

PROJECT IMPLEMENTATION AND MANAGEMENT PLAN

FOR THE

TANKS MODERNIZATION PROJECT

OF THE

INDIANA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (IDEM)

**Revision History**

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| 2 | Update to timeline for the sprint schedule | 02/14/2020 | Natasha Reynolds |
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|  |  |  |  |

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|  |  |  |  |
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Table of Contents

[1 Executive Summary 5](#_Toc29988089)

[2 Glossary of Terms and Acronyms 6](#_Toc29988090)

[3 Sprint Cadence/Project Methodology 8](#_Toc29988091)

[4 Phase 0: Pre-Requisites and Implementation Preparation 9](#_Toc29988092)

[5 Phase 1: Implementation of UST (June 2020 – September 2020) 12](#_Toc29988093)

[6 Phase 2A: Implementation of LUST (September 2020 – October 2021) 16](#_Toc29988094)

[7 Phase 2B: Implementation of ELTF (October 2021 – February 2022) 23](#_Toc29988095)

[8 Project Benefits and Results 26](#_Toc29988096)

[9 Integration Management 27](#_Toc29988097)

[10 Requirements Management 29](#_Toc29988098)

[11 Cost Management 39](#_Toc29988099)

[12 Quality Management 39](#_Toc29988100)

[13 References 42](#_Toc29988101)

[14 Appendix A. IDEM Tanks Modernization Project Structure 43](#_Toc29988102)

[15 Appendix B. Tanks Project Implementation Visual Timeline 44](#_Toc29988103)

# Executive Summary

**Background**

The Office of Land Quality's (OLQ) Petroleum Branch includes three program areas: Underground Storage Tanks (UST) Operations, UST Compliance, and Petroleum Remediation Section (PRS). The UST Operations section includes the registrations, notifications, and closures of underground tanks that may contain petroleum or other hazardous materials; as well as the management of the Excess Liability Trust Fund (ELTF), Indiana’s main financial assurance mechanism to clean up petroleum releases. The PRS oversees the Leaking Underground Storage Tank (LUST) processes; as well as other petroleum spills and releases, and the Independent Closure Processes (ICP).

Currently, the OLQ utilizes several user interfaces and databases to manage and maintain UST, LUST, ELTF operations, namely ULCERS (Underground Leaking, Community Right-to-Know, and Emergency Response System), TRACS (Tank Regulation and Claims System), Sample Database (SampDB), and VFC (Virtual File Cabinet). TRACS, intended as a replacement for ULCERS, was deemed inadequate after deployment and further development to include all of ULCERS functionality in TRACS was abandoned.

**Business Need and Benefits**

TRACS functionality and performance is below acceptable levels and a replacement system is required to increase OLQ UST, LUST, and ELTF operational efficiency and reduce errors in the applicable processes. This will reduce the time regulatory procedures take to complete, reduce errors in the execution of such procedures, and greatly enhance record-keeping and tracking abilities. This will benefit the business in numerous ways:

* Stronger data integrity
* Better ability to query records and compile reports
* Streamlined and easier to complete processes for internal and external users
* Enhanced ability to detect and stop fraudulent activities related to ELTF funds

**Objectives**

* The UST Operations Section functions will have a seamless internal/external portal to handle its regular operations, namely the following: registration, notification, request for closure, closure, billing, and ELTF eligibility determinations.
* UST Compliance Section functions will have a seamless internal/external portal to handle its operations for compliance and inspection.
* The Petroleum Remediation Section functions will have a seamless internal/external portal to handle its regular operations, namely the LUST remediation process.
* One portal shall support all three programs and all process within each program to eliminate the need for multiple sites or databases.

# Glossary of Terms and Acronyms

|  |  |
| --- | --- |
| **Term/Acronym** | **Definition** |
| Change | Modification to an existing requirement or process |
| Connected Defects | The resolution of a defect that precipitates additional defects |
| CROMERR | Cross Media Electronic Reporting Rule |
| Defects | Error or issue found after UAT that is rooted to an original requirement of the system |
| Demonstration | Complete walk-through of actual system functionality built in support of a sub-system prior to hand-off to IDEM for testing within a sprint |
| Deployment | Implementation activities associated with making the target environment ready for testing or production use |
| DFD | Data Flow Diagram |
| ELTF | Excess Liability Trust Fund |
| Enhancement | An enhancement is any change that is out of scope from the originally documented requirements, process flows, user stories, design, and mapping documents.  An enhancement IS NOT: Any additional design element left out of the proposed solution which is necessary for the proposed solution to meet the objectives defined in the Project Implementation Plan.  An enhancement IS NOT: a feature or functionality not well understood by the Contractor and requires more time and cost on the project. |
| EPA | Environmental Protection Agency |
| ERC | Environmental Restrictive Covenant |
| ERD | Entity Relationship Diagram |
| FID | Facility Identification Number |
| FSI | Further Site Investigation |
| Go-Live | Final solution transferred to Production environment |
| Hybrid Methodology | Mix between waterfall and agile methodology |
| ICP | Independent Closure Processes |
| IDEM | Indiana Department of Environmental Management |
| Implement | All project activities within a system implementation to Go-Live |
| ISC | Initial Site Characterization |
| Iterative Migrations | Repetition of the migration process to generate needed outcome |
| Large Scale Project | A project with three or more integrations and migrations as part of the complete solution with financial components |
| LSI | Limited Site Investigation |
| LUST | Leaking Underground Storage Tanks |
| METS | Multimedia Enforcement Tracking System |
| Modules | Solution sub-systems that target each specific program area of UST, LUST, ELTF |
| OLQ | Office of Land Quality |
| OOPs | UST system owners, UST system operators, and property owners |
| Phase | Distinct collection of project work streams orchestrated to deliver a final product |
| PIP | Project Implementation Plan |
| PRS | Petroleum Remediation Section |
| RTC | Return to Compliance |
| RTE | Refer to Enforcement |
| SampDB | Sample Database |
| Specific Milestone | Key activities and dates within the project timeline signifying a change or stage in the development and/or implementation |
| Sprint | Set period of time during which specific tasks must be completed |
| SSB | Science Services Branch |
| TEMPO | Agency wide system that is used to track sites that are of interest to multiple programs |
| TRACS | Tank Regulation and Claims System - System intended to replace the aging ULCERS system but whose development was ended prematurely because of lack of quality/performance. This system is browser-based and despite its recent deployment the GUI does not adhere to a modern design language leading to wasted space. Additionally, basic sorting and filtering options are largely missing from listing and reporting functions. |
| UAT | User Acceptance Testing |
| ULCERS | Underground Leaking, Community Right to Know, and Emergency Response System - Legacy system containing data points for the IDEM Tanks program. It has sections for UST owners, facilities, closure, abandoned tanks, billing, reporting, and maintenance. The system is application-based, non-accessible by browser, and uses an outdated GUI. |
| UST | Underground Storage Tanks |
| VFC | Virtual File Cabinet |
| VPS | Value Payment System |
| WIP | Work in Progress - Any requirement or design element delegated to the product backlog that were not fulfilled during the sprint but must be completed before UAT |

# Sprint Cadence/Project Methodology

**Project Methodology**

This project will follow a hybrid methodology approach using the standard waterfall and agile methodology together. The project as a whole will be managed using the waterfall methodology. This will allow the project to move through distinct phases step by step toward ultimate completion and release of the new system. The software development will use agile methodology following a Sprint Schedule. The agile approach during development will allow the team to quickly deliver sub-systems for UAT and evolve through a collaborative effort meeting user needs.

