill either or both of the Project Manager and System Designer roles internally. The project schedule assumes that two analysts, two programmers, two testers, one training and documentation specialist and one part-time database administrator will be added to the team in phase two.

**Figure 1 - Matrix of Roles and Responsibilities**

Major Tasks	Project Team Members							
	CS	PM	SD	A	P	T	TDS	DBA
Design Database	S	R	A					R
Create Functional Design		P	A					
Estimate Costs	S	A	P	P	P	P	P	P
Design Screens/Modules		R	R	A				P
Develop Code		R		R	A			P
Perform Developer Test		R		R	A			
Develop Formal Test Plans		R	R	P	P	A		
Perform Unit Testing		R		P	P	A		
Perform Integration Testing	S	R		P	P	A		
Send and Process Survey	A	R						
Develop Training and Doc		R					A	
Perform Pilot	S	R		A			P	P
Deploy System	A					P	P	P
Conduct Post Implementation Review	P	A	P	P	P	P	P	P

Key: Team Members CS=Client Sponsor, PM=Project Manager, SD=System Designer, A=Analyst, P=Programmer, T=Tester, TDS=Training/Documentation Specialist, DBA=Database Administrator

Key: RESPONSIBILITIES A=Accountable, P=Participant, R=Review Required, S=Sign-off Required

## Communication Management

Communications on the project will be managed by conducting regularly scheduled meetings and by maintaining an internal web site for the project. Figure 2 below shows the meeting plan. The third meeting in the figure is designed to manage the issue of communications between groups to facilitate transfer of data to the new database.

Figure 3 below shows the information that will be placed on the web site and who will maintain and access that information.

**Figure 2 - Formal Meetings**

Type	Description / Purpose	Audience	Media
Team Status Meeting	<i>weekly meetings:</i> To discuss project activities, progress and issues.	Team	Agenda and minutes
Leadership Status Meeting	<i>Purpose</i> - These formal meeting address the accomplishments and results of the project including commitments, plans, risks, status of activities and significant issues for the project, as well as how the project fits into the current business environment.	CRT VP, Project Manager	Agenda and minutes
Database Status Meeting	<i>Regularly scheduled meeting (usually weekly):</i> To discuss current status of database design, database loading efforts, and any project related issues requiring coordination between CRT and ITS.	CRT VP, ITS Executive, ITS DBA, Project Manager	Agenda and minutes

Key: CRT=Center for Realtor Technology, ITS=Information Technology Services, DBA=Database Administrator.

Figure 3 - Project Web Site Responsibilities

Document	Project Mgr	Development Team	Testing Team	ITS DBA	CRT Sponsor	Other Management	Comments
Overview Documents and Project Plan	W	X	X	X	X	X	
Database Design	X	W	X	U	X		
Functional Specifications	X	W	X	X	X		
NAR Development Methodology							Hardcopy only
Status Matrix by Program/Module	W	U	U		X		
CRT/ITS Meeting Schedule	W			X	X		
Formal project updates	W	X	X	X	X	X	
Team member contact information	W	U	U		U		
Documentation Package for each program	X	W	X		X		

## Key:

ITS DBA = Information Technology Services Database Administrator

CRT = Center for Realtor Technology (the National Association of REALTORS organization that sponsors this project)

NAR = National Association of REALTORS

W=Write access (responsible to create and allowed to maintain)

X=Read Access

U=Allowed to maintain

## Schedule and Cost Management

### *Project Schedule and Resource Estimates*

The project has been scheduled using Microsoft Project. The file used in Microsoft Project has been included in the zip file that also contains this plan document. A report printed from Microsoft Project is shown in Appendix C. This report shows the start and completion dates of each project task and shows the personnel resources assigned to each task.

### *Project Costs*

Based on the resources assigned to each task and the start and completion dates for each task, Microsoft Project produced a report of project costs by month. These costs are categorized by the fiscal year in which they are projected to occur in Figure 4 below. Equipment costs are calculated based on straight line depreciation over three years.

