



FINAL Project Management Plan (PMP)

Simply Get There Trip Triage Design

**Prepared for
Federal Transit Administration (FTA)
U.S. Department of Transportation**

**Prepared by
ATLANTA REGIONAL COMMISSION**

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1 PROJECT OVERVIEW

1.1 Background

The Mobility Services for All Americans (MSAA) program began in FY 2005 with the goal of helping older adults, persons with disabilities, and economically vulnerable Americans to access their daily needs using transportation. The Atlanta Regional Commission (ARC) shares the United States Department of Transportation's (DOT's) desire to improve the transportation system for all Americans and has been partnering with DOT and local partners in order to improve it. In addition to developing its first Human Services Transportation (HST) plan in 2007, the Atlanta region published a TMCC concept in 2008 with FTA funding. Findings from the 2008 TMCC study supported the development of an HST Advisory Committee and an update of the Coordinated HST Plan to facilitate greater coordination of HST transportation services throughout the region. ARC also received funds during FY 2011 and 2012 to develop a one-click/one-call application called Simply Get There, which is described in detail below. Finally, ARC is one of three awardees in the most recent round of MSAA Deployment Planning cooperative agreements that were awarded to selected local and regional organizations to plan coordinated mobility services. ARC will be designing an application that will use intelligent transportation systems (ITS) to coordinate deployment of on-demand public transportation systems, such as paratransit, for people with mobility issues, such as veterans, seniors, people with disabilities, and others who rely on community transportation providers to access everyday needs such as employment, medical care, and groceries.

Atlanta Region Simply Get There Phase 1: During FY 2011 and 2012, ARC was awarded funds for Veterans Transportation and Community Living Initiative (VTCLI) grants to develop the Atlanta Region Simply Get There/Call system and provide public education and outreach for the system. That website, www.simplygetthere.org, went live in March 2015.

Partners and Target Populations: The project began with a pilot partnership group including the Area Agency on Aging (AAA), Atlanta Regional Workforce Board (ARWB), Cobb Community Transit (CCT), Disability Link, Goodwill Industries, Georgia Commute Options (GCO) and the Veterans Affairs Medical Center of Atlanta. The pilot partners represented key target populations, which include persons with disabilities, older adults, persons with low income and veterans.

Purpose: The purpose of Phase I was to create a platform for “enhanced trip planning” that 1) included all travel modes critical for the target populations (fixed route public transit, specialized services and paratransit), 2) enabled “trip discovery” by matching the user’s eligibility and accommodation needs with appropriate services and 3) provided information needed to take the next step in the trip (ranging from an immediate public transit trip to calling, booking and application processes for specialized services).

Result: The platform allows for travel option comparison by length of time, ease of use and cost – all essential trip planning elements regardless of user or mode.

Atlanta Region Simply Get There Phase 2: Phase 2 of Simply Get There will begin to bring the system forward from “trip discovery” (pinpointing the best option) to “trip transaction” by designing a system which would be built in Phase 3.

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Atlanta Region Simply Get There Phase 3: Phase 3 of Simply Get There will fund the development of the application designed in Phase 2. ARC will pursue funding for Phase 3 during Phase 2.

1.2 Problem Statement and Opportunities

Phase 1 included development of the Simply Get There website. Phase 2 of Simply Get There will begin the process of bringing the system forward from “trip discovery” (pinpointing the best option) to “trip transaction” (centralized booking, scheduling and dispatching). As with websites that aggregate airline data (such as hotwire, kayak, etc.), the long-range vision is for Atlanta region residents to book trips through one online portal (ideally supplemented with phone services). The Atlanta Region Travel Management Coordination Platform (TMCP) will reflect the “start to finish” process of Human Service Transportation (HST) trips across multiple modes of transportation, HST programs/funding and individual consumer profiles. The TMCP will include modular components such as 1) a client eligibility and accommodations profile, 2) “trip triaging” for best match pinpointing, 3) travel coaching/training assistance, 4) detailed modal data (automatic vehicle location, real time tracking), 5) modal route optimization, 6) payment and cost sharing and 7) data analysis/monitoring to find efficiencies and influence planning/future implementation in a system-wide feedback loop. Agencies included within the system, whose involvement would be phased and voluntary, would continue to operate their own dispatching and scheduling operations while allowing for connectivity.

