



Final Project Management Plan (PMP)

Travel Management Coordination Center (TMCC) of Southern Wisconsin

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

**Prepared by
Greater Wisconsin Agency on Aging Resources, Inc.**

01/30/17

Table of Contents

LIST OF FIGURES	3
LIST OF TABLES	3
1 PROJECT OVERVIEW.....	4
1.1 BACKGROUND.....	4
1.2 PROBLEM STATEMENT AND OPPORTUNITIES.....	4
1.3 PROJECT DESCRIPTION.....	5
1.4 PROJECT TASKS AND DELIVERABLES.....	5
1.5 SCHEDULE OF TASKS, MILESTONES, AND DELIVERABLES	7
1.6 BUDGET	8
1.6.1 <i>Budget by Fiscal Year</i>	9
1.6.2 <i>Budget by Category</i>	9
1.6.3 <i>Budget by Task</i>	10
1.7 EVOLUTION OF THE PROJECT MANAGEMENT PLAN	10
1.8 REFERENCE MATERIALS	10
2 PROJECT ORGANIZATION	11
2.1 ORGANIZATIONAL STRUCTURE.....	12
2.2 TEAM ROLES AND RESPONSIBILITIES	13
2.3 STAFFING PLAN	13
3 PROJECT MONITORING AND CONTROL.....	15
3.1 COORDINATION AND COMMUNICATIONS	15
3.1.1 <i>Internal Communications and Meeting Plan</i>	15
3.1.2 <i>External Communication</i>	15
3.2 SCOPE, SCHEDULE, AND BUDGET MANAGEMENT	15
3.2.1 <i>Scope Management</i>	15
3.2.2 <i>Schedule Management</i>	16
3.2.3 <i>Cost/Budget Management</i>	16
3.3 CHANGE MANAGEMENT	16
3.4 QUALITY MANAGEMENT	16
3.5 RISK MANAGEMENT	16
4 PROJECT TRACKING AND REPORTING.....	18
4.1 PROJECT TRACKING	18
4.2 PROJECT REPORTING.....	18
4.3 DOCUMENT REVIEW/REVISION/ACCEPTANCE PROCESS	19
APPENDIX A DOCUMENT VERSION CHANGES.....	20



Figure 2-1: Project Management Organization Chart.....12

List of Tables

Table 1-1 Task Schedule & Duration	5
Table 1-2 Deliverables Schedule	7
Table 1-3 Line Item Budget	8
Table 1-4 Project Budget by Category	9
Table 1-5 Project Budget by Task.....	10
Table 2-1 Project Key Staff and Functions.....	14
Table 3-1 Potential Project Risks	17

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1.1 Background

In July 2015, FTA announced five Mobility Services for All Americans (MSAA) Deployment Planning cooperative agreements totaling \$795,545 for projects that showcase promising technologies and practices that improve travel planning and coordination for people who need specialized transportation within the Human Service Transportation (HST) environment.

MSAA Deployment Planning cooperative agreements were awarded to selected local and regional organizations to plan coordinated mobility services. Funded projects use intelligent transportation systems to coordinate deployment of on-demand public transportation systems—such as paratransit—for people with mobility issues. These program funds will help provide vital services for veterans, seniors, people with disabilities, and others who rely on community transportation providers to access everyday needs such as employment, medical care, and groceries.

The project is sponsored by the Greater Wisconsin Agency on Aging Resources, Inc. (GWAAR), which is the area agency on aging that oversees aging programs in 70 of the 72 counties in Wisconsin and all 11 tribes. Most of this service area is rural and the aging units are often the only providers of transportation services for older adults and individuals with disabilities. Transportation is not a required service for Older Americans Act programs, however it is imperative to the health and well-being of the population served.

GWAAR is proposing to build upon a solid basis of local and regional coordination agreements and extensive experience with collaborative projects in order to develop a phased deployment plan for a regional Travel Management Coordination Center to coordinate human services transportation for older adults, veterans, persons with disabilities, individuals with lower incomes, and other transit-dependent user groups as well as healthcare. Key partners in this project will be the software developer Codeversant, consultant Norah Cashin and will include collaborations with aging programs, aging & disability resources centers, private transportation providers, healthcare facilities, and the Southwestern WI Regional Planning Commission.