**Sprint Cadence**

Each sprint will be used to develop subsystems within each program area completing functionality of the system, integration with current systems, and data migrations from current systems. UAT will be completed at key milestones in the project to test and delivery completed subsystems to the users. The sprint cadence is as follows:

* Sprint planning: Planning of the upcoming sprint to remain one step ahead.
* Functionality: Build/Test of the subsystem for the specific program area. This will include IDEM internal testing of the subsystem and IDEM SME users to confirm the build is correct. The Technical Architect will be key to driving this portion of each sprint.
* Integration: Documenting, mapping, and connecting systems for integration of current databases/software with the new platform. This will include documenting both systems architect, connecting the Dev environments of both systems, and testing connections between systems. The Data Architect will be key to driving this portion of each sprint.
* Migration: Data migration from current system for each subsystem. This will include identifying objects to migrate, populating templates for data, preparing the destination in the new system and validating the data. This step will likely have 2 iterations to capture any data that didn’t migrate per the exception report.

# Phase 0: Pre-Requisites and Implementation Preparation

* 1. **Purpose:** The purpose of this Sprint is to ensure all resources are onboarded and understand the implementation solution; as well as, draft, review, approve and transfer of ownership the Design / Configuration document to IDEM.
     1. **Pre-Sprint**: Jan 1 – July 14
        1. Project Implementation Plan
           1. Documented plan with milestones, deliverables, and objectives
           2. Approvers – TANKS PIP Approvers
           3. Estimated Approval Date – February 3, 2020
        2. Implementation Requirements
           1. Functional and user requirements for each system
           2. Approvers – UST Ops (Colleen Rennaker/John Morris), UST Compliance (Tom Newcomb), ELTF (Colleen Rennaker/John Morris)
           3. Estimated Approval Date - February 3, 2020
        3. Process Maps
           1. Current process maps of each system
           2. Approvers – UST Ops (Colleen Rennaker/John Morris), UST Compliance (Tom Newcomb), ELTF (Colleen Rennaker/John Morris)
           3. Estimated Approval Date - February 3, 2020
        4. User Stories
           1. Definition of all requirements for each feature created by the users
           2. Approvers – UST Ops (Colleen Rennaker/John Morris), UST Compliance (Tom Newcomb), ELTF (Colleen Rennaker/John Morris)
           3. Estimated Approval Date - February 3, 2020
        5. Change Management Plan
           1. Plan of process and system adoption for internal and external users
           2. Approvers – TANKS PIP Approvers
           3. Estimated Approval Date – February 3, 2020
        6. Project / Sprint Schedule
           1. Project schedule typically done in MS Project
           2. Approvers – TANKS PIP Approvers
           3. Estimated Approval Date – February 3, 2020
        7. eSignature
           1. Application with CROMERR to be submitted to EPA for eSignature, eReporting, and eDocuments
           2. Approvers – EPA
           3. Estimated Submission Date – March 31, 2020
           4. Estimated Approval Date – November 30, 2020
     2. **Output -** The outputs of this pre-sprint are the following:
        1. Approved Project Implementation Plan
        2. Approved Implementation Requirements
        3. Approved Process Maps
        4. Approved User Stories
        5. Approved Change Management Plan
        6. Approved Project / Sprint Schedule
        7. CROMERR Application Submitted
     3. **Sprint 0**: July 13 – Aug 18
        1. Design, Technical Requirements and Specifications Document
           1. It is expected that during the contract negotiation (Sprint 0) the Technical and Data Architects are drafting this document.
           2. Onboarding - person is completely onboarded when:

They have received all of the necessary hardware (if required), accounts, access to systems and utilities.

They have been acclimated and they completely understand the solution, their role / responsibilities, project schedule, sprint schedule, work schedule, main points of contact, and IDEM expectations.

* + - * 1. Approvers – IDEM IS (Jeremy Chenevert)
        2. Estimated Approval Date – August 18, 2020
      1. Data Migration Plan
         1. Plan for specific data migrations including fields, tables, formats, etc.
         2. Approvers – IDEM IS PMO and Ops (Jeremy Chenevert, Laurie Mann, and Erin Ignas), UST Ops (Colleen Rennaker/John Morris) UST Compliance (Tom Newcomb), ELTF (Collen Rennaker/John Morris)
         3. Estimated approval date – August 18, 2020
      2. Data Migration Verification Forms and Templates
         1. Data migration verification templates
         2. Approvers – IDEM IS PMO (Laurie Mann and Natasha Reynolds)
         3. Estimated approval date – August 18, 2020
    1. **Output -** The outputs of this sprint are the following:
       1. Approved Design, Technical Requirements and Specifications Document
       2. Approved Migration Plan
       3. Approved Data Migrations Forms and Templates

# Phase 1: Implementation of UST (August 2020 – February 2021)

* 1. **Purpose.** The purpose of this phase is to implement the system components related to the following programs and activities:
     1. **Sprint 1**: August 19, 2020 – October 22, 2020
        1. UST Operations and Billing
           1. The objective of Registration/Notification Workflow

The objective of this process is to allow for UST Owners, Operators, and Property Owners (OOPS) to submit through an online portal, a notification for a change to an associated site in which they own. This portal transaction will allow for new site registration, OOPs changes, facility changes, financial responsibility mechanism changes, billing and payment, UST system changes, and temporary closure notifications to be submitted to IDEM. This process will also allow for the electronic review of the submitted materials and information by the relevant IDEM UST personnel, namely the Operations and Compliance teams.

* + - * 1. The objective of Sprint 1 is to alleviate the following current pain points:

Use of Paper Applications

No data validation

Changes requiring submitting all info again

Lots of hand offs (as many as six)

OOPs info is suspect, hard to verify for accuracy

No easy tracking of changes/data inputs nor reporting functionality

Unable to change the notification information (i.e. the person currently has to fill out an entire notification form to fix a single data point (email address))

Unable to record the data until the notification/closure is approved

Unable to verify if email notifications/letters were sent successfully or not

Incorrect data in ULCERS creating billing challenges with tanks are sold, new owner registration is not complete, tanks are new and not registered properly, or closed without notice

Billing inaccuracies if fees not paid in full before a site is sold or a tank is closed

* + - * 1. The required integrations applicable to Sprint 1 are the following:

Secretary of State database – certifications of a newly created business

Value Payment Systems (VPS)

Indiana Department of Homeland Security database for contractor validation-certifications (install, remove, construction design release)

Tools for Environmental Management and Protection Organizations (TEMPO/RM) (for AI number check/assignment)

VFC – manually performed today with a backlog

Cloud authentication mechanism for internal and external login

* + - * 1. The required migrations applicable to Sprint 1 are the following:

ULCERS – UST owner information, FIDs associated with the UST owner, number of tanks per FID, and Inspection information

TRACS – Tank information

AI/TEMPO – Site information for the facility, owner, operator, and property owner

GIS – Mapping

* + - 1. Closure Workflow
         1. Objective of the process

The objective of this process is to allow for UST Owners, Operators, and Property Owners (OOPS) to begin and complete the process of closing UST systems through an online portal. The system will guide users requesting closure through the relevant information gathering needed and present the collected materials to the relevant IDEM staff for review and ultimate closure decision determination.

