Commonwealth of Pennsylvania

Department of Environmental Protection
Bureau of Information Technology
Project Management Office

Project Strategy Study
For
<Project Title>

Prepared by: <Name of Person Preparing Report>

Date: <January 1, 2005>

Project Manager: <Name of Project Manager>

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Document Control

Author

Document Name:	<Enter Deliverable Name>
Version Number:	
Version Date:	
Project Manager:	
Date Issued:	

Approvals

The Commonwealth of Pennsylvania, Department of Environmental Protection (DEP) approves the Project Study Strategy within this document. Approval of this document signifies that this Project Study Strategy is a complete, quality implementation of the deliverable requirements as specified for the authorized work.

Roles	Name	Signature	Date
Quality Manager			
Project Management Officer			
Project Sponsor			
Chief Information Officer			
BIT Team Leader			

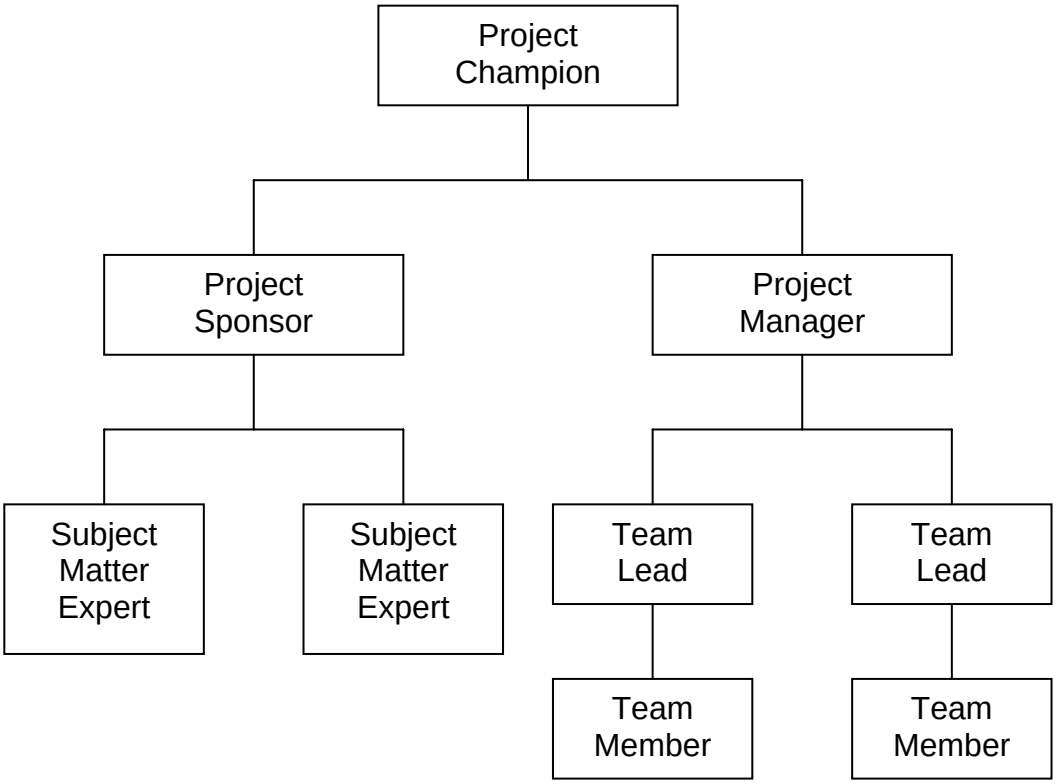
Change History

Version	Date	Revision Descriptions
V.01		
V.02		
V.03		

TABLE OF CONTENTS

Document Control i
1. Project Team Organization Chart 1
2. Participants 1
3. Project Overview 1
4. Project Goal 1
5. Out of Scope Areas 2
6. Project Close-Out/Success Criteria 2
7. Assumptions and Constraints 2
8. Business Requirements 2
9. Key Milestones 3
10. Potential Solutions 3
11. Recommended Solution 4
12. Strategic Summary 4
Appendix A - Glossary of Abbreviations, Acronyms and Terms 7
Appendix B - System-Level Use Case Diagram 9

1. Project Team Organization Chart



2. Participants

Provide demographics of every participant who has been involved in the contribution of this Project Strategy Study.

Name	Organization	Role	Phone	e-mail

3. Project Overview

Describe the purpose of this project and what problem you are trying to solve.

<Purpose and Problem You are Solving>

4. Project Goal

Describe the end result you wish to accomplish with this project.

<Project Goal>

5. Out of Scope Areas

Describe those areas that are not included in the scope of the project, i.e., the exclusions.

	Out of Scope Areas
1.	
2.	

6. Project Close-Out/Success Criteria

Describe the close-out/success criteria. What key milestones must be achieved to make this project a success.

	Close-Out/Success Criteria
1.	
2.	

7. Assumptions and Constraints

Describe the Assumptions and Constraints including business and technical boundaries that are relevant to the project and must be taken into account to eliminate any hindrance to the project. These items must be considered in order to meet user expectations of response time, system availability and report processing. For every constraint, there should be an assumption.

Business (B) or Technical (T) Constraint

No.	Type	Constraint	Assumption
1.			
2.			

8. Business Requirements

Define what work is to be done. Include relevant high-level business requirements.

	Business Requirements
1.	
2.	

9. Key Milestones

Other than the close of each project phase, describe key milestones associated with this project.

	Key Milestones	Target Date
1.		
2.		