Project Partners and Stakeholders:

1. Center for Visually Impaired (CVI)
2. City of Atlanta, Vehicles for Hire/Taxi Management
3. Cobb Community Transit (CCT)
4. DeKalb Office of Senior Affairs
5. Disability Link, the Center for Independent Living (CIL)
6. Goodwill Industries
7. Georgia Commute Options (GCO)
8. Georgia Department of Community Health (DCH)
9. Georgia Department of Human Services (DHS)
10. Georgia Department of Transportation (GDOT)
11. Georgia Governor’s Development Council (GDC), Rural and Human Services Transportation (RHST)
12. Georgia Transit Association (GTA)
13. Gwinnett County Senior Services
14. Lifespan Resources (volunteer driver program)
15. Metropolitan Atlanta Rapid Transit Authority (MARTA)
16. Ride Connection of Portland, Oregon
17. Atlanta United Way 211
18. Veterans Affairs (VA), Veterans Transportation Program (VTP)

1.3 Project Description

The proposed TMCP is a response to both national and local problems. Nationally, the following are significant barriers to effective HST coordination: 1) overreliance on proprietary

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systems that were not designed specifically for HST contexts and 2) lack of transparency in client eligibility. Unless an alternative is created, these situations will perpetuate indefinitely as a hindrance to more efficient and effective HST coordination. ARC is proposing a national platform to be developed to provide an alternative to the current situation, and as such, ARC is very open to developing this concept in concert with other US organizations and geographic areas as a national pilot effort. The TMCP is described in greater depth in Section 1.4.f Task 6: Common Fleet Information Platform Design.

1.4 Project Tasks and Deliverables

a. Task 1: Project Management – (Months 1-18)

Please provide a breakdown estimate of funds this task: \$13,085

The project sponsor will be responsible for managing the project with assistance from the FTA project manager as well as a technical assistance team which will be under contract to the ITS Joint Program Office (JPO) to support deployment planning activities. This task provides for the overall project's management and coordination.

- An initial Kickoff Meeting (present draft project plan and schedule)
- Preparation of a detailed Project Management Plan (PMP)
- Updated technical plan in relation to RFP submission
- Development and maintenance of a project schedule and budget
- Monthly project progress reporting to FTA via periodic meetings and quarterly reports
- Potential MSAA Deployment Planning cohort meeting at a location to be developed such as the Transportation Research Board Annual Meeting in Washington, DC in January 2016.
- Final Report

Deliverables

- Kickoff meeting, including meeting materials and notes
- Detailed Project schedule
- Detailed Project Management Plan (PMP)
- Updated technical plan
- Project budget
- Draft and final PMP
- Periodic meetings (e.g. conference calls, site visits)
- Quarterly progress reports
- The recipient will conduct the project in accordance with the FTA Master Agreement. Information on the Master Agreement can be located through the following URL: <http://www.fta.dot.gov/documents/21-Master.pdf> and FTA Circular 6100.1E; The Recipient Role for project management can be found on pages II-2 through II-4 of the circular.

b. Task 2: Monthly Progress Reports (Months 1-18)

Please provide a breakdown estimate of funds this task: \$3,000

The local project teams shall provide monthly progress reports. The monthly reports shall include the following items:

- Total budget and remaining budget

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- Expenditures for the month in focus
- Estimated % of work completed
- Brief list of activities/deliverables completed that month
- Brief list of activities anticipated in the next month
- Variances from the current work plan, including planned corrective actions
- Brief list of outstanding issues/comments requiring DOT attention
- Status of each deliverable, including the outline, the draft (or items)(version, and the final version

Deliverable: Monthly Progress Reports

c. Task 3: Strategic Partners Stakeholder Participation and Level of Coordination (Months 1-18) Please provide a breakdown estimate of funds this task: \$4,000

The table below lists all project partners who will be involved in this cooperative agreement. The table includes the organization they represent and their areas of expertise, such as working with older adults (OA) and people with disabilities (PWD). These partners will participate in tasks 3, 4, 5, and 6. ARC will facilitate in-person, web-based, and written communication throughout this process in order to ensure that there is ample opportunity for partners to share their expertise, provide feedback on the direction of the project, and influence its design. ARC will meet one-on-one with each new point of contact to learn their areas of expertise and ensure that stakeholders understand the project and are committed to participating.