* + - * 1. The object is to alleviate the following current pain points:

Unable to change the notification information (i.e. the person currently has to fill out an entire notification form to fix a single data point (email address))

Unable to record the data until the closure is completed

Unable to verify if email notifications/letters were sent successfully or not

* + - * 1. The required migrations applicable are the following:

VFC

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of UST operations and billing sub-system
       2. Successful integration of Secretary of State database, VPS, IN Department of Homeland Security database for contractor validation-certifications, TEMPO/RM, and VFC for registration /notification workflow
       3. Successful migration of inspection information from ULCERS/SharePoint
       4. Successful integration workflow information to VFC
       5. Successful confirmation of data sync between TEMPO/RM for the UST and LUST IDs
    2. **Sprint 2**: October 22, 2020 – December 16, 2020
       1. UST Compliance
          1. The objective of the Pre-Inspection Workflow

The objective of this process is to help IDEM determine what sites will be inspected in the upcoming fiscal year, send appropriate correspondence to the relevant owner, operator, and property owners for a site, and help IDEM prepare documents needed for site inspection, all through an online portal.

* + - * 1. Alleviate the following Current pain points:

No pre-populating inspection report

No system aided notification

No system aided uploads (everything is communicated/sent via email)

No guidance on inspection report (no standardized language, uploads, or comments)

New notifications make the tank data bad again, so tanks are verified over and over

* + - * 1. Required integration here if applicable

VFC (previously integrated)

AI/TEMPO (previously integrated)

* + - 1. Inspection/RTC Workflow
         1. Objective of the inspection/Return to Compliance (RTC) Workflow process:

The objective of this process is to allow an IDEM inspector to collect, record, and upload information gathered during a routine site inspection as well as complete the final inspection report, send the relevant correspondence, and take further action if necessary.

* + - * 1. Alleviate the following Current pain points

Use of Paper Applications

No data validation

Changes requiring submitting all info again

Lots of hand offs

* + - * 1. Required integration here if applicable

VFC

* + - * 1. Required migrations here if applicable

SharePoint for Pre-Inspection and Inspection Information

ULCERS for Pre-Inspection and Inspection Information

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of UST compliance sub-system
       2. Successful integration of VFC for the Pre-Inspection Workflow
       3. Successful integration of VFC for the Inspection/RTC Workflow
       4. Successful migration of Pre-Inspection and Inspection Information
    2. **Product Backlog**: December 16, 2020 – January 19, 2021
       1. Objective of the product backlog is to address any changes to existing features, bug fixes, or infrastructure changes that may need addressed to complete UST/UAT testing for Sprint 1 and 2.
    3. **Output**: The outputs of the completion of the product backlog are the following:
       1. All features have been successfully integrated and are ready for UAT
       2. All bug fixes have been deployed
       3. All infrastructure changes have been verified and are ready for UAT
* **Deployment for Sprint 1, 2**
  + Preparation for deployment will be completed and the deployment team will be trained
  + Sub-systems from Sprint 1, 2 will be deployed from the DEV to TEST environment for UAT
* **Milestone – User Acceptance Testing (UAT) for Sprint 1 and 2** 
  + **January 19, 2021 – February 1, 2021**
* **Quality Gate 1: February 1, 2021**
  + **Acceptance of all quality criteria determined by IDEM project management team**
* **Sprint 1 & 2 Internal/External Go-Live** 
  + **February 1, 2021**

# Phase 2A: Implementation of LUST (December 2020 – April 2022)

* + 1. **Sprint 3**: December 16, 2020 – March 29, 2021
       1. LUST Release Confirmation
          1. Objective of the release process

The objective of this process is to allow the responsible party of a release to report said incident to IDEM through an online portal. The online portal will interface with the future state tanks management system and allow the collection of relevant information pertaining to the release as well as automatic identification of releases with an emergency status based on relevant criteria.

* + - * 1. Alleviate the following Current pain points:

Minimal outreach to external customers

Completely reliant on Interoffice communication

No PM tools

Different PM processes for different remediation areas

Non-standard processes

Paper copies

Paper forms are incomplete

Owner / Operator info is not consistent

7-day deadline to confirm is currently too short

Multiple databases

Data buried in systems

* + - * 1. Required integration here if applicable

VFC (previously integrated)

AI/TEMPO (previously integrated)

Secretary of State database – for non-LUST facilities

* + - * 1. Required migration here is applicable

ULCERS for Release Information

* + - 1. Emergency Release
         1. Objective of the process

The objective of this process is to allow the system to take input from the user and check it against criteria to automatically determine if the release qualifies as an emergency within an online portal. If it does, the system takes steps to help the responsible party and IDEM take immediate action to mitigate the effects of the release on the environment and especially vulnerable populations.

* + - * 1. Alleviate the following Current pain points

Use of Paper Applications

No data validation

Changes requiring submitting all info again

Lots of hand offs

* + - * 1. Required integration here if applicable

VFC (previously integrated)

AI/TEMPO (previously integrated)

* + - * 1. Required migration here if applicable

ULCERS for Emergency Release Information

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of Release and Emergency Release sub-system
       2. Successful integration of the Release process from VFC and AI/TEMPO
       3. Successful integration of the Emergency Release process from VFC and AI/TEMPO
       4. Successful migration of Release and Emergency Release information from ULCERS
    2. **Sprint 4**: March 29, 2021 – May 18, 2021
       1. LUST Site Investigation
          1. Objective of the Site Investigation process

The objective of this process is to aide IDEM in the characterization of a site after a LUST release has been reported by an external user, within an online portal. The system shall have tools for IDEM project managers while on-site and allow IDEM personnel to make a determination as to whether the information submitted by the external user is accurate and true.