1.2 Problem Statement and Opportunities

The project will serve an area of southern Wisconsin comprised of 11 contiguous counties. Most of the region has a very low population density. One of the most economically-depressed areas of the state (poverty level of 11% and unemployment averages about 5.5%). This region has a high percentage of older adults (nearly 16%) and persons with disabilities. It is challenging to serve because of lack of density and an aging population and because of narrow, winding local roads. People have to travel across county lines to receive needed services or employment and there are few transportation options—and even less that can provide this type of service in an accessible and affordable way. The TMCC will link programs to better use the resources regionally to get people where they need to go. The TMCC of Southern Wisconsin Project will demonstrate how emerging cloud- and mobile-based technologies can eliminate barriers to HST coordination, providing low cost of entry and operation, and ease of use to participants. The project will build on Wisconsin's robust

coordination network, creating a regional TMCC to increase customer service and transportation efficiencies in the southern region of Wisconsin once completed.

1.3 Project Description

The plan for the systems design will be collaboratively developed with prospective participants—transportation users, providers, healthcare systems, and service agencies—using a successful design process from the fields of software and industrial design, called Design Thinking. This process will be used to create—with user participation—a system that is efficient, feasible, and attractive to consumers.

1.4 Project Tasks and Deliverables

Table 1-1: Task Schedule & Duration

Task 1.0 – Initial Project Management Estimated funds for this task \$ 18,636
1.1 Enter and set up reporting data in FTA TRAMS
1.2 Detailed project schedule
1.3 Update technical plan
1.4 Develop & sign contracts
1.5 Detailed draft and final Project Management Plan (PMP)
1.6 Periodic meetings (e.g. conference calls, site visits)
1.7 Quarterly reports
Task 2.0 – Monthly Progress Reports (months 1-18) Estimated funds for this task \$9,607
2.1 Monthly progress reports shall include
<ul style="list-style-type: none"> • Total budget and remaining budget • 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 USDOT attention • Status of each deliverable, including the outline, the draft version and the final version
Task 3.0 Strategic Partners Stakeholder Participation and Level of Coordination (months 1-18) Estimated funds for this task \$28,886
3.1 Initial 2 kickoff meetings with project partners, including meeting materials and notes
3.2 Stakeholder involvement
<ul style="list-style-type: none"> • Conduct surveys of providers, agencies, healthcare entities • Convene Advisory Committee • Interview and conduct journey mapping of agencies and consumers through ride process

3.3 Transportation provider resources will be cataloged
3.4 Stakeholder advisory committee will be convened
3.5 Submit Deliverable #1 –Policies for stakeholder advisory committee and partner agreements (if required)
Task 4.0 - TMCC Concept of Operations (30 weeks) Estimated funds for this task \$17,636
4.1 Determine the roles, function and location of the TMCC
4.2 Submit Deliverable #2 draft Concept of Operations plan
5.0 - TMCC Phased Implementation Plan (48 weeks) Estimated funds for this task \$24,061
5.1 Gap Analysis
5.2 Stakeholder Advisory Evaluation
5.3 Deliverable # 3a System Requirements & Architecture Plan
6.0 High Level System Design (60 Weeks) Estimated funds for this task \$74,311
6.1 Technology Solutions Design
6.1.1 Shared Data Model Definition/HIPPA Analysis
6.1.2 Wireframed User Interface & Interactions
6.2 Operational Solutions Design
6.2.1 Transportation Resource Survey Report
6.2.2 Required Resource Implementation Estimate
6.2.3 Deliverable # 3b Phased Implementation Plan
6.2.4 Deliverable # 4 Common Fleet Information Platform Concept
6.3 Advisory Review
6.4 Advisory Revision
Task 7.0 – Project meetings and briefings (Months 1-18) Estimated funds for this task \$21,847
7.1 Attend meetings as requested by USDOT to report progress.
7.2 Develop presentation to communicate progress and results of this project as directed by USDOT.
Task 8.0 – Final project report & briefing Estimated funds for this task \$8,915
8.1 Prepare and submit Deliverable #5 final report and other briefings