10. Potential Solutions

Information in this section discusses the potential solutions to the problem that you are trying to solve.

Solution 1

Description	
Resources	
Cost/Benefit	
Payback/Return on Investment	
Schedule	
Implementation Considerations	
Reasons to Abandon	

Solution 2

Description	
Resources	
Cost/Benefit	
Payback/Return on Investment	
Schedule	
Implementation Considerations	
Reasons to Abandon	

Solution 3

Description	
Resources	
Cost/Benefit	
Payback/Return on Investment	
Schedule	
Implementation Considerations	
Reasons to Abandon	

11. Recommended Solution

This section states the recommended solution and the justification for that recommendation.

11.1 Recommended Solution

<Choose Solution 1, Solution 2, or Solution 3>

11.2 Solution Justification

<Describe>

12. Strategic Summary

12.1 Implementation Strategy

Describe how the system will be implemented. This should include, but is not limited to data clean-up and data conversion and initiating the new system.

<Describe>

12.2 Integration Strategy

Describe all other systems that this system will be integrated with and how.

<Describe>

12.3 Testing Strategy

Describe the testing strategy that will be used to test the system. All phases of testing should be included, i.e., module, system, integration, stress, acceptance, etc. In addition, describe who will be responsible for that testing.

<Describe>

12.4 Training Strategy

Describe the training that will be given. This should include the training manual, the type of training, training schedule and who will be responsible for giving the training.

<Describe>

12.5 Security Strategy

Describe the audit trails, system monitoring/logging, user authentication that will be used within the system.

<Describe>

12.6 Proposed System Architecture

The following describes the standard architecture that DEP currently used. Modify this section to meet the architecture of the system that is being developed.

Standards:

1) Platform Standards:

   a) Oracle development, test, and production environments

   b) Ethernet for communications

   c) Dialup access to DEP's server

   d) Remote printing

   e) Desktop device and network access for everyone who needs access to the system

   f) System performance

   g) Personal computers equipped with Windows 2000

2) Development Standards:

   a) DEP's System Development Methodology (SDM)

   b) Oracle Designer 2000

   c) Oracle Web Forms and Reports 10g

   d) Microsoft Project Management

   e) Access and security

f) Reference codes

g) Validation and integrity

3) Data Standards:

a) Shared tables

b) Data models

4) Operating Standards:

a) Centralized data backup, recovery, and archiving procedures

b) Centralized security and access control

c) Department-wide access to a single source of up-to-date inventory, compliance, licensing, and bonding information

d) Extensibility and interoperability with other DEP systems

Appendix A - Glossary of Abbreviations, Acronyms and Terms

Term	Definition
Actor	In a Use Case, anything that interfaces with the system is called “an actor.” An actor can be people, other software, hardware devices, data stores or networks.
BIT	Bureau of Information Technology
CIO	A Chief Information Officer is the department’s most senior IT manager, responsible and accountable for the Department’s performance in that area.
Deliverable	A deliverable is a physical item to be delivered for a project. It may include organization attributes, reports and plans, as well as physical products or objects. It can apply to the project itself, such as a risk management plan, or to a system, such as software code.
DEP	Department of Environmental Protection
PMO	Project Management Office
Project Champion (PC)	The Project Champion is the person who is responsible for acting as the project’s owner/delegate. This person approves the project’s deliverables and coordinates integration of the project’s outcomes into the sponsoring organization.The person who responsible for acting as the project’s owner “delegate”. This person approves the project’s documents and coordinate integration of the project product into sponsoring organization operations.
Project Management Body of Knowledge (PMBoK)	PMBoK is the Project Management Institute’s body of knowledge that includes knowledge of proven, traditional practices, which are widely applied, as well as knowledge of innovative and advanced practices, which may have seen more limited use.
Project Management Methodology (PMM)	The system of practices, techniques, procedures, and rules used by those within the profession of Project Management.
Project Management Office (PMO)	The Project Management Office is an organized body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain. The responsibilities of a PMO can range from providing project management support functions to actually being responsible for then direct management of a project.

Term	Definition
Project Manager (PM)	Project Manager. The person assigned by the performing organization to achieve the project objectives.
Project Sponsor (PS)	The person or group that provides the financial resources, in cash or in kind, for the project.
Project Stakeholder	Persons and organizations such as customers, sponsors, performing organization and the public, that are actively involved in the project, or whose interests may be positively or negatively affected by execution of completion of the project. They may also exert influence over the project and its deliverables.
Subject Matter Expert (SME)	A Subject Matter Expert (SME) is a person who is viewed as an expert in a particular field. This person can be a software expert who knows how a software application works or a business expert who understands business forces and requirements. An SME designation is not particular to a discipline; an SME is someone to whom a project manager can go to for accurate information.
Use Case	The term “use case” is used to define and outline what system functions are needed from the viewpoint of the user.

References:
A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Third Edition

Governor’s Office of Administration
http://www.oit.state.pa.us/oaoit/cwp/view.asp?a=671&q=194302

Appendix B - System-Level Use Case Diagram

The term “Use Case” is used to define and outline what system functions are needed from the viewpoint of the end user. It describes the typical work processes or steps and possible end results. In a Use Case, anything that interfaces with the system is called an “actor”. An actor can be people, other software, hardware devices, data stores or networks.

These are descriptions of the actors for most projects:

- Clerical - a person who is responsible for entering the equipment approval request, the mine inventory data and, at times, enters the inspection results provided by the inspector into the database.

- Management - a person who reviews the inspections, updates information if necessary and obtains reports.