Simply Get There Partner Organizations	Point of Contact	Role/Area of Expertise
Aging and Disability Resource Connection (ADRC)	Cara Pellino	IT, working with OA and PWD
ARC Transportation Access and Mobility Manager	Cain Williamson	HST subject matter expertise, systems-level transportation demand management
Area Agency on Aging (AAA)	Kathryn Lawler	Working with OA and PWD, HST subject matter expertise
Atlanta Regional Workforce Board (ARWB)	Marsharee O'Connor	Working with low-income job seekers
Atlanta United Way 211	Monica Hammond	Managing a call center
Center for Visually Impaired (CVI)	Anisio Correia	Working with PWD
Cobb Community Transit (CCT)	Vida Covington	Managing a county-wide transit service
DeKalb Office of Senior Affairs	Sandra Morrow	Working with OA and PWD, managing HST programs
Disability Link, the Center for Independent Living (CIL)	Ken Mitchell	Working with PWD

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Simply Get There Partner Organizations	Point of Contact	Role/Area of Expertise
Georgia Commute Options (GCO)	Ryan Ellis	Transportation demand management for a 20-county region
Georgia Department of Community Health (DCH)	James Peoples	Public health needs of vulnerable populations
Georgia Department of Human Services (DHS), Coordinated Transportation System	Peggy Hackett	Managing HST programs across the Atlanta region
Georgia Department of Transportation (GDOT)	Nancy Cobb	HST
Georgia Governor's Development Council (GDC), Rural and Human Services Transportation (RHST) Committee and Statewide Mobility Management	Dave Cassell	HST
Goodwill Industries	Stephen Armour	Working with low-income job seekers and PWD
Gwinnett County Senior Services	Carole Rowe-Jones and Gary Galloway	Working with OA and PWD, managing county-wide HST programs
Lifespan Resources	Peggy Palmiter	Working with OA
Metropolitan Atlanta Rapid Transit Authority (MARTA)	Rick Krisak	Managing a multi-county transit service
Ride Connection of Portland, Oregon	Kevin Chambers	IT, managing HST programs
Veterans Affairs (VA), Veterans Transportation Program (VTP)	Darren Wallace	Managing HST programs nationally

Deliverable: Governance Policies for Stakeholder Committee and Partnering Organizations

d. Task 4: Local Travel Management Coordination Center (TMCC) - Concept of Operations – (Months 1-18)

Please provide a breakdown estimate of funds this task: \$5,750

A draft TMCC concept of operations (ConOps) should be delivered 30 weeks after project award. This high-level document will describe user needs, the purpose and capabilities of the software design, and operational scenarios that could be part of the final design. It will also document existing shortcomings and describe how the application design will address them.

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ARC will spend time in the first several months of this project learning from RideConnection and using that knowledge to inform the development of the ConOps.

Deliverable: Draft and Final Concept of Operations

e. Task 5: TMCC Phased Implementation Plan – (Months 1-18)

Please provide a breakdown estimate of funds this task: \$8,505

A draft TMCC phased implementation plan is due 48 weeks after project award. This plan will be developed and based on knowledge gained from work in Task 6, as the team builds its capacity in what the application can do and as relationships with external stakeholders who may participate in the completed application are built and strengthened. After receiving comments from the DOT project management and technical assistance team, the grantee will deliver the final TMCC phased Implementation plan.

Deliverable: Final TMCC phased Implementation Plan

f. Task 6: Common Fleet Information Platform Design –(Months 1-18)

Please provide a breakdown estimate of funds this task: \$56,240

At 60 weeks from award, the project will demonstrate, and obtain approval from the DOT, a common fleet information platform design. This Travel Management Coordination Platform design will be designed as an open source platform that will include cost estimates to build, system performance requirements, and these functions:

- Link to Simply Get There trip discovery web application
- Ability to create client profiles with permissions to use multiple providers, records of current eligibility, trip accommodations needed, and indication of other programs they might join
- "Trip triaging" capabilities to find ideal cost/accommodations match
- Consideration of supplementary services such as travel training to be proactive in shifting client to a higher triage level in future
- Cross-modal trip booking and connections to manifest creation and scheduling systems, route optimization across modes
- Payment and billing - Cost sharing calculated on back-end
- Data analysis for system optimization
- Modular system ("plug and play" system that users could adapt to local needs)
- Integration with third party systems, including Computer- Aided Dispatched /Automatic Vehicle CAD AVL software
- Ability to track trips by the funding source
- Ability to generate invoices

Deliverable: Common Fleet Information Platform Design

g. Task 7. Project Meetings and briefings (Months 1-18)

Please provide a breakdown estimate of funds this task: \$1,000

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The local project teams shall attend project meetings or teleconferences as requested by the DOT project manager to report on progress, schedule, scope issues, budget, and results of tasks. The local project teams shall support DOT with communicating the progress and results of this project to various stakeholders throughout the project. There will also be periodic meetings of stakeholders as the project moves forward.