* + - * 1. Alleviate the following Current pain points

Limited Site Investigation (LSI) vs Initial site Characterization (ISC) unclear

No prioritization/classification

Everything goes to Science Services Branch (SSB)

Refer to Enforcement (RTE) submittal print, put in box

Role confusion

Multiple Further Site Investigations (FSIs)

No collaboration with SSB

Waiting on SSB reviews

Extensive narratives

* + - * 1. Required integration here if applicable

VFC (previously integrated)

AI/TEMPO (previously integrated)

GIS/Satellite/topographic mapping (previously integrated; for dropping map points, label map features)

* + - * 1. Required migration here if applicable

ULCERS for Site Investigation information

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of Site Investigation sub-system
       2. Successful integration of the Site Investigation process from VFC
       3. Successful integration of the Site Investigation process from GIS
       4. Successful integration of the Site Investigation process from Sampling Layers
       5. Successful migration of Site Investigation information from ULCERS
    2. **Sprint 5**: May 18, 2021 – July 13, 2021
       1. LUST Risk Assessment
          1. Objective of the Risk Assessment process

The objective of this process is to aide IDEM in the analysis of the risk that a given release poses and make a determination as to what action is required to address the incident through an online portal. The system will allow for the review of incident information by the relevant IDEM specialists and a final decision to be made with applicable correspondence being sent to the OOPs user.

* + - * 1. Alleviate the following Current pain points

Use of Paper Applications

No data validation

Changes requiring submitting all info again

Lots of hand offs

* + - * 1. Required integration here if applicable

GIS/Satellite/topographic mapping (previously integrated; for release coordinates, risk assessment)

VFC (previously integrated)

AI/TEMPO (previously integrated)

* + - * 1. Required migration here if applicable

ULCERS for Risk Assessment Information

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of Risk Assessment sub-system
       2. Successful integration of the Risk Assessment process from GIS
       3. Successful integration of the Risk Assessment process from VFC
       4. Successful migration of the Risk Assessment information from ULCERS
    2. **Product Backlog**: July 13, 2021 – August 20, 2021
       1. Objective of the product backlog is to address any changes to existing features, bug fixes, or infrastructure changes that may need addressed to complete UST/UAT testing for Sprint 3, 4, 5.
    3. **Output**: The outputs of the completion of the product backlog are the following:
       1. All features have been successfully integrated and are ready for UAT
       2. All bug fixes have been deployed
       3. All infrastructure changes have been verified and are ready for UAT
* **Deployment for Sprint 3, 4, 5**
  + Preparation for deployment will be completed and the deployment team will be trained
  + Sub-systems from Sprint 3, 4, 5 will be deployed from the DEV to TEST environment for UAT
* **Milestone – User Acceptance Testing (UAT) for Sprint 3, 4, and 5**
  + **August 23, 2021 – September 3, 2021**
* **Quality Gate 2: September 3, 2021**
  + **Acceptance of all quality criteria determined by IDEM project management team**
    1. **Sprint 6**: July 13, 2021 – November 3, 2021
       1. LUST Remedy Plan
          1. Objective of the Remedy Plan process

The objective of this process is to allow external users to enter their proposed remediation plan for a LUST release incident which will be approved or denied by the relevant IDEM staff within an online portal.

* + - * 1. Alleviate the following Current pain points

Use of Paper Applications

No data validation

Lots of hand offs

Manual Process

* + - * 1. Required integration here if applicable

VFC (previously integrated)

AI/TEMPO (previously integrated)

GIS/Satellite/topographical mapping

Sample locations map layer

* + - * 1. Required migration here if applicable

ULCERS for Remedy information

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of Remedy process sub-system
       2. Successful integration of the Remedy process from VFC
       3. Successful migration of the Remedy information from ULCERS
    2. **Sprint 7: November 3, 2021 – January 5, 2022**
       1. LUST Implementation and Monitoring
          1. Objective of the Implementation and Monitoring process

The objective of this process is to allow for the implementation and monitoring of approved remediation plans for LUST incidents within an online portal. The system will track milestone events and sampling submissions from OOPs users with the ability for IDEM to make determinations as to the efficacy of the remedy plan that is in progress.

* + - * 1. Alleviate the following Current pain points:

Use of Paper Applications

No data validation

Lots of hand offs

Manual Process

* + - * 1. Required integration here if applicable

GIS/Satellite mapping (previously integrated)

VFC (previously integrated)

AI/TEMPO (previously integrated)

* + - * 1. Required migration here if applicable

ULCERS for Implementation and Monitoring information

* + 1. **Output: The outputs of this sprint are the following:** 
       1. Successful build of Implementation and Monitoring sub-system
       2. Successful integration of the Implementation and Monitoring process from GIS
       3. Successful integration of the Implementation and Monitoring process from the Sample locations map layer
       4. Successful integration of the Implementation and Monitoring process from VFC
       5. Successful migration for Implementation and Monitoring information from ULCERS
    2. **Sprint 8: January 5, 2022 – March 8, 2022**
       1. LUST Remediation Close Out
          1. Objective of the Remediation Close Out process

The objective of this process is to allow for the closure of LUST incidents within an online portal. The system will allow for closure requests to be submitted by external users which will be reviewed by the relevant IDEM staff for a final decision as to whether further action is required or the incident has been adequately completed.

* + - * 1. Alleviate the following Current pain points

Use of Paper Applications

No data validation

Lots of hand offs

Manual Process

* + - * 1. Required integration here if applicable

VFC (previously integrated)

GIS/Satellite mapping (previously integrated; for GIS review)

Value Payment System (VPS) – (previously integrated; Cost Recovery of hours worked by PM)

AI/TEMPO (previously integrated)

* + - * 1. Required migration here if applicable

ULCERS for Remediation Close Out information

* + 1. **Output: The outputs of this sprint are the following:** 
       1. Successful build of Remediation Close Out sub-system
       2. Successful integration of the Remediation Close Out process from VFC
       3. Successful integration of the Remediation Close Out process from GIS
       4. Successful integration of the Remediation Close Out process from VPS for payment to close
       5. Successful integration of the Remediation Close Out process from AI/TEMPO to tie Environmental Restrictive Covenant (ERC) to site address
       6. Successful migration of the Remediation Close Out information from ULCERS
    2. **Product Backlog**: March 8, 2022 – April 4, 2022
       1. Objective of the product backlog is to address any changes to existing features, bug fixes, or infrastructure changes that may need addressed to complete UAT testing for Sprint 6, 7, 8.
    3. **Output**: The outputs of the completion of the product backlog are the following:
       1. All features have been successfully integrated and are ready for UAT
       2. All bug fixes have been deployed
       3. All infrastructure changes have been verified and are ready for UAT
* **Deployment for Sprint 6, 7, 8**
  + Preparation for deployment will be completed and the deployment team will be trained
  + Sub-systems from Sprint 6, 7, 8 will be deployed from the DEV to TEST environment for UAT
* **Milestone –User Acceptance Testing (UAT) for Sprint 6, 7, 8** 
  + **April 4, 2022 – April 15, 2022**
* **Quality Gate 3: April 15, 2022**
  + **Acceptance of all quality criteria determined by IDEM project management team**
* **LUST (Phase 2A) Internal Go-Live** 
  + **April 15, 2022**
* **LUST (Phase 2A) External Go-Live** 
  + **April 15, 2022**

# Phase 2B: Implementation of ELTF (March 2022 – November 2022)

* + 1. **Sprint 9**: April 15, 2022 – July 8, 2022
       1. ELTF Eligibility
          1. Objective of the Eligibility process

The objective of this process is to allow UST parties to submit information to IDEM for a determination as to whether or not they qualify for ELTF funds for a given release.

