

Change Management Board

Change Management Process for Intelligent Transportation Systems Deployment in the State of Florida

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Prepared for:

Florida Department of Transportation
Traffic Engineering and Operations Office
Intelligent Transportation Systems Section
650 Suwannee Street, M.S. 90
Tallahassee, Florida 32399-0450
(850) 410-5600

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Created By:	Diane Quigley, PBS&J	04/12/05
Reviewed By:	Gene Glotzbach, FDOT	4/12/05, 1/24/07
	Trey Tillander, FDOT	12/5/06
	Steve Corbin, FDOT	1/24/07
	David Chang, PBS&J	12/17/07
	CMB	4/05/07
	Arun Krishnamurthy, FDOT	7/22/2010
Modified By:	TJ Hapney, PBS&J	12/17/07
	Arun Krishnamurthy, FDOT	07/22/10
	Karen England, PBS&J	09/07/10
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Change Management Process for Intelligent Transportation Systems Deployment in the State of Florida

1. Introduction

The Florida Department of Transportation (FDOT) maintains the State Highway System with more than 12,000 centerline miles and 42,633 lane miles. According to the FDOT Five-Year Work Program, \$9.8 billion was budgeted in fiscal year 2010 to support Florida's transportation needs. FDOT has made significant investments in intelligent transportation systems (ITS) and is committed to investing approximately \$929 million between 2002 and 2020. These funds have been programmed to deploy ITS on the five principal limited-access facilities in the state over a ten-year period with additional funds added each year to keep the ten-year plan horizon. In addition, the FDOT is developing an ITS plan for non-limited-access facilities. Although this ITS plan for non-limited-access facilities does not have a dedicated funding source, it will demonstrate the need to deploy ITS beyond the limited-access facilities.

To support the deployment of ITS, the Traffic Engineering and Operations Office (TEOO), ITS Section has developed standards for field devices, SunGuide[®] advanced traffic management system (ATMS) Software, and statewide ITS architecture as well as center-to-center communications (ITS wide area network) to assure regional transportation management centers will be able to communicate with one other.

Change is an inevitable consequence with the implementation of complex systems such as ITS. Technology is always changing and what was state-of-the-art yesterday is obsolete tomorrow. To ensure that change is implemented consistently from District to District, a statewide process needs to be established.

2. Purpose

The purpose of change management is to ensure that changes to ITS are implemented through a controlled process, which takes into consideration how the proposed change will affect statewide systems, including the following areas: ITS architecture, ITS standards and specifications, and ITS software.

3. General Information

A Change Management Board (CMB) was established to manage change to ITS for the State of Florida. The CMB is responsible for oversight of the change process for limited-access facilities that have been funded utilizing statewide managed funds set aside for the deployment of ITS and managed by the TEOO's ITS Section. However, at the discretion of the FDOT / CMB, other facilities can be brought into the purview of the CMB.

One of the purposes of the ITS plan for non-limited-access facilities is to bring some visibility to the need for ITS on these roadways. Utilizing the change management

process for non-limited-access facilities will help ensure that the proposed change will not hinder integration of these facilities into a statewide ITS network.

4. Change Management Board Organization

The CMB organization is composed of two components. The first is the CMB itself. The CMB is responsible for monitoring the deployment of ITS for the State of Florida, reviewing requests for changes in ITS that have a statewide impact, and determining the disposition of the change request.

The second component is the Technical Review Committee (TRC). The TRC is responsible for providing a technical review of change requests and for providing a recommendation to the CMB. The TRC is convened at the discretion of the CMB and the makeup of the TRC is tailored to meet all change requests received from the CMB.

4.1 Change Management Board

The CMB membership consists of a representative from each of the seven Districts and the Florida's Turnpike Enterprise (FTE), three members from the Central Office, and a representative from each of the other agencies approved by the CMB.

District, FTE and Miami-Dade Expressway Authority (MDX) ITS Engineers will appoint the CMB members from their respective organizations. The Central Office ITS Program Manager will designate the Central Office representatives to the CMB.

There is no established term of service for CMB members. However, it should be recognized that for the CMB to be successful, each member must be committed for the long run. Representatives should be prepared to serve a minimum of two years on the CMB. If any CMB organization has a change in its representation, a replacement should be appointed within two weeks and the CMB Chairperson should be notified of the change in writing.

4.2 Chairperson's Role and Responsibility

The Chairperson will change every two years with the new Chairperson determined by the CMB as a normal Board action. The sitting Chairperson shall request nominations during their second to last meeting and vote on a new Chairperson during the last meeting for the next term of two years. If no nominations are presented, the CMB can ask the sitting Chairperson to have their term extended for either a one- or two-year term. If nominations were made as the first item of business during the last meeting/teleconference of the sitting Chairperson, the CMB will determine the new Chairperson. The new Chairperson shall be determined as a result of a majority vote.

