Vintner Consulting Ltd.

Proposal Package

for

The Weingarten

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System Proposal

Overview

We the associates of Vintner Consulting Ltd. have prepared this system proposal in response to the Request for Proposal submitted by The Weingarten. In an effort to streamline the day to day experience of potential guests and Weingarten staff we are proposing that we create an application which will improve guest access to information about lounge area rentals, reduce the time guests and event planners must spend discussing the lounge areas and give the event planners flexibility regarding exactly when those calls take place while improving response times for lounge area renters.

We propose to add an interface into the existing website of The Weingarten which will provide guests with information about the individual lounge areas, collect information to create guest accounts, display availability of lounge areas for guest's preferred dates, provide information about the food tray options, calculate reservation totals, confirm terms and conditions of rentals and inform a member of The Weingarten staff of the reservation request.

Process Steps

Under the Lounge Area Description portion of the Reservations tab on the website for The Weingarten, the following steps will be implemented:

- 1. Guest clicks on a "Click Here" to check "Lounge Area Availability"
- 2. Form populates with "Reservation Request System" heading and a caption explaining, "Welcome to our Reservation Request system. Here you can create a Reservation Request here, which will require final confirmation before your reservation is finalized."
- 3. Guest is prompted to enter preferred date for event (required field)
- 4. Guest is prompted to enter number of attendees anticipated for event (required field)
- 5. Guest is prompted to enter "Next" when complete.
 - a. If guest failed to enter either the date or number of attendees
 - i.The message, "Missing Required Field" will appear and the missing information text box will be highlighted in red.
 - ii. The next page will not populate until the required field is populated
- 1. Available Lounge Areas are displayed with:
 - a. Name and Image of each area
 - b. Availability for entire day for date entered
 - c. Seating capacity
 - d. Price per hour
 - e. 3-hour minimum notification
- 2. Guest clicks on the name or image of a lounge area to see further details
- 3. Guest is prompted to enter reservation request time frame.
 - 1. Guest is prompted to enter yes / no to, "Are you interested in ordering a party tray for their event?

 All Party tray orders must be submitted at least one week prior to reservation date."

. If guest replies yes, present party tray options.
.Name of tray
i.Description of tray
ii.Price per tray
iii.Number of people served
iv.A "Go Back" button will display at bottom of page.
1. After "Go Back" Guest is returned to step 9, where they can enter "No to proceed.
Example:
1. If guest replies yes and enters a quantity, the guest will be prompted with, "Click here to
add to Reservation Total".
i. This total will be added to reservation total and displayed at final reservation request confirmation
c. For "No" replies, guest will continue to step 10.
3. Guest is prompted to complete form containing the following fields (required fields are noted
with an asterisk*):
a. First Name*
b. Last Name*
c. Street Address*
d. City*
e. State*

- e. Zip Code*
- f. Phone Number*
- g. Email address*
- h. Have you reserved a Lounge Area at the Weingarten before?
- i. Is this your first visit to The Weingarten?
- j. How many people do you expect to attend your event?
- 1. If guest answered Yes to question 'i' that they have reserved in the Lounge Area before,
- . If they answer yes, this information will be highlighted in Reservation Request message sent to Weingarten Staff member.
- a. If the answer is yes, the terms and acknowledgements section will be condensed to a single sign-off form.
- b. If a guest has not reserved before they will have to sign off the Terms and Acknowledgements in a multiple sign off process (initialing each item separately.)
- 2. At completion of signing Terms and Acknowledgements, guest will be prompted to, "Click here to send Reservation Request to Weingarten and display required deposit total. During regular business hours you may expect your confirmation call at the phone number you entered. Thanks from all of us here at The Weingarten! We'll be calling you soon."
- 3. When guest submits "Final Reservation Request", system sends an email to designated Weingarten staff member.