* + - * 1. Alleviate the following current pain points:

Reduce duplicate open releases

No leverage in payment

No auto-calculation of unpaid tank fees

Only 1/3 of potential parties submit

Parties submit notifications prior to populating all info

ELTF eligibility requirements are typically incomplete until a claim submitted

Paper/No electronic means

Inability to reinforce reimbursement guidelines

* + - * 1. Required integration here if applicable

VFC (previously integrated)

AI/TEMPO (previously integrated)

* + - * 1. Required migrations here if applicable

TRACS for eligibility information

ULCERS for eligibility information

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of ELTF Eligibility sub-system
       2. Successful integration of the Eligibility process in VFC
       3. Successful migration of the Eligibility information from TRACS and ULCERS
    2. **Sprint 10**: July 8, 2022 – August 1, 2022
       1. ELTF Cost Pre-Approval
          1. Objective of the process

The objective of this process is to allow eligible UST parties to have upcoming remediation costs related to a LUST release pre-approved for reimbursement through an online portal. The external user will submit relevant information which will be reviewed by IDEM personnel to determine if the costs are reasonable and necessary.

* + - * 1. Alleviate the following current pain points

Use of Paper Applications

No data validation

Changes requiring submitting all info again

Lots of hand offs

* + - * 1. Required integration here if applicable

VFC (previously integrated)

AI/TEMPO (previously integrated)

* + - * 1. Required migration here if applicable

ULCERS for Cost Pre-Approval Information

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of Cost Pre-Approval sub-system
       2. Successful integration of Cost Pre-Approval process from VFC
       3. Successful migration of Cost Pre-Approval information from ULCERS
    2. **Sprint 11**: August 1, 2022 – September 22, 2022
       1. ELTF Claims
          1. Objective of the Claims process

The objective of this process is to allow eligible UST parties to file an ELTF claim for release remediation work that occurred at one of their sites following a release through an online portal. The system shall guide the user through the information collection process and automatically make a decision as to the reimbursement of specific claims, with options for auditing by IDEM.

* + - * 1. Alleviate the following Current pain points

Multiple inefficient touches

Paper

Hard to annotate PDF

Finding needed info

Denial reasons tracking is difficult

Waiting on PM/Consultant to clarify issues

Autonomy-authority to make decisions

No consistent place for Master notes

* + - * 1. Required integration here if applicable

VFC (previously integrated)

AI/TEMPO (previously integrated)

* + - * 1. Required migration here if applicable

ULCERS for claims processing information

Excel file for claims processing information

* + 1. **Output:** The outputs of this sprint are the following:
       1. Successful build of ELTF Claims sub-system
       2. Successful integration of VPS for claims submittal
       3. User friendly portal to collect necessary information to make reimbursement decisions and auditing options
    2. **Product Backlog**: September 22, 2022 – October 20, 2022
       1. Objective of the product backlog is to address any changes to existing features, bug fixes, or infrastructure changes that may need addressed to complete UST/UAT testing for Sprint 9, 10, 11.
    3. **Output**: The outputs of the completion of the product backlog are the following:
       1. All features have been successfully integrated and are ready for UAT
       2. All bug fixes have been deployed
       3. All infrastructure changes have been verified and are ready for UAT
* **Quality Gate 4: November 8, 2022**
  + **Acceptance of all quality criteria determined by IDEM project management team**
* **Deployment for Sprint 9, 10, 11**
  + Preparation for deployment will be completed and the deployment team will be trained
  + Sub-systems from Sprint 9, 10, 11 will be deployed from the DEV to TEST environment for UAT
* **Milestone –User Acceptance Testing (UAT) for Sprint 9, 10, and 11**
  + **October 26, 2022 – November 8, 2022**
* **Executive Quality Gate : December 6, 2022**
  + **Acceptance of all quality criteria determined by IDEM project management team**
* **ELTF (Sprint 9, 10,11) Go-Live** 
  + **December 6, 2022**

# Project Benefits and Results

The overall goals of the project are to reduce the abuse and fraudulent use of the Excess Liability Trust Fund (ELTF), improve the integrity of OOPs, site, tanks, compartments, releases, and other associated data in the system IDEM uses for management, and increase the efficiency of the tanks process that must be completed on a regular basis by both IDEM and external users.

|  |  |  |
| --- | --- | --- |
| **Goal** | **Success Measures** | **Expected Outcomes** |
| 1. Implementation of UST | * 1. Successful registration/notification of tanks and components via the portal   2. Successful compliance operations via the portal   3. Successful closure of tanks via the portal   4. Successful integration of applicable databases/systems | * That there is adoption by the appropriate users * That the system has minimal bugs/glitches * That the system has minimal downtime and/or scheduled maintenance * Ability to use UST data for ELTF * Planned integrations are complete |
| 1. UST Data Migration | * 1. Successful migration of existing data from legacy systems to new system for UST components | * Preservation of field values * No duplicate records * All records in correct fields and tables * Data functions appropriately corresponding to defined entity relationships * Data does not require manual adjustment |
| 1. Implementation of LUST | * 1. Successful release confirmation process via the portal   2. Successful emergency release process via the portal   3. Successful implementation/monitoring process via the portal   4. Successful site investigation process via the portal   5. Successful risk assessment process via the portal   6. Successful closure of open incidents via the portal | * That there is adoption by the appropriate users * That the system has minimal bugs/glitches * That the system has minimal downtime and/or scheduled maintenance * Ability to use release data for ELTF * Reduced paperwork * Increased efficiency |
| 1. LUST Data Migration | * 1. Successful migration of existing data from legacy systems to new system for LUST components | * Preservation of field values * No duplicate records * All records in correct fields and tables * Data functions appropriately corresponding to defined entity relationships * Data does not require manual adjustment |
| 1. Implementation of ELTF | * 1. Successful claims process via the portal   2. Success pre-approval process via the portal   3. Successful eligibility process via the portal | * That there is adoption by the appropriate users * That the system has minimal bugs/glitches * That the system has minimal downtime and/or scheduled maintenance |
| 1. ELTF Data Migration | * 1. Successful migration of existing data from legacy systems to new system for ELTF components | * Preservation of field values * No duplicate records * All records in correct fields and tables * Data functions appropriately corresponding to defined entity relationships * Data does not require manual adjustment |

# Integration Management

This section describes how the IDEM Tanks Modernization Project Implementation will be orchestrated.