Deliverables: As directed by the DOT project manager, The local project teams shall develop and/or deliver presentations (not to exceed 2) on the project-related findings at various industry conferences (e.g. APTA Bus and paratransit Conferences, CTAA Expo, TRB Annual Meeting, etc.).

h. Task 8: Final Project Report–(Months 1-18)

Please provide a breakdown estimate of funds this task: \$8,370

Final Report and Briefings – At the conclusion of the project a final report and briefings addressing project results, including learned in planning and implementing the local TMCC system. In addition, the final report should provide recommendations for future update/revision to the TMCC implementation Guidebook. The development of the TMCC Implementation Guidebook is currently in progress and funded separately by the DOT. The DOT project manager will make the Guidebook available to the successful applicants at the time of the cooperative agreement award. See FTA’s final report format.

http://www.fta.dot.gov/documents/Preparation_Instructions_for_FTA_Final_Reports_June_2013.pdf

Deliverables: Final report and briefings. (See above descriptions.)

i. Task 9: Schedule - Period of Performance: (For project sponsor to complete.) Use the following page to insert a table or chart that will visually represent each task, the milestones/deliverables housed inside of each task, and the duration (months) that the tasks will occur in. Provide the estimated number of hours by task for each job classification. The total period of performance for this project is 18 months.

Deliverable: Final Schedule

1.5 Schedule of Tasks, Milestones, and Deliverables

Included in Figure 1.1

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Table 1-1. Task Duration

Task	Duration
Task 1: Project Management	January 2016-June 2017
Task 2: Monthly Progress Reports	January 2016-June 2017
Task 3: Strategic Partners Stakeholder Participation and Level of Coordination	January-March 2016
Task 4: Local Travel Management Coordination Center (TMCC) Concept of Operations	January-March 2016
Task 5: TMCC Phased Implementation Plan	October 2016-March 2017
Task 6: Common Fleet Information Platform	June 2016-March 2017
Task 7. Project Meetings and briefings	December 2016-May 2017
Task 8: Final Project Report	December 2016-June 2017
Task 9: Schedule and Period of Performance	January 2016

Figure 1-1. Project Schedule and Deliverables

Atlanta Regional Commission POP Schedule		Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
TASK	SUBTASK/ DELIVERABLE																		
Task 1: Project Management	Kickoff meeting, including meeting materials and notes	x																	
	Detailed Project schedule		x																
	Draft Project Management Plan (PMP)		x																
	Updated technical plan		x																
	Kickoff meeting, including meeting materials and notes		x																
	Final PMP			x															
	Periodic meetings (e.g. conference calls, awardee workshop in DC)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

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Atlanta Regional Commission POP Schedule		Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
	Quarterly progress reports			x			x			x			x			x			x
Task 2: Monthly Progress Reports	monthly progress reports	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Task 3: Strategic Partners Stakeholder Participation and Level of Coordination	Governance Policies for Stakeholder Committee and Partnering Organizations	x	x	x															
Task 4: Local Travel Management Coordination Center (TMCC) - Concept of Operations	Concept of Operations Draft-- defines what TMCC should and should not do. Include user needs, op polices and constraints. Document current HST shortcomings that will be addressed by TMCC				x	x	x	x	x										
	final ConOps submitted						x												

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Atlanta Regional Commission POP Schedule		Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
Task 5: TMCC Phased Implementation Plan	Draft TMCC phased Implementation Plan--defines how ARC will build TMCC capability with current or future funding										x	x	x						
	Final TMCC phased Implementation Plan															x			
Task 6: Common Fleet Information Platform	Common Fleet Information Platform--would enable all transit providers to view each other's trip scheduling and vehicle location info in real time. Would not require providers to obtain the same CAD AVL software						x	x	x	x	x	x	x	x	x	x			
Task 7. Project Meetings and briefings	presentation at industry conference such as APTA, CTAA Expo, TRB)												x	x	x	x	x	x	

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Atlanta Regional Commission POP Schedule		Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
	presentation at industry conference such as APTA, CTAA Expo, TRB)												x	x	x	x	x	x	
Task 8: Final Project Report	Final Report and Briefings												x	x	x	x	x	x	x
Task 9: Schedule - Period of Performance		x																	

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1.6 Budget

Below are shown two budget tables. The first table, 1.6.1 Budget by Fiscal Year, shows the overall budget allotments based on federal fiscal years. The second table, 1.6.2 Budget by Category, lists budget allocations by task to show how total project funding will be spent during the period of performance.