- 4. Staff member calls the guest back within approximately one hour (as long as the request was received between 9:00AM and 9:00PM. If the request is received between 9:00 PM and 9:00 AM the staff member will respond with confirmation call within one hour of opening the next day.
- 5. In follow up confirmation call, any remaining questions are answered. The guest determines if they would like to make deposit according to The Weingarten existing process utilizing the Square application or if they would prefer to make the deposit in person.
- 6. Once the deposit is made, the staff member completes the reservation in the scheduling app.
- 7. Guest arrives prior to reservation
- 8. Staff member reviews contract with guest
- 9. Guest signs contract and gives deposit
- 10. Staff member provides receipt
- 11. Staff member enters reservation in scheduling system.

System Proposal Conclusion

Modifying the website to make the online reservation process more automated is beneficial to the business as well as our guests. Managers will be able to easily retrieve guest information from the information systems new database from when guests created a login profile on the website. The reports that may be generated from this automated business process may be able to help us target repeat guests and track busier rental seasons to help with employee scheduling. Improving the current information system will allow us to focus on taking our

business to the next level and prepare to make more technological changes that will ensure we are able to continue providing guests with five-star services.

At the bottom of the page is a section titled, "Outdoor Lounge Rentals" which contains, "Rental Options" describing our six lounge areas. There are four lounge types for the six areas. Each lounge type is listed along with the number of that type available if multiple, a brief description, the maximum capacity for each lounge area, the price per hour and the three-hour minimum reservation which is required for all lounge areas.

Outdoor Lounge Rentals

Rental Options:

Lakeside Lounge (2 available) - Reserved lakeside seating under a wooden pergola for up to 15 people. \$20 Per Hour (3 Hour Minimum)

Lakeside Ramada - Reserved lakeside seating under a pavilion style roof for up to 30 people. \$30 Per Hour (3 Hour Minimum)

Fireside Lounge - Reserved fireside seating under a pavilion style roof for up to 15 people. \$30 Per Hour (3 Hour Minimum)

WG Pavilion - Our largest outdoor space available for rent. Reserved seating under a pavilion style roof for up to 40 people. \$50 Per Hour (3 Hour Minimum)

Call (618) 257-9463 to Reserve your Outdoor Space Today!

The addition of a feedback tab for guests to be able to share their experiences with the staff at The Weingarten will be instrumental in gaining more positive guest relations and in turn create lifelong guests. The staff will be able to evaluate their different current processes with each guest's unique testimonial to provide a more customized experience for repeat and new clientele.

Website Enhancements

- Reservation Tab
- Ability to View Open Dates
- Price Info Listed
- Food Tray Options Listed
- New Photos

The Weingarten will be able to view the guest information as it will be stored in a database once the contact data is filled out in the form online. The follow-up call will be made within a 24-hour time frame from when initial information is submitted.

Baseline Project Plan Report

1.0 Introduction

This introduction will provide a very high-level summary of all items in this section 1.0, which are expanded upon throughout this proposal package.

1.1 Project Overview

- 1.1.1 Scope: The Vintner Consulting Ltd. will create an interface to be accessed through the website for The Weingarten. This interface will: provide comprehensive descriptions of the six lounge areas at the winery, inform guests of all applicable terms and conditions regarding lounge area reservations, require guests to acknowledge terms and conditions, require guests to enter event information for reservation, provide lounge availability information, provide catering option information, allow guests to submit initial order including catering selections, provide guests with total and required deposit amount and inform Weingarten staff member when the reservation request is submitted.
- 1.1.2 Feasibility: Since a direct cost-benefit analysis would be misleading in this case as the client is not paying directly for the services provided by Vintner Consulting Ltd. 2, the economic feasibility will simply include the cost savings in terms of time and wages saved by the Weingarten.
- 1.1.3 Justification: This one-time cost of the time spent by Vintner Consulting Ltd. 2 to create this application will return greater rewards in terms of: reduced disruptions to primary revenue generating activities, reduction of time spent by hourly staff required for over the phone explanations, increased revenue from

