

ESTIMATED PROJECT SCHEDULE
Environmental Management System Development and Implementation Assistance
for the City of Columbus, Department of Public Utilities

ID	Phase/Task	Task Name	Duration	Start	Finish	2009				2010				2011				2012		
						Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
1	Task 1	EMS Kickoff	799 days	Tue 12/9/08	Fri 12/30/11															
2	1.1	Kickoff Meeting	1 day	Tue 12/9/08	Tue 12/9/08															
3	1.2	Define EMS "Fence Line"	10 days	Wed 12/10/08	Tue 12/23/08															
4	1.3	Establish Draft EMS Policy	10 days	Wed 12/10/08	Tue 12/23/08															
5	1.4	Establish EMS Implementation Team Organizational Structure	15 days	Wed 12/24/08	Tue 1/13/09															
6	1.5	Setup and Ongoing Support of EMS Software	773 days	Wed 1/14/09	Fri 12/30/11															
7	1.6	Presentation to Senior Staff	1 day	Wed 1/21/09	Wed 1/21/09															
8	Task 2	EMS Team	35 days	Thu 1/22/09	Wed 3/11/09															
9	2.1	Identify EMS Team Members	20 days	Thu 1/22/09	Wed 2/18/09															
10	2.2	Communicate EMS Team Member Roles and Responsibilities	15 days	Thu 2/19/09	Wed 3/11/09															
11	Task 3	Environmental Policy	100 days	Thu 3/12/09	Wed 7/29/09															
12	3.1	Establish EMS Policy	40 days	Thu 3/12/09	Wed 5/6/09															
13	3.2	Communicate EMS Policy	60 days	Thu 5/7/09	Wed 7/29/09															
14	Task 4	EMS Planning	211 days	Thu 3/12/09	Thu 12/31/09															
15	4.1	Identify Environmental Aspects	60 days	Thu 3/12/09	Wed 6/3/09															
16	4.2	Incorporate Environmental Legal and Other Requirements	20 days	Thu 6/4/09	Wed 7/1/09															
17	4.3	Evaluate Existing DPU Goals and Establish Objectives and Targets Based on Audit Results and Environmental Aspects	131 days	Thu 7/2/09	Thu 12/31/09															
18	4.4	Identify Required Performance Indicators	131 days	Thu 7/2/09	Thu 12/31/09															
19	Task 5	EMS Implementation	702 days	Thu 1/22/09	Fri 9/30/11															
20	5.1	Evaluate Training Needs and Develop Training Program	702 days	Thu 1/22/09	Fri 9/30/11															
21	5.2	Align Emergency Preparedness and Response Procedures	80 days	Thu 7/2/09	Wed 10/21/09															
22	5.3	Establish Implementation Roles and Responsibilities	260 days	Thu 7/2/09	Wed 6/30/10															
23	5.4	Establish Effective Lines of Communication	260 days	Thu 7/2/09	Wed 6/30/10															
24	5.5	Review Existing Operational Controls and Identify Additional Needs	456 days	Fri 1/1/10	Fri 9/30/11															
25	Task 6	Checking and Corrective Action	702 days	Thu 1/22/09	Fri 9/30/11															
26	6.1	Conduct Monitoring and Measurement of Progress toward EMS Objectives	456 days	Fri 1/1/10	Fri 9/30/11															
27	6.2	Evaluate Record Keeping Conformance with EMS and Regulatory Requirements	456 days	Fri 1/1/10	Fri 9/30/11															
28	6.3	Audit EMS and Environmental Regulatory Compliance	587 days	Thu 7/2/09	Fri 9/30/11															
29	6.4	Identify and Correct EMS and Regulatory Non-conformances	702 days	Thu 1/22/09	Fri 9/30/11															
30	Task 7	EMS Review	767 days	Thu 1/22/09	Fri 12/30/11															
31	7.1	Management Review of EMS Performance	260 days	Mon 1/3/11	Fri 12/30/11															
32	7.2	EMS Summary Document	767 days	Thu 1/22/09	Fri 12/30/11															
33	Task 8	EMS Program Management	798 days	Wed 12/10/08	Fri 12/30/11															
34	8.1	Review EMS Team Status on Implementation	798 days	Wed 12/10/08	Fri 12/30/11															
35	8.2	Review of Financial and Schedule Status	798 days	Wed 12/10/08	Fri 12/30/11															