1.6.1 Budget by Fiscal Year

The total budget of the project is \$100,000. Budget breakdown by Federal fiscal year is as follows:

Federal FY 2015	\$50,000
Federal FY 2016	\$50,000
Federal FY 2017	\$0

1.6.2 Budget by Category

Breakdown by budget category is contained in Table 1-3 below.

Table 1-2. Project Budget by Category

Budget Category	FTA Amount (\$)	Total Amount (\$)
Managerial, Technical, and Professional	\$80,000	\$13,000
Travel		\$6,000
Supplies		\$500
Materials / Equipment		\$500
	\$80,000	\$20,000

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1.6.3 Budget by Task

Budget breakdown by task is contained in Table 1-4 below.

Table 1-3. Project Budget by Task

Task	FTA Amount	Cost Share	Total Amount
Task 1: Project Management	\$9,585	\$3,500	\$13,085
Task 2: Monthly Progress Reports	\$0	\$3,000	\$3,000
Task 3: Strategic Partners Stakeholder Participation and Level of Coordination	\$0	\$4,000	\$4,000
Task 4: Local Travel Management Coordination Center (TMCC) - Concept of Operations	\$3,750	\$2,000	\$5,750
Task 5: TMCC Phased Implementation Plan	\$7,505	\$1,000	\$8,505
Task 6: Common Fleet Information Platform	\$53,740	\$2,500	\$56,240
Task 7: Project Meetings and briefings	\$0	\$1,000	\$1,000
Task 8: Final Project Report	\$5,420	\$2,950	\$8,370
Task 9: Schedule - Period of Performance	\$0	\$50	\$50

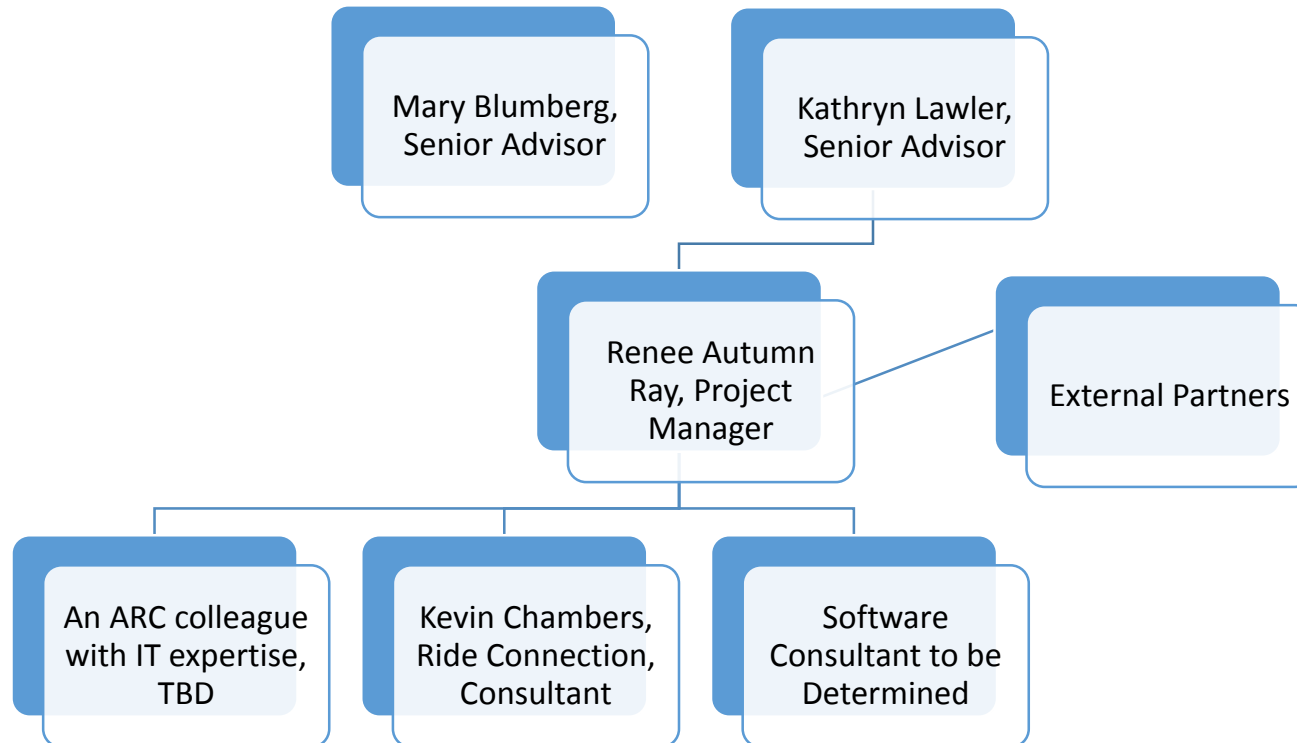
1.7 Evolution of the Project Management Plan