1.5 Schedule of Tasks, Milestones, and Deliverables

Table 1-2: Deliverables Schedule

Task Description		Period of Performance Schedule																		
		Months After Award																		
		6/17	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	12/17
1.0	Project Management/Stakeholder Inv.																			
	Kick-off Meeting (to be scheduled)						X													
	Detailed Project Schedule										X									
	Updated Technical Plan										X									
	Project Budget	X																		
	Project Management Plan		X								X									
	Periodic Meetings (as scheduled)																			
	Quarterly Progress Reports										X			X				X		X
	Other Project Meetings/Presentations	These will occur as scheduled by the FTA, with up to 2 presentations of final products after completion.																		
2.0	Monthly Progress Reports																			
	Progress Reports	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3.0	Stakeholder Input																			
4.0	Concept of Operations																			
5.0	TMCC System Requirements																			
											X	X	X							
													X							
6.0	High Level System Design																			
															X	X	X	X		
7.0	Project Meetings / Briefings																			
											X	X	X	X	X	X	X	X	X	X
7.1	Other Project Meetings/Briefings	These will occur as scheduled by the FTA, with up to 2 presentations of final products after completion.																		
8.0	Final Report																			
	Final Report																			X

1.6 Budget

Table 1-3: Line Item Budget

Line Item	Project Budget
Managerial Staff (GWAAR)	\$ 46,249
Consultant	\$ 51,000
Office Supplies/Printing/Postage	\$ 2,570
Marketing	\$ 2,500
Staff Travel/Training	\$ 6,000
Software Contract: Codeversant	\$ 64,760
Dane County One-Call Staff	\$ 19,275
Administration (5%)	\$ 11,545
Total Expense	\$ 203,899
MSAA Grant	\$ 193,320
Cash Match	\$ 10,579
Total Revenue	\$ 203,899
In-Kind Match	\$ 37,899

Breakout Notes*

In Kind Match Breakdown:

Transportation Specialist:	\$27, 198
OAA Supervisor:	\$8,001
Executive Director:	\$1200
Travel Expense Unpaid:	\$500

Codeversant Breakout

Needs/Scope Analysis	\$25,904.00
Shared Data Model Analysis and Definition	\$ 8,095.00
HIPPA Analysis	\$ 6,476.00
Draft UX (User Experience) Definition	\$ 8,095.00
Transportation Resource Survey Report	\$ 6,476.00
User Feedback	\$ 3,238.00
Final Report	\$ 6,476.00

1.6.1 Budget by Fiscal Year

The total budget of the project is \$203,899. Budget breakdown by federal fiscal year is as follows:

FY 2015	\$0
FY 2016	\$23,071
FY 2017	\$180,828

1.6.2 Budget by Category

Table 1-4: Project Budget by Category

Budget Category	FTA Amount (\$)	Total Amount (\$)
Project Management	\$66,490	\$77,069
Consulting Services	\$115,760	\$115,760
Travel	\$6,000	\$6,000
Office Supplies/Postage/Printing	\$2,570	\$2,570
Marketing	\$2,500	\$2,500
Total	\$193,320	\$203,899

1.6.3 Budget by Task

Table 1-5: Project Budget by Task

Task	FTA Amount	Cost Share	Total Amount
1. Project Management	\$17,314	\$1,322	\$18,636
2. Monthly Progress Reports	\$8,285	\$1,322	\$9,607
3. Strategic Partners Stakeholder Participation & Level of Coordination (Deliverable #1)	\$27,564	\$1,322	\$28,886
4. TMCC Concept of Operations (Deliverable #2)	\$16,314	\$1,322	\$17,636
5. TMCC System Requirement Plan (Deliverable #3)	\$22,739	\$1,322	\$24,061
6. High Level System Design (Deliverable #4)	\$72,989	\$1,322	\$74,311
7. Project Meetings and Briefings	\$20,525	\$1,322	\$21,847
8. Final Project Report (Deliverable #5)	\$7,590	\$1,325	\$8,915
Total:	\$193,320	\$10,579	\$203,899

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.

1.8 Reference Materials

None.