**Figure 4 - Project Costs by Fiscal Year**

<b>Budget Category</b>	<b>FY 2004 Costs</b>	<b>FY 2005 Costs</b>	<b>Explanation</b>	<b>Total Cost</b>
NAR Personnel	96,180.00	70,390.00	From Microsoft Project	166,570.00
Outside Consultant	42,000.00	22,800.00	2 days per week	64,800.00
Technical Books	1,000.00	0.00	20 books at \$50/book	1,000.00
Travel/Conferences	10,000.00	10,000.00	10 people @ 2000 each	20,000.00
Development Equipment	5,000.00	5,000.00	3 new hires will need machines and software (Capital Expense = 15000, Annual Depreciation = 5000)	10,000.00
Production Server	2,666.67	2,666.67	Capital Expense = 8000, Annual Depreciation = 2667)	5,333.33
Misc Supplies/Phone	14,427.00	10,558.50	15% of compensation	24,985.50
Total	171,273.67	121,415.17		292,688.83
				0.00
Two Year Total		292,688.83		292,688.83

## Risk Management

All projects face risks that must be managed during the course of the project. The figures below identify the risks to be managed on this project. The main areas of focus on this project will be assuring that the project is properly staffed and that the people assigned to the project are able to spend the required time.

**Figure 5 - Summary of Risks to be Managed**

Probability	High Impact	Medium Impact	Low Impact
High	Risk 10	Risk 1	
Medium	Risk 4	Risk 3 Risk 6 Risk 9	
Low	Risk 2 Risk 8	Risk 5 Risk 7	

**Figure 6 - Listing of Risks to be Managed**

	Risk	Probability	Impact	Mitigation Steps
1	Use of Technology new to organization (MySQL Database)	High	Medium	Allow time for training. Provide SAMS text book for each team member using
2	Unrealistic expectations or target date	Low	High	Prepare a detailed project plan and review it with the sponsoring Vice President. Communicate project status weekly.
3	Unstable application development environment	Low	Medium	Install all relevant software and hardware before development begins and test it with a single developer before the entire team uses the environment
4	Changes in requirements	Medium	High	Establish change control procedures to immediately communicate the impact of proposed changes
5	Inadequate Resources	Low	Medium	Specify all resource assumptions in the project plan and revise the plan if the assumed resources are not made available
6	Inability to obtain data to populate database	Medium	Medium	Schedule tasks related to data acquisition early in the project. Revise the plan if initial assumptions about how data can be acquired are not correct
7	Improper staffing (insufficient skills)	Low	Medium	People now being considered to staff the project have adequate skills. Continue to monitor staffing to assure that this does not change
8	Inadequate or ignored quality procedures	Low	High	Establish the quality plan and procedures before the project begins and monitor daily once the project begins.
9	Poor communications	Medium	Medium	Establish a project Web Site and a weekly status reporting system.

				Personally meet with key stakeholders a least weekly.
10	Part time project resources have other priorities	High	High	Carefully plan the involvement of people from other departments in order to provide advanced notice of time commitments. Immediately inform management of any delays resulting from missed commitments.

## Project Control

### ***Change Control***

The policy for this project is that ALL changes must be documented, analyzed, estimated and approved before implementation. The Project Manager will work to create an attitude on the part of all (customers, team members, executives) that there is no such thing as a free change.

All proposed changes and all approved changes will be tracked in the Incident Database.

The Project Manager will determine for each change how far back in the life cycle to go for each change. For example, can the change be made directly in program code or is it necessary to update design documents. If the design documents must be updated, should the original documents be updated or should the change analysis just be attached to the original document?

The Project Manager will communicate and schedule approved changes (This could include revising the entire project plan. Example: If the programming team receives and implements a change, the training and documentation team as well as the marketing team may also need to change their work products.)

### ***Quality Plan***

The complete Quality Plan for this project is attached in Appendix B. The highlights of this plan include:

1. The Project Manager will be responsible for the quality of the project and will hold each individual team member accountable for the quality of his/her work.
2. There will be no independent quality assurance team outside of the project.
3. The project plan includes a testing team that reports directly to the Project Manager
4. The project team will maintain an Incident Database to keep track of changes and problems.