To be an effective management and communication tool, the plan must be a living document that is updated as conditions change. At a minimum, the project management team will review the PMP quarterly, and as major milestones are achieved. The version changes for the PMP are recorded in Appendix A.

2 PROJECT ORGANIZATION

2.1 Organizational Structure

Figure 2-1: Project Management Organization Chart



2.2 Team Roles and Responsibilities

The roles and responsibilities of the Simply Get There Trip Triage Design team are highlighted below.

2.3 Staffing Plan

The staffing plan for the Simply Get There Trip Triage Design project is outlined below in Table 2-1, which identifies the tasks in which the key staff will be involved and the key staff's general functions..

Table 2-1. Project Key Staff and Functions

Organization	Name	Position	Project Tasks	Role/Function
Atlanta Regional Commission	Renee Ray	Principal Program Specialist	All	Project Manager. Manage day-to-day operations, oversee work of subcontractors, lead stakeholder engagement, incorporate stakeholder feedback into design.
	Mary Blumberg	Strategic Planning and Development Manager	All	Senior leadership. Provide subject matter expertise in Atlanta region stakeholders and oversee project manager.
	Kathryn Lawler	Aging and Health Resources Manager	All	Senior leadership. Provide subject matter expertise in Atlanta region stakeholders and oversee project manager.
	Landon Reed	Transportation Technologist	1, 4, 5, 6, 8	Project support and technical assistance. Provide software application development expertise, support Kevin Chambers.
RideConnection	Kevin Chambers	IT Manager	1, 4, 5, 6, 8	Subject matter expert. Provide expertise and technical assistance to both ARC and software consultant on RideConnection’s web application capabilities and their success at bringing in external partners and transportation providers to participate in their trip triaging system.
Software Consultant	Software Consultant	Technical Advisor	1, 5, 6, 8	Subject matter expert and designer. Lead development of software application design. Incorporate existing best practices into design; provide technical assistance to ARC staff to build capacity in application design.

3 PROJECT MONITORING AND CONTROL

3.1 Coordination and Communications

While the project is organized in layers, the communication links are open between the FTA project manager and the ARC project management team. The project managers will communicate frequently regarding all aspects of the project via email, phone calls and meetings in addition to the communication described in Project Tasks 1 and 2.

The following sections describe the proposed mechanisms for communicating and coordinating at the various management layers of the project. Meetings may be conducted in person or via conference call or webinar.

3.1.1 Internal Communications and Meeting Plan

- ARC will communicate periodically with its internal and external partners to discuss the project goals and expectations, specifically the project approach, tasks and deliverables, and partner roles and responsibilities. ARC will work with its external partners to identify their preference for the frequency and kind of communication, which could include in-person and phone meetings as well as email communications. Within ARC, the project manager will discuss the project with senior leadership bi-weekly, and will communicate with support staff and partners as needed over the course of the project.

3.1.2 External Communication

- As noted in Project Task 1, ARC will communicate project progress reports with FTA on a monthly as well as quarterly basis. Additional meetings will be held as needed via phone, webinar, or in person. ARC is also open to working with technical assistance (TA) and knowledge and technology transfer (KTT) partners.

3.2 Scope, Schedule and Budget Management

3.2.1 Scope Management

Any request for scope changes will be first discussed within the project management team and then elevated to Government Task Manager (GTM) for approval. A cooperative agreement revision/amendment is required by FTA for material changes in the work scope, in accordance with FTA Circular C 6100.1E (IV.6).