The Chairperson's role includes ensuring that the meeting agenda contains change requests proposed by the CMB members. Also, the Chairperson will moderate the

meetings to ensure that the requests are discussed within the allotted time period, and conduct voting on the issue to determine if the proposed solution should be implemented.

4.3 Co-chair Role and Responsibility

A Co-chair can be nominated and/or appointed to support the Chairperson for a period agreed upon during the CMB meeting. Although the Co-chair is not required to hold the position for the entire term of the Chairperson, they may be appointed for the entire length of the current Chairperson's term so that they can distribute the workload to coordinate management of the CMB meetings.

When a new Chairperson is appointed, the former Chairperson can step into the Co-chair's role to help transition the newly appointed Chairperson. It is also helpful for a member to be appointed as a Co-chair prior to becoming the next Chairperson in order to fully understand the roles and responsibilities.

4.4 Technical Review Committee

The TRC will be established by the CMB and will provide a review of the ramifications of a change request, should the CMB need the additional expertise. The CMB will call upon experts within the TRC to review technical issues associated with a change request and to make a recommendation to the CMB. The TRC should consist of one representative from each CMB organization and can be comprised from either the public or private sector, as determined by each CMB organization. The selection of the TRC representative should be based on technical knowledge of the areas for which the CMB has responsibility. The TRC will be given directions on a change request regarding what they are required to deliver to the CMB and when it is needed.

4.5 SunGuide[®] Software User's Group

The SunGuide Software User's Group (SSUG) comprises of SunGuide software users that consist of CMB members (voting and non-voting) including staff from the public agencies and consultant staff supporting these agencies. This group meets on a periodic basis, typically via teleconference. This forum allows the users to discuss upcoming software modifications and new issues that are essential to improve the software and share current traffic management practices across Florida to better utilize the software features.

The SSUG Chairperson shall bring any software change requests needing the CMB's attention to the CMB Chairperson or the Central Office.

5. Voting Process for the Change Management Board

Each of the seven Districts, FTE, MDX, Central Office, and other agencies approved by the CMB have one vote apiece. The three members from the Central Office will confer during the voting process and submit one vote that represents the consensus of the Central Office members present.

Seven voting members of the CMB must be present to constitute a quorum. Central Office members of the CMB will be considered as only one voting member for the purposes of establishing a quorum.

Six votes are required to approve a change request submitted to the CMB.

6. New Membership to the Change Management Board

It is recognized that the CMB is not a static organization regarding membership and CMB members recognize that the membership may be expanded as other agencies join the FDOT in supporting statewide initiatives. Inclusion of a representative from another agency will be at the CMB's discretion and would be taken up as a normal CMB action. The inclusion of a new CMB member would be at the request of a current member and the vote must carry with a seven out of nine. The rule of thumb is that if an agency is contributing funding to a statewide initiative then they would be eligible to become a voting CMB member.

To become a voting member on the CMB, an agency must demonstrate their earnest desire by meeting three criteria:

1. They must have the SunGuide software installed and be paying the \$50,000 annual fee.
2. They must have funded a significant enhancement of the SunGuide software that provides additional functionality for the other software users (i.e. other Districts have a need of this additional functionality).
3. The new member must petition to become a voting member.
4. The new voting member must be within the State of Florida.

A SunGuide software user who does not meet these criteria can still provide input to the process if a District sponsors their enhancement. In doing so, they can be a non-voting member and participate in any CMB discussions; however, they cannot vote on any software modifications or any other program the CMB has purview over.

The Central Office, with the concurrence of the CMB Chairperson, will update the CMB Process document. It is anticipated that the only potential change to the Process Document will be the voting process. Increased membership may affect the number of members that need to be present for a quorum and that are needed to approve a change.

7. Non-Voting Membership to the Change Management Board

Decisions made by the CMB may have an effect on how other stakeholders within the FDOT, as well as outside the FDOT, conduct business. To better represent these stakeholders' interests, non-voting memberships will be offered and will comprise of two levels. The first level will be short-term membership, allowed to participate on an issue-by-issue basis and the second level will be long-term membership that addresses many issues. Non-voting members will act in an advisory role only. Attachment A provides the list of voting and long-term non-voting member list.

CMB voting members determine the non-voting membership by two methods based on: (1) a normal CMB-recurring action item or (2) issues to be addressed by the CMB on a case-by-case basis. It is the responsibility of the voting members of the CMB to invite non-voting members to participate. Non-voting members should have a stake in CMB decisions and/or be able to provide relevant input to the decision-making process. Voting CMB members shall introduce the short-term, non-voting members to the CMB at the start of each meeting. Non-voting membership may be drawn from the Intelligent Transportation Society of Florida, the Federal Highway Administration, public agencies, educational organizations, SSUG, and consultant/contractor staff, and must be actively involved in deploying ITS in Florida.