## References

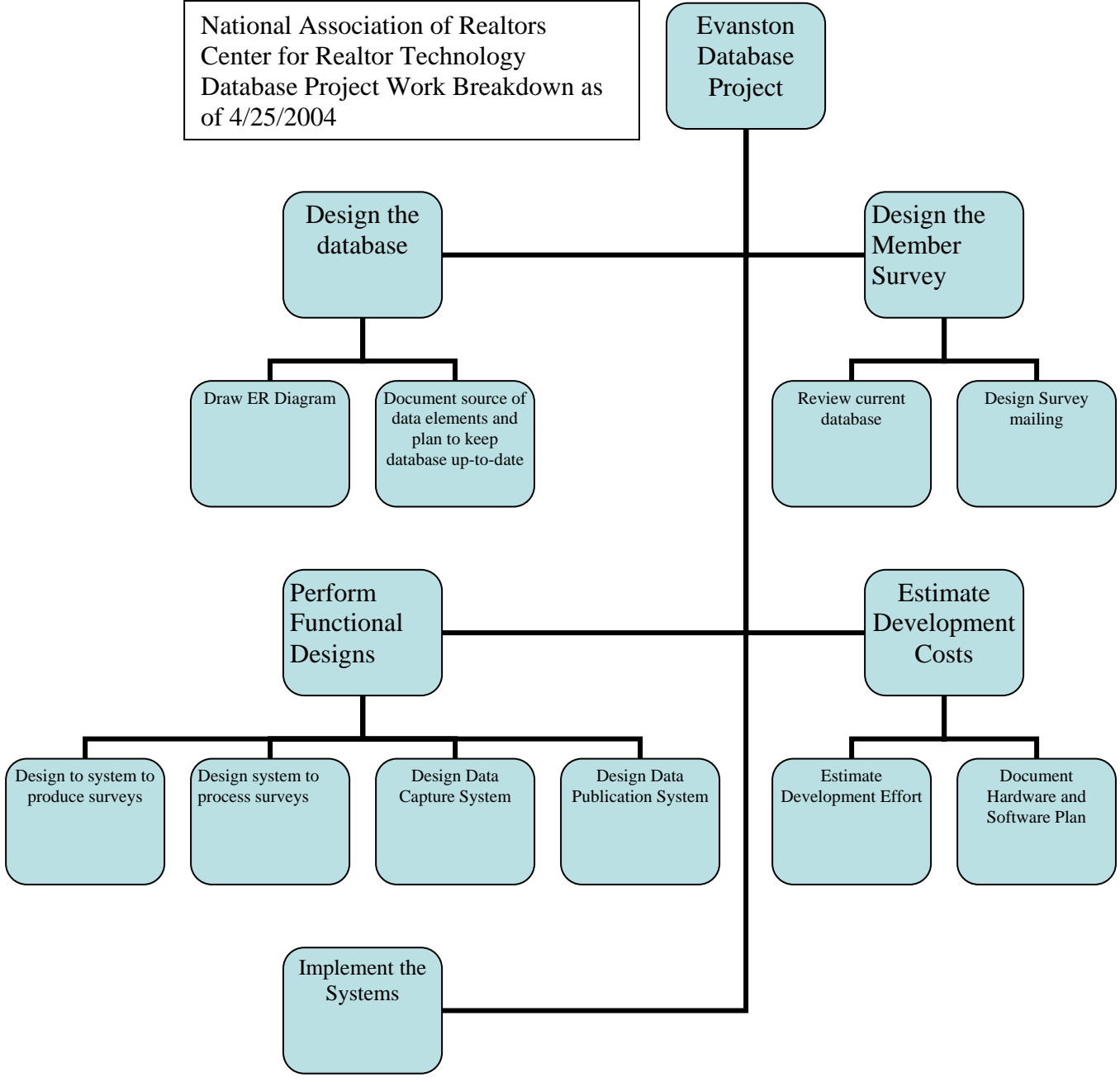
1. Washington State Department of Information Services (2004) – Quality Assurance Plan Template retrieved May 28, 2004 from <http://www.dis.wa.gov/pmframework/templates/qualityassurance.doc>

## Appendix A – Work Breakdown Structure

**Prepared by:** Jim Miller

**Date:** June 23, 2004

1. Design the Evanston Database
  - 1.1. Draw Entity Relationship Diagram
  - 1.2. Document planned source of each element
  - 1.3. Document plan for keeping database up-to-date
2. Design the Member Survey
  - 2.1. Review current database
  - 2.2. Design survey mailing
3. Produce functional designs for other required systems
  - 3.1. Design Survey Production System
  - 3.2. Design Survey Processing System
  - 3.3. Design Data Capture System
  - 3.4. Design Data Publication System
4. Estimate the Development Costs
  - 4.1. Estimate Effort
  - 4.2. Document additional hardware and software costs
5. Implement the Systems
  - 5.1. Develop Systems
    - 5.1.1. Develop Survey Production System
    - 5.1.2. Develop Survey Processing System
    - 5.1.3. Develop Data Capture System
    - 5.1.4. Develop Data Publication Systems
  - 5.2. Test Systems
    - 5.2.1. Develop Test Plans
    - 5.2.2. Perform Unit Testing
    - 5.2.3. Perform Integration Testing
  - 5.3. Develop Training and Documentation
  - 5.4. Deploy Systems



## Appendix B – Project Quality Plan

### *Introduction*

#### **Purpose**

The purpose of this plan is to assure that the Evanston Database Project meets the expectations of the National Association of Realtors in terms of functional capabilities, technical architecture and system performance.