- lounge area rentals and improved guest satisfaction (which supports improved brand recognition, differentiation and increased guest loyalty).
- 1.1.4 Resource Requirements: This project requires at least one of the following personnel: business analyst, project manager, solution architect and coders. This project requires that each team member has access to: a computer with internet access, a Google profile for accessing Google docs., sample projects, a binder and at least one member needs access to a camera for additional images as they become needed and a vehicle so the Vintner Consulting Ltd. can visit the client location.
- 1.1.5 Schedules: This project officially started on August 25th, 2017 when the Vintner Consulting Ltd. selected a project and began evaluating tasks. All deliverable dates are in 2017. Key deliverable dates are as follows: ISP and RFP is due by September 26th, Proposal Package is due on October 17th, Status Presentation of Code Review is due on November 7th, Status Presentation of System Preview is due on December 5th and the Final Presentation to Class and Clients is due on December 12th.
 - *A detailed schedule of the critical path for developing this application is provided in section 3.6 in the Feasibility Assessment section of this baseline project plan report.
- 1.1.6 Problem Statement: The event planners at the Weingarten are often interrupted for long question and answer conversations from guests who are considering renting a lounge area. These disruptions often occur during primary revenue generating activities. Any perceived lack of service to both the clients paying for

- event planners services and those hoping to reserve lounge areas threatens the brand recognition and guest loyalty of both groups.
- 1.2 Recommendation-It would be worth the time invested by the Vintner Consulting Ltd. to create a reservation request application for the Weingarten. This application can alleviate the disruptions to the event planners during critical times like during a wedding reception and improve guest service for potential guests who would like to reserve lounge areas for their own events. The Weingarten should enlist the services of the Vintner Consulting Ltd. to create an application which integrates into their website, provides potential guests with the information they need and collects information from the potential guests which would be useful to the event planners to capture. This captured data would help the event planners to schedule the call back time in an efficient manner and would result in shorter call times overall with more reservations and a higher profit from more catering tray orders.

2.0 System Description

- **2.1** Alternatives-The two types of alternatives for our proposed solution are out-of-the-box or enterprise solutions.
 - 2.1.1 Available out-of-the-box solutions which can assist businesses in automating the reservation process have limited functionality and flexibility. They cannot add the level of interaction which is required to verify that the potential guests truly have understood all the terms and conditions. Also, the out-of-the-box alternatives do not allow for consultation to determine if the lounge area rental is truly a good fit as venue for the event. While the functionality would be lacking, the pricing is much more attractive than the pricing for enterprise solutions. Even the top-rated reservation service for 2017 as rated by financeonline.com, namely Check front offers its base Soho package for only \$49.00 per month. However,

- even their Enterprise package for \$499 per month does not offer an interactive consultation which would satisfy the requirements of the Weingarten.
- **2.1.2** Enterprise Solutions can be custom created to fit all the lounge area reservation requirements the Weingarten has stipulated. However, these types of custom solutions are more expensive, usually starting at \$20,000 and going up from there.
- 2.2 System Description- The application will be integrated into the Weingarten website under the Private Events Tab. The website visitor will be prompted to check for Lounge Area Availability near the initial description of the lounge areas. When the visitor clicks on a lounge area they will be prompted to enter event information like date, time and type of event. In order to select their preferred time, they will be prompted to enter enough personal information to start the reservation process. This information will be saved regardless of whether the reservation is processed. After entering their information, they will be presented with a series of Terms and Conditions. After reading each Term and Condition, visitors will be asked to enter their initials to confirm. Just before seeing their reservation total and required deposit amount, the visitor will be offered the opportunity to add catering trays to their order. After ordering or declining to order (at this time) their total will be calculated and the visitor can submit their request. When the request is submitted the booking is set on the calendar with a "tentative" status, indicated by color, the visitor is notified that a representative of The Weingarten will call them shortly and the event planner is notified that a reservation request has been placed.