**Project Governance and Project Team Structure**

The organizational structure of the IDEM Tanks Modernization Project is comprised of both functional and matrix structures. The implementation project team is a matrix structure which contains resources connected to the traditional functional IDEM structure. This project is supported by the following functional teams within IDEM and the Governor’s Office:

* IDEM/GOV Executive Steering Committee
* IDEM Finance Team
* IDEM Information Systems Team
* IDEM Office of Land Quality Team
* Vendor (TBD)

**See Appendix A. for the Project Structure Diagram**

**IDEM Tanks Modernization Project Team Roles and Responsibilities**

| **#** | **Team** | **Responsibility** |
| --- | --- | --- |
| 1 | IDEM Executive Steering Committee | **Purpose:** To approve the implementation strategy, provide decision-making, provide perspective, reinforce priorities; ensure availability of resources, timing and funding. Ultimate decision-maker for all matters regarding project health |
| 3 | IDEM IS | **Purpose:** To provide project implementation support, provide business process and technical strategy options, technical decision-making and integration support, ensure the success of the project  Ultimate decision-maker for IDEM IS solutions including requirements and design which ensure business process |
| 4 | IDEM Office of Land Quality | **Purpose:** To provide Subject Matter Expertise (SME) for IDEM; ensure the success of the project scope and quality of deliverables. Ultimate decision-maker for the content associated with IDEM OLQ business process and reporting matters |
| 5 | IDEM Finance Team | **Purpose:** Oversee funding, spending, and reporting. Ultimate decision-maker for all matters related to the health of the project and the overall finances |
| 6 | Vendor (TBD) | **Purpose:** Develop and deliver a software/database solution fulfilling all applicable enterprise system, functional, and user requirements necessary and sufficient for user and quality gate acceptance |

**Change Control**

A “change” is classified as any request contributing to the change of existing requirements and/or design of a system. This relates specifically to changes in scope and assumptions. During the project implementation, all changes will be managed within the IDEM Tanks Modernization Project Team during the reoccurring project update team meetings. Once this Project Implementation and Management Plan is approved, all changes will be recorded and tracked. Like-for-Like changes may be considered if the status of project controls allow the opportunity for inclusion; else the changes will be considered for a future project. All change requests will be evaluated as received and prioritized against the controls of the current project (time, scope, resources, and budget). If an approved change request is not included in the scope of the current project, the change request will be included as content for an IDEM Project Intake (for a future project) and referenced in the Project Summary document at the end of the project.

If there are change requests in which the team members are not in agreement of the solution, strategy and/or approach; a cost/benefit analysis will be performed and the results will be assessed against the controls of the project (time, budget, resources, risks, assumptions, issues, and dependencies).

Changes will be tracked in the Change Control Log.

**Risks, Assumptions, Issues, Dependencies, and Constraint (RAID/C) Management**

The risks, issues, assumptions, constraints, dependencies will be tracked by the Project Manager with input from the Project Team. These will be tracked and updated as needed throughout the project.

**Decision Making Processes**

The key to project success is good decision-making at the right time. In order to facilitate good decision-making, the IDEM Tanks Modernization Project will incorporate the following decision-making process:

When making decisions, the Project Team will consider the following:

* Who will benefit?
* What is the value proposition?
* What is the level of effort to achieve 100% of the value proposition?
* What are the technical impact(s)? (Including resources)
* What are the costs associated with the above elements?

Please refer to **Section 4.2 IDEM Tanks Modernization Project Roles and Responsibilities table**

Decisions made on the project will be tracked in the project Decision Log.

# Requirements Management

Formal UST, ELTF, and LUST requirements are documented.

The following attributes will be gathered for each requirement. In the event of a change the following meta-data will be gathered for each requirement:

* Requirement ID
* Business Priority (for anything new)
* Date Raised (for anything new)
* Acceptance Criteria (How requirement will be measured/success factors; this needs to be addressed in test scripts/sprint plans)

Requirements will be maintained in the TeamSharePoint site location.

***The prioritization table below applies only to new requirements that have been vetted through the change control process during implementation.* All requirements gathered and approved by IDEM at the start of the project are necessary and sufficient for the success of the project and all are critical to the build of the system.**

|  |  |  |
| --- | --- | --- |
| **Value** | **Rating** | **Description** |
| 1 | Critical | This requirement is critical to the success of the project. The project will not be possible without this requirement. |
| 2 | Future | This requirement is out of scope for this project, and has been included here for a possible future release. |

**The priorities are utilized to help the project team focus as a single unit on the most important parts of the project at the right time.**

**Project Deliverables**

In the table below is a list of all Project Deliverables within scope of the IDEM Tanks Modernization Project. The list of Project Deliverables will be maintained in the Project Schedule.

**Phase 0 Deliverables**

| **#** | **Deliverable** | **Document Description** | **Author** | **Approver** | **Estimated Approval / Delivery Date** |
| --- | --- | --- | --- | --- | --- |
| 1 | Project Implementation and Management Plan | Documented plan with milestones, deliverables, RACI, and RAID/C | IDEM IS PMO | TANKS PIP Approvers | 02/03/2020 |
| 2 | Implementation Requirements, Process Maps, and User Stories | Functional and user requirements for the system | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) ELTF: Colleen Rennaker/John Morris | 02/03/2020 |
| 3 | Change Management Plan | Documented plan of process and system adoption for internal and external users | IDEM IS PMO | TANKS PIP Approvers | 02/03/2020 |
| 4 | Project Schedule / Sprint Schedule | Official Project Schedule (MS Project file) | IDEM IS PMO | TANKS PIP Approvers | 02/03/2020 |
| 5 | CROMERR Application | eSignature, eReporting, and eDocuments application submitted to EPA | IDEM IS PMO | TANKS PIP Approvers | 3/31/2020 |
| 6 | Proposed Design, Technical Requirements and Specifications Document | Necessary and sufficient architecture required for platform install (assumes on premise solution; not applicable if cloud-based)  ERDs, DFDs, integration architecture, etc. | Vendor Partner | IDEM IS (Jeremy Chenevert) | 08/18/2020 |
| 7 | Data Migration Plan | Plan for specific data migrations including fields, tables, formats, etc. (assumes separate data migration team) | Vendor Partner | IDEM IS PMO and Ops (Jeremy Chenevert, Laurie Mann and Erin Ignas)  UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) ELTF: Colleen Rennaker/John Morris | 08/18/2020 |
| 8 | Data Migration Verification Form Templates | Data migration verification templates | Vendor Partner | IDEM IS PMO | 08/18/2020 |