#### **Scope**

This plan will address the quality of the design of the database and the approach to loading the database. It will also address the quality of the applications built to update the database and to report the contents of the database. The scope of this quality plan also includes a review of the security over the database and the applications.

#### **Background**

This project will construct a new database for the National Association of Realtors. Part of the database will be loaded with data from existing database tables. The remainder of the data will be derived by algorithms in the system being constructed in this project or entered manually. The Project Sponsor for this Project is the Vice President of the Center for REALTOR Technology. The existing database tables are managed by the Information Technology Service Department.

### **Quality Checkpoints**

The major quality checkpoints in this project will be at the end of database design, at the end of functional design and a final major checkpoint before system deployment. There will also be checkpoints for each system after integration testing for that system is complete. Finally, there will be a post deployment follow up.

The first two checkpoints will consist of detailed reviews of the written design by the Project Sponsor (who has strong database skills) as well as a member of the Information Technology Services Department. The pre-deployment checkpoint will consist of a series of formal meetings where the Sponsor, the Project Manager will review all documentation, including training materials, and will review the test results.

### *Staffing*

### **Roles and Responsibilities**

There is no independent Quality Assurance team. The Project Manager is responsible for quality. There are people dedicated to testing on the project. These people report directly to the Project Manager. The Project Manager will hold each team member accountable for the quality of their work.

### **Required Skills**

The Project Manager is expected to be familiar with basic quality concepts as well as have knowledge of the National Association of Realtors Development Methodology and the technologies (PHP, Apache, MySQL, and ORACLE) being used on the project. Each team member is expected to have knowledge of the portion of the National Association of Realtors Development Methodology that applies to the tasks to which they are assigned.

## *Reviews*

### Methodologies and Standards

The National Association of Realtors Development Methodology will be applied to this project. In addition, structured walkthroughs will be conducted for each coding unit just before developer testing for that unit begins. The template for this Quality Assurance Plan is from the State of Washington (<http://www.dis.wa.gov/pmframework/templates/qualityassurance.doc>).

### *Resource Estimates*

The estimates for all QA related activities are included in the Microsoft Project file for this project. As previously mentioned, all QA work will be performed within the project by the Project Manager and the Project Team. There will be some involvement in this project by members of the Information Technology Service department but this involvement will be minimal.

## ***Corrective Action***

### **Process**

The Project Manager will maintain a log of all issues identified in the major QA checkpoints and will be responsible to verify that all issues have been addressed.

**Product**

Any issues found after Developer Testing will be logged in the National Association of Realtors Incident Database by the Project Team member that discovers the problem (or receives a problem report from a person outside the team). The status of the incident will be updated by the person who clears the incident. The Project Manager will review the incident reports at least weekly once incident reporting begins.


**Preventive Measures**

Testing will begin early in the project. Each program will be Developer Tested immediately after it is coded. That same program will later be tested by a member of the testing team during Unit Testing. It will be further tested by a member of the testing team during Integration Testing. Each level of testing occurs as early as possible in the project.

Errors in the database being created are one of the major risks on this project. The Project Sponsor will use his database skills to specify a series of reports that can detect certain database errors and one of the project testers will run these reports weekly and create new Incidents in the Incident Database for follow-up.