3.0 Feasibility Assessment

3.1 Economic Analysis-Without actual costs, a cost-benefit analysis would be misleading. The economic feasibility is therefore limited. We can determine that the Weingarten could save \$30,000 over the next 5 years in staff time they're spending on phone calls. (15-minute average call length X \$15.00 per hour = \$3.75 per call. 10 calls per day X \$3.75 per call = \$37.50 per day. 5 days per week for 10 months of the year = 200 days open per year. 200 days X \$37.50 per day = \$7,500 per year X 5 years = \$37,500, which is the current projection for how much The Weingarten could expect to pay for employees to talk on the phone to discuss lounge area rental reservations.)

When using this reservation request application most of the time that Weingarten staff members spend on lounge area rental reservations would be eliminated because many questions would already be answered and much information would already have been decided by the guests. The average minutes per lounge area reservation request call would likely be reduced to 3 minutes. 3-minute average calls X \$15 per hour = \$.75 per call. 10 calls per day X \$.75 = \$7.50 per day. 5 days per week for 10 months of the year = 200 days open per year. 200 days X \$.7.50 per day = \$1,500 per year X 5 years = \$7,500, which is the current projection for how much The Weingarten could expect to pay for employees to talk on the phone to discuss lounge area rental reservations.)

Additionally, The Weingarten received about \$45,000 in revenue from lounge area rentals last year. The total amount received from rentals would likely increase by about 20% if it were more attractive to place reservation requests online. (20% of \$45,000 = \$9,000 additional revenue per year. 5 years X \$9,000 = \$45,000 additional revenue from increased lounge area rentals in the next five years.

Between reduced waste for staff time on the phone and increased revenue over the next five years this solution will create a net positive value for The Weingarten of \$75,000.

- 3.2 Technical Analysis-This project has a low risk rating. Technical risk factors are mitigated by the fact that it is being developed independently of the website and will not have any part migrated before it has been thoroughly tested. The decision has been made that we will collect no credit card information, to keep the risk level low.
- 3.3 Operational Analysis-- This solution solves several business problems currently experienced by our client and takes advantage of additional business opportunities resulting from improved guests satisfaction.

The sequence of problems begins with the effect to the website guest who is the potential renter of a lounge area. The current system does not provide the guest with information about the availability of lounge areas for the date of their intended event, availability of food tray options or the terms and conditions which would help the guest to determine if this is an appropriate venue.

Provides an analysis of how the proposed system solves business problems or takes advantage of business opportunities in addition to an assessment of how current day-to-day activities will be changed by the system.

- 3.4 Legal and Contractual Analysis-Provides a description of any legal or contractual risks related to the project (e.g., copyright or nondisclosure issues, data capture or transferring, and so on).
- 3.5 Political Analysis--The owners are very positive about seeing improvements which have been in discussion for years. They are concerned with the whole website which needs to be replaced, but very optimistic because this application is transferable to the intended website as well. The owners also view this application as an improvement on the way employee time is spent. The operations manager is somewhat ambivalent. She is glad to have a significant

improvement to the process ongoing, as long as it does not increase her short term workload any more than absolutely necessary.

3.6 Schedules, Timeline, and Resource Analysis-

3.6.1 Overview of schedule and resource analysis. The project schedule (see Appendix B) are written with Gantt style waterfall structure, though there is a lot of shared tasks and multiple iterations more similar to an agile methodology. Also similar to an agile team, all members are supporting in at least one other role other than the primary assigned role. Thus, the resource allocation of an excellent coder such as Megann also supports ERD logic development and the business analyst also supports documentation and the development of training materials.

Likewise Denee, one of the primary documentation analysts, also codes some of the interface and will assist in creating training materials.