**Phase 1 Deliverables**

| **#** | **Deliverable** | **Document Description** | **Author** | **Approver** | **Estimated Approval / Delivery Date** |
| --- | --- | --- | --- | --- | --- |
| 1 | Data Migration Verification Forms | Data migration verification results | Vendor Partner | IDEM IS PMO | 08/19/2020 – 10/22/2020 |
|  |
| UST Ops: Colleen Rennaker/John Morris |
|  |
| UST Compliance: Tom Newcomb (Loic Maniet - Backup) |
| 2 | Phase 1 Product Backlog | Fixes for outlined problems Sprints 1, 2 | Vendor Partner | IDEM IS PMO | 12/16/2020 – 01/19/2021 |
|  |
| UST Ops: Colleen Rennaker/John Morris |
|  |
| UST Compliance: Tom Newcomb (Loic Maniet - Backup) |
| 3 | Prepare User Acceptance Test Cases | User Acceptance Test Cases are approved | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris | 12/16/2020 |
|  |
| UST Compliance: Tom Newcomb (Loic Maniet - Backup) |
| 4 | User Acceptance Test Cases and UAT Summary (Sprint 1 and 2 UAT) | UAT Testing Documentation | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris | 01/19/2021 – 02/01/2021 |
|  |
| UST Compliance: Tom Newcomb (Loic Maniet - Backup) |
| 5 | Quality Gate #1 – Sprints 1 and 2 | Go-live preparation approval for internal use | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris | 02/01/2021 |
|  |
| UST Compliance: Tom Newcomb (Loic Maniet - Backup) |
| 6 | Deployment for Sprint 1 & 2 | Preparation for deployment and team trained. Deploy from DEV to TEST environment | Vendor Partner / IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 01/19/2021 |
| 7 | (Sprint 1&2 - Phase 1) Go-live Internally and Externally | Go-Live internal and external | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris | 02/01/2021 |
|  |
| UST Compliance: Tom Newcomb (Loic Maniet - Backup) |

**Phase 2A Deliverables**

| **#** | **Deliverable** | **Document Description** | **Author** | **Approver** | **Estimated Approval / Delivery Date** |
| --- | --- | --- | --- | --- | --- |
| 1 | Project Implementation and Management Plan Update | Documented plan with milestones, deliverables, RACI, and RAID/C | IDEM IS PMO | TANKS PIP Approvers | 12/28/2020 |
| 2 | Change Management Plan Update | Documented plan of process and system adoption for internal and external users | IDEM IS PMO | LUST: Tim Veatch | 12/28/2020 |
|
| 3 | Project Schedule Updates | Official Project Schedule (MS Project file) | IDEM IS PMO | LUST: Tim Veatch | 12/28/2020 |
| 4 | Initial Design Document Updates | Necessary and sufficient architecture required for platform install (assumes phase 1 implementation is necessary and sufficient; assumes on premise solution; not applicable if cloud-based) | Vendor | IDEM IS (Jeremy Chenevert) | 12/28/2020 |
| 5 | Implementation Requirement updates from Phase 1 findings | Functional and user requirements for the system (assumes all action items are complete from LUST stakeholders) | IDEM IS PMO | LUST: Tim Veatch | 12/28/2020 |
| 6 | Revised Process Maps | Business process maps revised for accuracy and clarity | IDEM IS PMO | LUST: Tim Veatch | 12/28/2020 |
| 7 | Technical Specifications Update | ERDs, DFDs, integration architecture, etc. | Vendor Partner | IDEM IS (Jeremy Chenevert) | 12/28/2020 |
| 8 | Data Migration Verification Forms | Data migration verification results | Vendor Partner | IDEM IS PMO | 02/01/2021 – 07/13/2021 |
|  |
| LUST: Tim Veatch |
| 9 | Phase 2A Product Backlog | Fixes for outlined problems Sprints 3, 4, 5 | Vendor Partner | IDEM IS PMO | 07/13/2021 – 08/20/2021 |
|  |
| LUST: Tim Veatch |
| 10 | Prepare User Acceptance Test Cases (Sprint 3, 4, 5) | User Acceptance Test Cases are approved | IDEM IS PMO | LUST: Tim Veatch | 08/18/2021 |
|
| 11 | Deployment for Sprint 3, 4, 5 | Preparation for deployment and team trained. Deploy from DEV to TEST environment | Vendor Partner / IDEM IS PMO | LUST: Tim Veatch | 08/20/2021 |
| 12 | User Acceptance Test Cases and UAT Summary (Sprint 3, 4, 5 UAT) | UAT Testing Documentation | IDEM IS PMO | LUST: Tim Veatch | 08/23/2021 – 08/30/2021 |
|
| 13 | Quality Gate #2 – Sprints 3, 4, 5 | Go-live preparation approval for internal use | IDEM IS PMO | LUST: Tim Veatch | 09/03/2021 |
|
| 14 | Phase 2A Product Backlog (Sprint 6, 7, 8) | Fixes for outlined problems Sprints 6, 7, 8 | Vendor Partner | IDEM IS PMO | 03/08/2022 – 04/04/2022 |
|  |
| LUST: Tim Veatch |
| 15 | Prepare User Acceptance Test Cases (Sprint 6, 7, 8) | User Acceptance Test Cases are approved | IDEM IS PMO | LUST: Tim Veatch | 11/03/2021 – 03/10/2022 |
|
| 16 | Deployment for Sprint 6, 7, 8 | Preparation for deployment and team trained. Deploy from DEV to TEST environment | Vendor Partner / IDEM IS PMO | LUST: Tim Veatch | 04/04/2022 |
| 17 | User Acceptance Test Cases and UAT Summary (Sprint 3, 4, 5 UAT) | UAT Testing Documentation | IDEM IS PMO | LUST: Tim Veatch | 04/15/2022 |
|
| 18 | Quality Gate #3 – Sprints 6, 7, 8 | Go-live preparation approval for internal use | IDEM IS PMO | LUST: Tim Veatch | 04/15/2022 |
|
| 19 | Phase 2A Internal Go-Live | Internal Go-Live for Sprint 3-8 | IDEM IS PMO | LUST: Tim Veatch | 04/15/2022 |
| 20 | Phase 2A External Go-Live | External Go-Live for Sprint 3-8 | IDEM IS PMO | LUST: Tim Veatch | 04/15/2022 |

**Phase 2B Deliverables**

| **#** | **Deliverable** | **Document Description** | **Author** | **Approver** | **Estimated Approval / Delivery Date** |
| --- | --- | --- | --- | --- | --- |
| 1 | Project Implementation and Management Plan Update | Documented plan with milestones, deliverables, RACI, and RAID/C | IDEM IS PMO | TANKS PIP Approvers | 03/17/2022 |
| 2 | Change Management Plan Update | Documented plan of process and system adoption for internal and external users | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 03/17/2022 |
|
| 3 | Project Schedule Updates | Official Project Schedule (MS Project file) | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 03/17/2022 |
| 4 | Initial Design Document Updates | Necessary and sufficient architecture required for platform install | Vendor | IDEM IS (Jeremy Chenevert) | 03/17/2022 |
| 5 | Implementation Requirement updates from Phase 1 findings | Functional and user requirements for the system | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 03/17/2022 |
| 6 | Revised Process Maps | Business process maps revised for accuracy and clarity | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 03/17/2022 |
| 7 | Technical Specifications Update | ERDs, DFDs, integration architecture, etc. | Vendor Partner | IDEM IS (Jeremy Chenevert) | 03/17/2022 |
| 8 | Data Migration Verification Forms | Data migration verification results | Vendor Partner | IDEM IS PMO | 03/17/2022– 09/22/2022 |
|  |
| UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) |
| 9 | Phase 2B Product Backlog | Fixes for outlined problems Sprints 9, 10, 11 | Vendor Partner | IDEM IS PMO | 09/22/2022– 10/20/2022 |
|  |
| UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) |
| 10 | Prepare User Acceptance Test Cases (Sprint 9, 10, 11) | User Acceptance Test Cases are approved | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 10/19/2022 |
|
| 11 | Quality Gate #4 - Sprint 9, 10, 11 | Go-live preparation approval for internal use | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 11/08/2022 |
| 12 | Deployment for Sprint 9, 10, 11 | Preparation for deployment and team trained. Deploy from DEV to TEST environment | Vendor Partner / IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 10/20/2022 |
| 13 | User Acceptance Test Cases and UAT Summary (Sprint 9, 10, 11 UAT) | UAT Testing Documentation | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 11/08/2022 |
|
| 14 | Executive Quality Gate | Go-live preparation approval for internal use | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 12/06/2022 |
|
| 15 | Go-Live ELTF | Internal/External Go-Live for ELTF | IDEM IS PMO | UST Ops: Colleen Rennaker/John Morris UST Compliance: Tom Newcomb (Loic Maniet - Backup) | 12/06/2022 |
|