## **Appendix C – Microsoft Project Task Report**


ID		Task Name	Duration																					
1		<b>Design Evanston Database</b>	<b>5 days</b>																					
2	✓	Document entities and relationships	2 days																					
		<table border="1"> <thead> <tr> <th>ID</th> <th>Resource Name</th> <th>Units</th> <th>Work</th> <th>Delay</th> <th>Start</th> <th>Finish</th> </tr> </thead> <tbody> <tr> <td>18</td> <td>SD System Designer</td> <td>100%</td> <td>16 hrs</td> <td>0 days</td> <td>Mon 5/10/04</td> <td>Tue 5/11/04</td> </tr> </tbody> </table>	ID	Resource Name	Units	Work	Delay	Start	Finish	18	SD System Designer	100%	16 hrs	0 days	Mon 5/10/04	Tue 5/11/04								
ID	Resource Name	Units	Work	Delay	Start	Finish																		
18	SD System Designer	100%	16 hrs	0 days	Mon 5/10/04	Tue 5/11/04																		
3	✓	Determine source of each data element	2 days																					
		<table border="1"> <thead> <tr> <th>ID</th> <th>Resource Name</th> <th>Units</th> <th>Work</th> <th>Delay</th> <th>Start</th> <th>Finish</th> </tr> </thead> <tbody> <tr> <td>18</td> <td>SD System Designer</td> <td>100%</td> <td>16 hrs</td> <td>0 days</td> <td>Thu 5/13/04</td> <td>Fri 5/14/04</td> </tr> </tbody> </table>	ID	Resource Name	Units	Work	Delay	Start	Finish	18	SD System Designer	100%	16 hrs	0 days	Thu 5/13/04	Fri 5/14/04								
ID	Resource Name	Units	Work	Delay	Start	Finish																		
18	SD System Designer	100%	16 hrs	0 days	Thu 5/13/04	Fri 5/14/04																		
4		Design Member Survyer	1 day																					
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ID	Resource Name	Units	Work	Delay	Start	Finish																		
18	SD System Designer	100%	8 hrs	0 days	Wed 5/12/04	Wed 5/12/04																		
5		<b>Produce Functional Designs</b>	<b>24.5 days</b>																					
6		<b>Design Survey Production System</b>	<b>4.5 days</b>																					
7	✓	Develop functional specifications	4 days																					
		<table border="1"> <thead> <tr> <th>ID</th> <th>Resource Name</th> <th>Units</th> <th>Work</th> <th>Delay</th> <th>Start</th> <th>Finish</th> </tr> </thead> <tbody> <tr> <td>18</td> <td>SD System Designer</td> <td>100%</td> <td>32 hrs</td> <td>0 days</td> <td>Tue 6/15/04</td> <td>Fri 6/18/04</td> </tr> </tbody> </table>	ID	Resource Name	Units	Work	Delay	Start	Finish	18	SD System Designer	100%	32 hrs	0 days	Tue 6/15/04	Fri 6/18/04								
ID	Resource Name	Units	Work	Delay	Start	Finish																		
18	SD System Designer	100%	32 hrs	0 days	Tue 6/15/04	Fri 6/18/04																		
8		Obtain approval to proceed	4 hrs																					
		<table border="1"> <thead> <tr> <th>ID</th> <th>Resource Name</th> <th>Units</th> <th>Work</th> <th>Delay</th> <th>Start</th> <th>Finish</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>Project manager</td> <td>100%</td> <td>4 hrs</td> <td>0 days</td> <td>Mon 6/21/04</td> <td>Mon 6/21/04</td> </tr> <tr> <td>9</td> <td>CS Client Sponsor</td> <td>100%</td> <td>4 hrs</td> <td>0 days</td> <td>Mon 6/21/04</td> <td>Mon 6/21/04</td> </tr> </tbody> </table>	ID	Resource Name	Units	Work	Delay	Start	Finish	3	Project manager	100%	4 hrs	0 days	Mon 6/21/04	Mon 6/21/04	9	CS Client Sponsor	100%	4 hrs	0 days	Mon 6/21/04	Mon 6/21/04	
ID	Resource Name	Units	Work	Delay	Start	Finish																		
3	Project manager	100%	4 hrs	0 days	Mon 6/21/04	Mon 6/21/04																		
9	CS Client Sponsor	100%	4 hrs	0 days	Mon 6/21/04	Mon 6/21/04																		
9		<b>Design Survey Processing System</b>	<b>5.5 days</b>																					
10		Develop functional specifications	5 days																					
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9	CS Client Sponsor	100%	4 hrs	0 days	Tue 6/8/04	Tue 6/8/04																		
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52		<b>Unit Testing</b>	<b>7.5 days</b>																					
53		Review modular code	2.5 days																					
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54		Test component modules to product specifications	1 day																					
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57		Re-test modified code	1 day																					
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58		Unit testing complete	0 days																					
59		<b>Integration Testing</b>	<b>8.5 days</b>																					