3.2.2 Schedule Management

ARC's project manager will be responsible for managing the project schedule. This will occur by reviewing the Project Schedule (Figure 1-1) monthly and updating as needed. During project meetings, team members may review the schedule status, and discuss actions/directions required to resolve schedule issues, if any. Minor schedule adjustments – those that do not affect the overall project schedule/timeframe – may be approved by the project manager in consultation with the GTM. Significant schedule changes will be decided by the project management team and then elevated to FTA for

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review and approval. A significant schedule change may be accomplished via an administrative amendment as outlined in FTA Circular C 6100.1E (IV.6).

3.2.3 Cost/Budget Management

Cost/budget will be managed by the project manager following Federal regulations/rules and internal contract rules. Invoices will be submitted after the project manager reviews the project progress, schedule, and expenditures. Payments will be based on progress (costs incurred for a period of time) or milestone completion. Requests for payments will be conducted in accordance with FTA Circular C 6100.1E (V.8).

It is not anticipated that the budget for this project will change. Budget revisions, if any, will be conducted in accordance with FTA Circular C 6100.1E (IV.6). The request for a budget increase has to be approved by the FTA.

3.3 Change Management

ARC will ensure that change is managed by including bi-weekly communication between the project manager and senior leadership as noted in 3.1.1, so that any potential challenges or staffing changes may be handled quickly before they could have a significant impact on this project.

3.4 Quality Management

As with change management, ARC will manage quality through frequent meetings with senior leadership. Deliverables will be drafted and reviewed internally so that changes may be discussed and incorporated before any deliverables are sent to FTA for approval. A collaborative internal team will ensure that ARC's quality control and assurance standards are maintained for this project.

3.5 Risk Management

Potential risks and possible mitigation measures are identified in Table 3-1. These risks will be closely monitored and evaluated using the project progress review process. The table will be updated when status changes or new risks are identified.

Table 3-1 Potential Project Risks

Potential Risks	Impact	Mitigation Measures/Controls
Project staff unavailable to work on project	Project delays	<ol style="list-style-type: none">1. Project team is extremely committed to the project and there is a deep bench.2. The project team has several individuals that could cover multiple areas.3. Monthly status updates will be reported against the baseline schedule.4. The PM will report on any changes to the staff assigned to the project.

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<p>Consultant budgets will not allow depth of design anticipated when proposal was written in 2014</p>	<p>Final TMCP design is less detailed than anticipated</p>	<ol style="list-style-type: none"> 1. Some portion of the TMCP may need to be left for design in Phase 3 2. Seek additional funds to ensure design is complete.
<p>External partners are not able to overcome concerns about participating in a future phase of implementing the TMCP</p>	<p>Future Phase 3 launches with few or no external participants</p>	<ol style="list-style-type: none"> 1. Work with FTA TA team to identify additional ways to persuade external partners of the value of opting to participate in TMCP. 2. Focus on just one partner from each mode (transit, demand response).

4 PROJECT TRACKING AND REPORTING

4.1 Project Tracking

This section describes the methods and measures that will be used to track the project.

4.2 Project Reporting

The following reports will be produced to provide information on the project progress:

- **Quarterly Progress Report** – The report shall be submitted to the FTA project manager via e-mail by the end of the month following the federal fiscal quarter, namely April 30, July 31, October 31, and January 31. The report shall include the significant accomplishments for the quarter; anticipated work for the following quarter; issues, if any, and recommended solutions; expenditures of the quarter and to date (cumulative) by task, and submittal status of deliverables (see also FTA Circular C 6100.1E [IV.4.d]). These reports will be posted in TEAM by the FTA project manager.
- **Milestone Progress Report** – The project manager will provide a brief summary of the project progress, including milestone status, for the quarter in TEAM as outlined in FTA Circular C 6100.1E (IV.4.d). The report will be completed by the end of the month following the federal fiscal quarter.
- **Federal Financial Report** – The ARC project manager will submit a financial status report for the quarter in TEAM as outlined in FTA Circular C 6100.1E (IV.4.c). The report will be completed by the end of the month following the federal fiscal quarter.

4.3 Document Review/Revision/Acceptance Process

An example is provided below:

The deliverable review flow is as follows: draft for internal team review and comment → revision (if required) → draft for FTA review and comment → revision/final draft → team review → submit to FTA for final review and comment → approval or another revision if required. The document review schedule will be closely monitored and tracked.

Appendix A Document Version Changes

Version No.	Date	Description of Changes	Status
0	January 8, 2016	Original version	