3.6.2 Schedule-

Tasks	Start Date	End Date	Assigned to
ERD	12-Sep	26-Sep	Andrew
DFD	19-Sep	3-Oct	Omar
Prototype	26-Sep	3-Oct	Denee
code	3-Oct	28-Nov	Megann
Test	28-Nov	5-Dec	Amanda
Training Manual	5-Dec	12-Dec	Chelsea

3.6.3 Resources-

Resources	Skills	Role
Andrew Cook	Lucid Charts,	Diagram Creation and Flow Chart Developer
Denee Wells	html, Documentation and Testing	Coder and Business Analyst
Chelsea Coats	Documentation and coding	Program Manager
Omar Salih	Documentation and coding	Analyst and Coder
Amanda Gorham	Documentation, Testing and My SQL	Business Analyst
Megann Welch	PHP & My SQL	Lead Programmer

4.0 Management Issues

- 4.1 Team Configuration and Management-The members of Vintner Consulting Ltd. have assigned roles with some carry over between positions. The primary project manager is Chelsea Coats, the lead developer is Megann Welch, the system analyst is Andrew Cook, the primary business analyst is Amanda Gorham. Denee Wells and Omar Salih are creating documentation and coding as well. Although there is a degree of structured roles, there are many agile elements in this small team. There is a free flow of ideas and everyone takes responsibility to support project needs.
- 4.2 Communication Plan-The Vintner Consulting Ltd. tacks documentation and engages in group editing of deliverables through Google Drive and organizes with MS Project. Internal communications are managed

and the guest.

4.3 Project Standards and Procedures-- The guest will be consulted with at least once per month via either online video chat meeting or in an in person consultation with members of Vintner

Consulting Ltd. to assess if the solution is proceeding in line with guest needs. We will provide a working copy of the application and training manuals to the guest by December 12th, 2017.

4.4 Other Project-Specific Topics— The client, The Weingarten is currently planning on a website redesign. Our application will be installed initially on their existing website and will also be implemented in their new website within a six month to one year time frame.

Problem Statement

The problem at the Weingarten is largely related to the system the organization has in place for scheduling lounge reservations. Currently lounges are scheduled in the following order: guest usually started inquiry on website to find out about lounge details, food tray details, and scheduling details, the guest will then be prompted to call the Weingarten to schedule a lounge reservation, A packet will then be sent ,usually via email, to the guest to fill out the detail related to the lounge and fill out the terms and acknowledgements form, The form is sent back usually via email, After this an email will be sent with instructions to pay for the guest. This process is clearly inefficient in terms of time and convenience for both the guest and the Weingarten's operations managers. The website has a serious lack of information which is a partial reason

leading to a timely phone call with the client. The Weingarten is potentially losing money from the inefficiency of their operations.

The Weingarten's operations managers currently spend anywhere from 30 minutes to an hour with a guest relating to inquiries about lounge reservations. They usually have anywhere from 5 to 30 calls per day about lounge inquiries, Their operations managers could field, at worst, 30 hours of calls in a day and at best 2.5 hours of calls. In an ideal situation we could cut these calls down to less than 10-minute phone calls and significantly cut down on the number of calls per day.

This problem affects almost everyone within the client's organization. This affects the event planner, it takes time out of her day to the point where on hectic days she may have to spend the majority of her day on the phone. The event planner may also need to take time away from an event in progress in order to take a call if nobody else is available. Potential lounge renters are also affected by this, it lengthens their time to rent a lounge space and encourages lengthy inconvenient phone calls both for the client and guest. Phone call may also take time away from current weingarten guests due to an event planner or one of the wait staff being required to answer the phone. This may be an indirect source of lost revenue for the owners as well. Even the wait staff are required to take these phone calls if nobody else within the organization is able to do so.

The Weingarten is also potentially losing money from this poor transaction method due to their operations managers being swamped with calls. If the operations managers were free to provide other services around their organization, they could potentially be making the organization more

profitable in more practical and necessary ways. Some potential guests may be from younger generations and often times members of the younger generation would prefer their correspondence to be through virtual text forms such as text or email. When forcing guests to have their only correspondence through phone calls it may be just enough of a deterrent for potential clients to procrastinate on their phone call or forget about it all together.