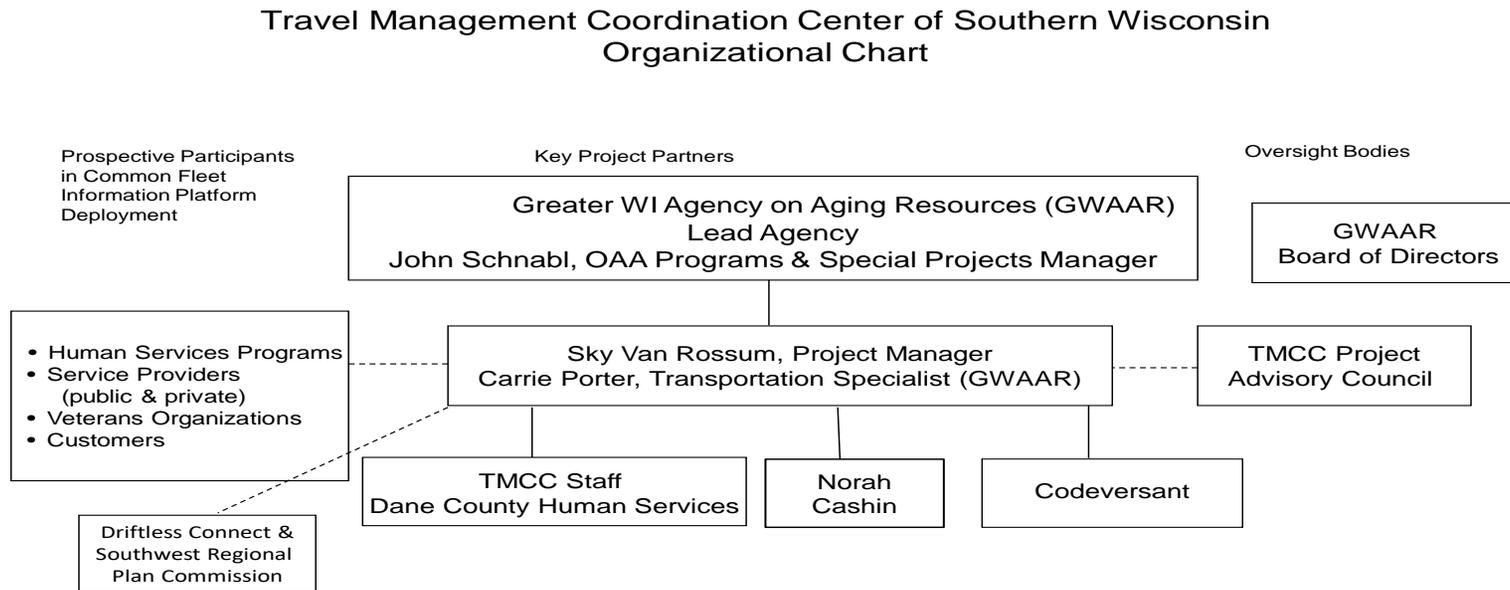
2.1 Organizational Structure

Provide a description of the team structure and include an organization chart.

Figure 2.1 illustrates the team structure, oversight, and partners for the MSAA project team. GWAAR staff will assume the lead role in management of this project and will work with the key partners identified: Codeversant, Norah Cashin, and eventually the Dane County transportation manager. The TMCC project will be overseen by the GWAAR program manager with assistance of the transportation specialist who has been involved in this grant since the start. Sky Van Rossum, the GWAAR project manager, will be responsible for all work—including direct supervision of the two key partners and advisory committee. Oversight for the project includes the GWAAR governing board, as well as an advisory committee that will be formed in the first months of the grant.

Project staff and key partners will use the assistance of the FTA regional and national staff and technical assistance contractor throughout the project.

Figure 2-1: Project Management Organization Chart



2.2 Team Roles and Responsibilities

List the organizations on the team and provide a bulleted list of their respective project roles and responsibilities.

The roles and responsibilities of the **Travel Management Coordination Center (TMCC) of Southern WI** team are highlighted below.

GWAAR: Serves as overall lead agency for the MSAA project including project management, partner communications, consultant management, and day-to-day project oversight and monthly reporting.