ID	 Task Name	Duration																					
60	Test module integration	5 days																					
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61	Identify anomalies to specifications	1 day																					
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63	Re-test modified code	1 day																					
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64	Integration testing complete	0 days																					
65	Send out Survey using survey production system	1 day																					
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18	SD System Designer	100%	8 hrs	0 days	Mon 1/31/05	Mon 1/31/05																	
66	Wait for survey results	20 days																					
67	<b>Training</b>	<b>71 days</b>																					
68	Develop training specifications for data operations personnel	3 days																					
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69	Develop training specifications for helpdesk support staff	3 days																					
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70	Identify training delivery methodology (computer based training, classroom	2 days																					
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71	Develop training materials	3 wks																					
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16	TDS Training/Documentation	100%	120 hrs	0 days	Wed 2/9/05	Tue 3/1/05																	
72	Conduct training usability study	4 days																					
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16	TDS Training/Documentation	100%	32 hrs	0 days	Mon 3/28/05	Thu 3/31/05																	
73	Finalize training materials	3 days																					
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74	Develop training delivery mechanism	2 days																					
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75	Training materials complete	0 days																					
76	<b>Documentation</b>	<b>76 days</b>																					
77	Develop Help specification	1 day																					
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ID		Task Name						Duration
78		Develop Help system						3 wks
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	16	TDS Training/Documentation	100%	120 hrs	0 days	Wed 1/12/05	Tue 2/1/05	
79		Review Help documentation						3 days
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	16	TDS Training/Documentation	100%	24 hrs	0 days	Wed 3/23/05	Fri 3/25/05	
80		Incorporate Help documentation feedback						2 days
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	16	TDS Training/Documentation	100%	16 hrs	0 days	Mon 4/11/05	Tue 4/12/05	
81		Develop user manuals specifications						2 days
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	16	TDS Training/Documentation	100%	16 hrs	0 days	Mon 1/3/05	Tue 1/4/05	
82		Develop user manuals						3 wks
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	16	TDS Training/Documentation	100%	120 hrs	0 days	Wed 3/2/05	Tue 3/22/05	
83		Review all user documentation						2 days
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	16	TDS Training/Documentation	100%	16 hrs	0 days	Wed 4/6/05	Thu 4/7/05	
84		Incorporate user documentation feedback						2 days
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	16	TDS Training/Documentation	100%	16 hrs	0 days	Fri 4/15/05	Mon 4/18/05	
85		Documentation complete						0 days
86		Process survey results with survey processing system						3.33 days
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	10	A1 Analyst 1	100%	26.67 hrs	0 days	Tue 4/19/05	Fri 4/22/05	
	12	P1Programmer 1	100%	26.67 hrs	0 days	Tue 4/19/05	Fri 4/22/05	
	14	T1 Tester 1	100%	26.67 hrs	0 days	Tue 4/19/05	Fri 4/22/05	
87		<b>Pilot</b>						<b>9 days</b>
88		Identify test group						1 day
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	3	Project manager	100%	8 hrs	0 days	Fri 4/22/05	Mon 4/25/05	
89		Develop software delivery mechanism						1 day
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	13	P2 Programmer 2	100%	8 hrs	0 days	Mon 4/25/05	Tue 4/26/05	
90		Install/deploy software						1 day
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	13	P2 Programmer 2	100%	8 hrs	0 days	Tue 4/26/05	Wed 4/27/05	
91		Obtain user feedback						1 wk
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	3	Project manager	100%	40 hrs	0 days	Wed 4/27/05	Wed 5/4/05	
92		Evaluate testing information						1 day
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	3	Project manager	100%	8 hrs	0 days	Wed 5/4/05	Thu 5/5/05	
93		Pilot complete						0 days
94		<b>Deployment</b>						<b>5 days</b>
95		Determine final deployment strategy						1 day
	<i>ID</i>	<i>Resource Name</i>	<i>Units</i>	<i>Work</i>	<i>Delay</i>	<i>Start</i>	<i>Finish</i>	
	3	Project manager	100%	8 hrs	0 days	Thu 5/5/05	Fri 5/6/05	

ID		Task Name	Duration																																																															
96		Develop deployment methodology	1 day																																																															
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97		Secure deployment resources	1 day																																																															
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98		Train support staff	1 day																																																															
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103		Distribute to team members	1 day																																																															
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104		Create software maintenance team	1 day																																																															
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