System Alternatives

Solution 1- Premade Booking Application- Simply Book Me

A simple and easy solution for The Weingarten to see is to use a third party booking application. These booking applications come with a ready-made template that is easy to use and customizable. An example of a ready-made booking app that Vintner Consulting Ltd. found is called Simply Book Me. Simply Book Me works by allowing guests to choose a booking website template, make changes and pay a premium, basic or standard fee with unlocked features or use the service for free with limited content. One of the best features that Simply Book Me offers that The Weingarten is looking for is an option to show image galleries for guests to see available spaces.

Simply Book Me has limitations in terms of what The Weingarten is looking for in an app. Many booking apps lock guests into a set template with little room for change and customization. The Weingarten would have to choose from a set template that may not coincide with the look and theme that they would like. All the website templates offered by Simply Book Me are essentially the same with different themes and colors. The Weingarten seeks an application that is unique to their services.

Solution 2- Online Management System- Square Up

Another potential third party software that The Weingarten could utilize is an online application called Square Up. Square Up is an online application that takes payments, has a built in Point of Sale (POS), it takes payroll for employees, manages employees, etc. This application offers the type of booking app The Weingarten is looking for as well as combining other services that the staff uses in one place. This solution also offers a monthly fee based on the number of employees that will utilize the app. It also incorporates one of the biggest needs that The Weingarten asked for being the use of a calendar to show guests available lounge spaces and booking dates. The booking app also allows clients to book 24/7 and sends notifications to the staff, similar to what the client has requested.

Square Up offers many benefits simply because it has more than what The Weingarten is looking for. The price fits in their budget and it bundles many services that The Weingarten utilizes. The price for using Square Up fits in the budget that The Weingarten has set aside. However, it offers more than what our client is looking for. The Weingarten has not discussed displeasure in their current payroll or any other system that they currently use. This would be too much to manage all these features especially since the client has expressed the difficulties of managing the website alone. The Weingarten has not expressed displeasure in their payroll, management apps, or invoicing and have no trouble keeping them separate. The Weingarten also discussed not wanting to take payments as a part of the desired app so there is no need to pay for another service or integrate a POS.

Another limitation that Square Up presents is a lack of customization. Although it can serve as a booking app with the use of a visible calendar, it cannot be changed to prevent clients from booking between certain periods of time. Particularly, leaving a half hour before bookings and a half hour after a reservation to give the staff enough time to clean and prepare the space. Also, it would not possess the functionality that The Weingarten is looking for such as the option to order food trays, the signing of the

rental agreement and viewing spaces. The booking feature in Square Up only allows guests to make appointments and then stores those appointments in a calendar.

Solution 3- Custom Built Application

A final option would be to build a custom application with all the desired features that The Weingarten is looking for. This web-based application would cater to the number of clients that visit the current website before placing a call. The new system will have detailed information and images on lounge spaces and availability. It will display a Google Calendar to guests letting them choose a date based off of the lounge space the guest is requesting. The custom application will also have guests sign-in and collect key information needed for their reservation. Another key feature that the app will have is the ability to see and select food trays to the order if the desired reservation date is booked a week in advanced. Also, the application will allow The Weingarten to place in their Rental Agreements, display a calculated total and sed custom reports to the event manager. A custom application will give The Weingarten the customization capabilities they are looking for as well as simple functionality to reduce booking times for guests and free up time for event staff from answering calls.

The constraints that are faced with a custom application is the quality of interface design and time. A custom application built by Vintner Consulting Ltd.would not be as high quality as some of the premade reservation applications available on the market. Vintner Consulting Ltd. only has access to basic software to use to build the application. Also, given that Vintner Consulting Ltd.has a limited amount of time to implement a new application, the group will not be able to provide long-term support and maintenance to The Weingarten after the application is built.