Norah Cashin: Assist in management of the software development—including the needs analysis interviews with participant counties; planning, integration, and interoperability and integration; and beta testing.

Codeversant: Participate in stakeholder data analysis for purposes of defining a user interface model that addresses the needs of clients, riders, agencies, payees, providers, and healthcare systems. Provide transportation resource survey reporting, HIPPA analysis, and the user feedback necessary for a technology based draft plan that details the capabilities and functionalities needed to build a TMCC.

Advisory Committee: Project partners including transportation providers, consumers, healthcare facilities, and human services agencies will provide assistance with the project development and necessary iterations.

Southwest Regional Planning Commission and Southwest Community Action Program: These 2 agencies will be important members of the project team. SWRPC is currently completing a study about transportation in part of the service area of this grant which will help feed the MSAA project. SWCAP created a one-call center called Driftless Connect which will provide a base for the larger regional project as well as tools, templates and lessons learned.

2.3 Staffing Plan

The staffing plan for the **Travel Management Coordination Center (TMCC) of Southern WI** 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
GWAAR	John Schnabl	OAA Programs & Special Projects Manager	General oversight.	Provide support for project as necessary.
	Carrie Porter	Transportation Specialist	Provide expertise about transportation systems, assistance with grant administration, review report accuracy.	Provide grant administration.
	Sky Van Rossum	Project Manager	Day-to-day project management, consultant management, management of advisory committee, and report preparation and submission through TrAMS.	Project management lead.
Contractor	Norah Cashin	Contractor	Direct connection with Codeversant, provide expertise on transportation systems and policy, conduct interviews of key partners.	Assist in project management and provide technical assistance.
Codeversant	Brian Hill & Susan Hessel	Software Developers	Provide expertise on potential technology based solutions, and applicable user interface models.	Provide technology guidance, analysis and solution visioning.

3.1 Coordination and Communications

Effective coordination and communication with the GWAAR project management team, external partners, the FTA project manager, and the technical assistance team will be critical. The key stakeholders will communicate frequently regarding all aspects of the project via email, phone calls, and in-person or online meetings.

The following sections describe the proposed mechanisms for communicating and coordinating with the various partners in the project.

3.1.1 Internal Communications and Meeting Plan

GWAAR project management team will discuss the project weekly and hold meetings with Norah Cashin (bi-weekly at minimum) to review project status and performance measure reporting. Regular communication with Codeversant will be via email. Day-to-day planning will be between Ms. Cashin and Codeversant with updates to the project management team during bi-weekly meetings.

3.1.2 External Communication

The project management team will hold regular status update meetings with FTA and the technical assistance team to discuss the project approach, tasks and deliverables, partner roles and responsibilities, staffing plan, schedule, budget, and travel requirements. With their assistance, an agenda and standard checklist will be developed to assure all aspects are covered at each meeting. FTA will receive monthly progress reports through TrAMS detailing project milestones and deliverables. Communication with the advisory committee will be at least monthly with quarterly in-person meeting anticipated. All other partner agencies including SWCAP and the Southwest Regional Planning Commission and their transit team will receive regular updates. Project staff will attend transit team meetings to discuss the project status.

3.2 Scope, Schedule, and Budget Management

The following sections outline the approach for managing the project scope, schedule, and budget.

3.2.1 Scope Management

The TMCC of Southern WI project scope will be monitored and reviewed by the GWAAR management team on a daily, weekly, and monthly basis to ensure the project remains on task and schedule. Should any adjustments in scope be required, the project manager will first address the issue with the local project management team, advisory committee and then with the FTA project manager as needed. Should a formal TMCC scope change be required, the project management team will complete a cooperative agreement revision or amendment as required by FTA for materials changes in the work scope, in accordance with FTA Circular C 6100.1E (IV.6)

3.2.2 Schedule Management

The project manager will review the project task and deliverable schedules in Tables 1-1 and 1-2 in this document to ensure the project remains on task for completion. During project meetings and advisory committee meetings, team and committee members will 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 FTA project manager. Significant schedule changes will be decided by the project management team and then elevated to FTA for 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

The TMCC costs and budget will be managed by the GWAAR project manager following federal regulations/rules and internal contract guidelines. Following the established GWAAR fiscal process, 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 must be approved by the FTA.