**Schedule Management**

The IDEM Tanks Modernization Project Manager will facilitate the schedule management of the project by keeping the project schedule accurate and reflective of the current state of the project. The project schedule will be maintained in a Microsoft Project Plan located in the Teams space in SharePoint.

**Schedule Control**

All milestones listed above, along with the required tasks to meet the milestones above will be tracked via the Microsoft Project Plan. Detailed performance/work complete, quality, cost, and schedule analyses will be complete and summarized in advance of each re-occurring IDEM Tanks Modernization Project update team meeting. If risks, issues, assumptions, dependencies, and/or constraints require an adjustment to the milestones and/or activities within the schedule, the options and recommendations for adjustment will be provided to the project team where a decision will be made to adjust the schedule.

If there is a mutual decision to adjust the schedule, the project manager will communicate the adjustments in the project update meeting notes and make the needed adjustments to all SDLC documentation including the project schedule.

# Cost Management

The budget will be tracked by the project manager and updated with the project team throughout the project lifecycle.

**Budget Control**

Cost will also be tracked at the task level in the project schedule. The project schedule will be maintained in a Microsoft Project Plan located in the Teams space in SharePoint. A cost update will be provided with every reoccurring IDEM Tanks Modernization Project update meeting.

The IDEM Tanks Modernization Project Team will require the Vendor Partner to deliver all applicable work in accordance to this Project Implementation and Management Plan.

# Quality Management

The IDEM Tanks Modernization Project Teamwill collectively manage the expectations of quality throughout the project. Our expectations of quality is there is little rework and/or configuration adjustments required in order to achieve the quality standard the team sets out to achieve.

**Quality Control**

The IDEM Tanks Modernization Project Team will perform Quality Control (QC) verifications on each deliverable. Line items and time allocations will be inserted in the project schedule allowing as much time as possible for review/feedback activities to occur during the creation of each deliverable. More complex deliverables will require more time for review/feedback activities. See Section 6, Schedule Management for details.

**Project Reporting and Communication**

Project status reports will be generated, distributed to the IDEM Tanks Modernization Project Team and Stakeholders; and subsequently posted in the Team site SharePoint location. If the number of project activities increases or if the demand of incoming change requests also increases, then the frequency of project status meetings/reports will be adjusted as needed.

The project status report will generally consist of the following agenda:

* Scope tracking
* Schedule tracking
* Budget tracking
* Benefit tracking
* Overall % Complete
* Trending status
* RAID Update
* New Change Requests
* Update on Change Requests approved for Implementation
* Backlog Update
* Next Steps

| Type of Communication | Communication Schedule | Communication Mechanism | Initiator | Recipient |
| --- | --- | --- | --- | --- |
| Status Report | Every Other Week | IDEM Tanks Modernization Project Team Project Status Update Team Meeting  Email | IDEM Project Manager | IDEM Tanks Modernization Project Team and Stakeholder |
| Milestone / Events Announcements | As Needed | IDEM Tanks Modernization Project Team Project Status Update Team Meeting  Email | IDEM Project Manager | IDEM Tanks Modernization Project Team and Stakeholders |

**Metrics Collection**

The following metrics may be collected on the project:

Adoption Rate

As part of Change Management we will be tracking the adoption rate of the business process changes through IDEM and External Customer follow-up.

Retention Rate

As part of long term support, we will be tracking the retention rate of the business process changes through IDEM and External Customer follow-up.

Cost of Operation / Service for IDEM

As part of Change Management and within long term support, we may track the cost of operation and service of the business process / system use at IDEM where applicable

Customer Satisfaction

As part of Implementation, Change Management and within long term support, we will be tracking the Customer Satisfaction through surveys and feedback sessions

Site Traffic

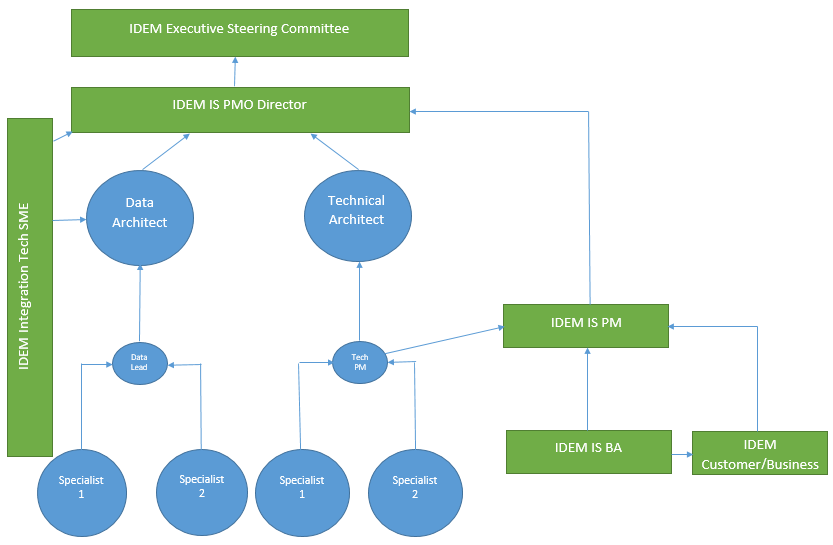
As part of Change Management and within long term support IDEM may track the amount of Site Traffic received on servers where applicable

# References

The following documents are attached to this Project Plan for immediate reference.

|  |  |  |  |
| --- | --- | --- | --- |
| **Appendix** | **Document Name** | **Version** | **Date** |
| A | IDEM Tanks Modernization Project Structure | 1.0 | 09/16/2019 |
| B | Tanks Project Implementation Visual Timeline | 3.0 | 02/26/2020 |

# Appendix A. IDEM Tanks Modernization Project Structure



# Appendix B. Tanks Project Implementation Visual Timeline