Aside from the constraints, Vintner Consulting Ltd.is willing to include all the desired features that The Weingarten is seeking in the new application. The new application will be fully functional and

simple to use and Vintner Consulting Ltd.will provide user and training manuals to The Weingarten upon completion.

Recommendation

Vintner Consulting Ltd. recommends a custom application to The Weingarten to ensure that all desired objectives expressed by the client are met. The Weingarten will benefit from the desired objectives outlined in their Request for Proposal and two key reports.

- Number of bookings made through the new application.
- A notification to the event staff each time a guest books a reservation via email and text message.

The customized application will offer many benefits outside of a third party software solution. The biggest benefit will be no implementation costs. Vintner Consulting Ltd. will be able to help The Weingarten see the percentages of guests using the new application as well as notifying staff once a reservation is made so they can reach out to the guests and complete the process.

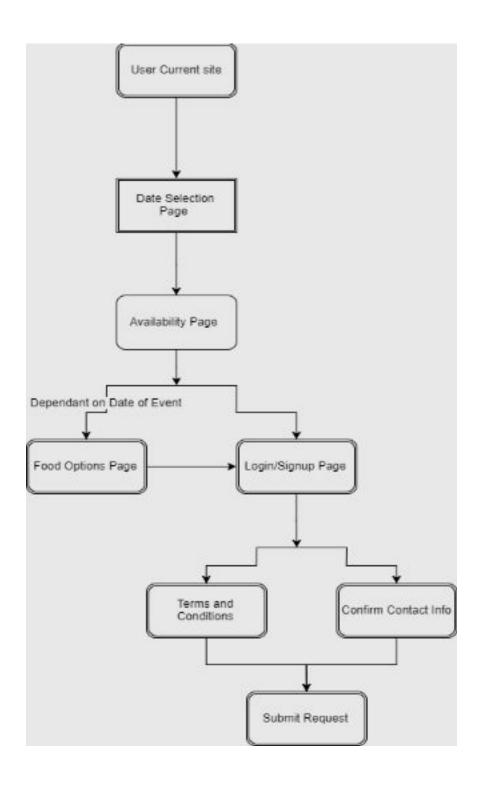
Team Management

The Vintner Consulting Ltd. team operates under three major key roles. The team operates under a project manager who manages the team and assists with dividing assignments. The project manager also tracks the project status and ensures that each team member is participating in the work. The role of project manager was given to Chelsea Coats because she has over a year in project management training and skills during various internships. Chelsea currently works under a project manager in her current job and has insight in running teams and

Analyst. The position of business analyst was given to the team member with a close relationship with our client, Amanda Gorham. The team relies on the business analyst to keep in close contact with the client. The last major role that has been assigned to the team is Lead Coder, assigned to Megann Welch. This role was given to the most experienced and confident coder. There are six members on the team and the remaining three members, Denee, Andrew and Omar, take on various roles. As a team that uses the agile method, these members work in a free flow and take over responsibilities as needed. Some participate in coding, BA work, and work mostly on documentation.

All group documentation is recorded on our team Google Drive and communication is channeled through GroupMe app on our cellphones. The project status is tracked through a PowerPoint slide. The status contains an overview of the project, upcoming assignments, recent accomplishments and watch areas. The team is also using Microsoft Project to track milestones in the project.

Appendix A



Appendix B

Tasks	Start Date	End Date	Assigned to	Due Date
ERD	12-Sep	26-Sep	Andrew	12-Dec
DFD	19-Sep	3-Oct	Omar	12-Dec
Prototype	26-Sep	3-Oct	Denee	12-Dec
code	3-Oct	28-Nov	Megann	12-Dec
Test	28-Nov	5-Dec	Amanda	12-Dec
Training Manual	5-Dec	12-Dec	Chelsea	12-Dec

Appendix C