3.3 Change Management

Should any portion of the project require significant changes, members of the project management team will discuss the issue with the contractors and FTA and the technical assistance team. If these discussions result in necessary modifications to the project, the changes will be presented to all partners and shared with FTA as appropriate. All changes will be contained in Appendix A of the project management plan.

3.4 Quality Management

GWAAR as an agency has high expectations for the quality of work in all areas of operations. This expectation will be discussed with all partners at initial meetings as well as in ongoing communication. Continuous process improvements using models like NIATx—as well as iterative design processes like Design Thinking are embedded in the culture of the agency.

3.5 Risk Management

Risk management is of critical importance to the TMCC project team and GWAAR management and governing board. Once the final PMP is approved by FTA and the project *officially* begins, the TMCC project may be influenced by a number of internal and external factors that could impact the schedule, budget, and outcomes of the project. 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
Delayed hiring of project manager.	Slow project start, project delays.	GWAAR is committed to this grant and will have staff to work on it in a limited capacity while going through the hiring process and will initiate the consultant contracts to get them onboard as well. Timelines will be monitored and all required reports will be submitted.
External partners unwilling to commit to project work.	Not as many partners for eventual implementation.	The 2 years between grant writing and award resulted in changes to initial partners and buy-in. Communication has resumed with these partners and new ones, as well as a significant new partner Southwestern WI Regional Plan Commission (SWRPC) that is also working with some of the same partners on a planning grant they received. The project management team will build on the healthcare partnerships partners have already developed.
Confusion between SWRPC project and MSAA grant.	Loss of partners, delays in project completion	The SWRPC project is just beginning so the project management teams of that and MSAA will work together to clarify communications. The MSAA Project Team is meeting with the staff and partners Nov. 8 and will continue regular and frequent communication.
Consultant work delays.	Project delays.	The consultant contracts outline the expectations of the agreement. There will be regular communication with the consultants, the PMP will be shared with the consultants, and performance measure tracking and reporting processes will be clarified.
Feedback from partners, public, and advisory committee.	Changes to project.	While input from users, agencies, and the advisory committee are essential, it may lead to unexpected developments or improvements to the project. Any suggested changes will be discussed with the FTA oversight team before changes are made.

4.1 Project Tracking

The GWAAR project manager will track the overall project schedule and task completion list on a weekly and monthly basis using Tables 1-1 and 1-2 in the PMP to ensure the project remains on schedule for completion of each deliverable. The project manager will meet regularly with the consultants to ensure they are remaining on schedule.

A detailed set of performance measures is scheduled to be developed as part of deliverable #2, development of the draft concept of operations plan. This will be used along with regular project reporting identified below to ensure the project remains on track.

4.2 Project Reporting

This section includes reports are required under the cooperative agreement with the FTA.

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

- **Monthly Reports:** Monthly reports will be submitted in TrAMS.
- **Quarterly Progress Report:** The QPR 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 TrAMS by the project manager in coordination with the project consultants.
- **Milestone Progress Report:** The project manager in coordination with both consultants will provide a summary of the project progress—including milestone status—for the quarter in TrAMS 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 project manager in coordination with GWAAR fiscal staff will submit a financial status report for the quarter in TrAMS 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.
- **Final Report:** The consultant will compile the final report per the FTA document preparation instructions for FTA final report, June 2013. After review by the project management team, the report will be submitted to FTA at the completion of the project.

4.3 Document Review/Revision/Acceptance Process

The following process outlines the steps taken in which project deliverables will be reviewed.

1. Initial PMP drafted.
2. Submit draft for FTA review and comment.
3. Revise document to address FTA comments and other necessary adjustments as suggested by the Project Management Team.
4. Submit revised draft for FTA review.
 - a. Revised as necessary.
 - b. Receive final approval.
5. Ongoing document updates.
 - a. The document will be monitored, tracked, and revised when appropriate throughout the project.

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Version #	Date	Description of Changes	Status
1.1	1/26/17	Updated draft PMP with scope changes as discussed in the December 18, 2016, update. Corrected spacing and addressed comments.	Submitted as Final Draft.
		Update Revision History	