8. Consultant Support

Central Office TEOO, through the use of the ITS General Consultant, will be responsible for all of the administrative activities associated with the CMB operation. Consultant support will be available to assist the CMB with administrative requirements (i.e. minutes, documentation, database development, scheduling of meetings/teleconferences, etc.), and assist the TRC with technical reviews and determining if the CMB needs to act on a change request. General Consultant support will be provided through a Task Work Order.

9. Meeting Frequency

The CMB will meet a minimum of three times per year. The Chairperson, in coordination with the CMB members, will establish the time and circumstances under which the CMB will convene. Convening the CMB may be accomplished through the following methods: teleconference; videoconference; web cast; or a face-to-face meeting, depending on the nature of the issue to be discussed. *Ad hoc* meeting locations will be rotated between Districts as much as possible to provide equitable travel requirements for the Districts.

The TRC will be convened as needed. It is anticipated that the coordination of technical reviews by individual committee members or their appointees and the development of a recommendation for the CMB can be arrived at through a teleconference. To address complex issues, the TRC may chose to meet face-to-face to arrive at a recommendation for the CMB. At the discretion of the CMB, the TRC may be required to present its recommendation to the CMB in person.

The Chairperson and Central Office will review all change requests as they are received and come to a consensus as to whether the change request should go to the TRC and/or CMB through a teleconference.

10. Meeting Length

Meeting length will depend on the issue(s) to be resolved. It is anticipated that face-to-face meetings will last no longer than one day. A worst-case scenario will require an overnight stay. For an issue(s) that can be resolved through a teleconference, videoconference, or web cast, it is anticipated that the length of the remote meetings will last no longer than half a day (four hours). A bridge line will be scheduled for all remote meetings to allow CMB members to go to lunch and dial back in to wrap up any remaining issues should the remote meetings go longer than the half-day period.

11. Documentation of Change Management Board Activities

Documentation of CMB activities will be in the form of minutes taken at the CMB meetings and detailed documentation of the change request process. Minutes, agendas, and documentation, etc. will be posted on the TEOO ITS Program web site within two weeks of the meeting date.

11.1 CMB Minutes

Minutes will be taken at all CMB meetings and will provide an overview of the discussions that took place during the CMB meeting as well as any decisions that were made by the CMB. Action items will be noted with the individual(s) responsible for the action item and the action item tracked through to closure.

11.2 Change Requests

Documentation of change requests will provide details of the change requested, an analysis of the implication the change will have on the system, and the disposition of the change request.

12. Change Management Process

Change requests will be submitted by the CMB member to the Chairperson. Change requests may also be initiated by consultants and/or contractors doing business with the FDOT; however, the actual change request must be submitted by the CMB member to the Chairperson. The change request should have, as part of the request, a detailed explanation of the reason for the change.

The change request will go through an initial screening by the Central Office and the Chairperson to determine its suitability for review by the TRC and/or the CMB. If a detailed explanation of the reason for the change request is not provided, the Chairperson may contact the requestor to provide details for the change request. General criteria for passing the change request on to the CMB are whether: the change request has statewide significance; the change will affect the operation of legacy systems; and the change request has the potential to provide an improvement to a system or correct a deficiency. All program areas pertaining to the deployment of ITS will fall under the purview of the CMB. The Chairperson and Central Office will evaluate the change request and determine if it is an appropriate program area to be addressed by the CMB. If the change request is determined to be appropriate, it will be sent on to the CMB for review. The CMB will provide final guidance on the process to be used by the TRC in determining what requests should be brought before the CMB as one of the initial actions of the CMB.

The Chairperson and Central Office will work with the initiator of a change request to establish the time frame for taking action on the request. Establishment of the time frame will take into account the nature of the request (critical vs. non-critical), whether a TRC needs to be convened, and the work load of the CMB. The Chairperson will also provide a recommendation to establish a TRC, based on the review of the change request. Should multiple requests for change be received simultaneously, the Chairperson will establish the priority for evaluating the requests.

If a change request is rejected by Central Office and/or the Chairperson, the requestor can either reevaluate the request, modify as necessary and resubmit, or discontinue pursuit of the change request.

The CMB will evaluate the change request and determine if the formation of a TRC will be necessary. The CMB can form a TRC if the CMB determines it needs their expertise and knowledge to act on the change request. The ramifications of the change will be evaluated. Based on the review, the CMB will determine whether to accept or reject the change. If a TRC is formed, the TRC will conduct an analysis of the change request and make a recommendation to the CMB to accept or reject the change request.

Upon approval of the change request, the change will be implemented and the baseline database updated to reflect the change. Figure 1 is a flow chart showing the change request process.

13. Annual Review

On an annual basis, the CMB may review the changes that have been previously approved and may make an assessment of the ramifications of those changes. Based on the actual experience gained from the change, the CMB could determine if the decision to make the change was correct and whether to continue with the change.

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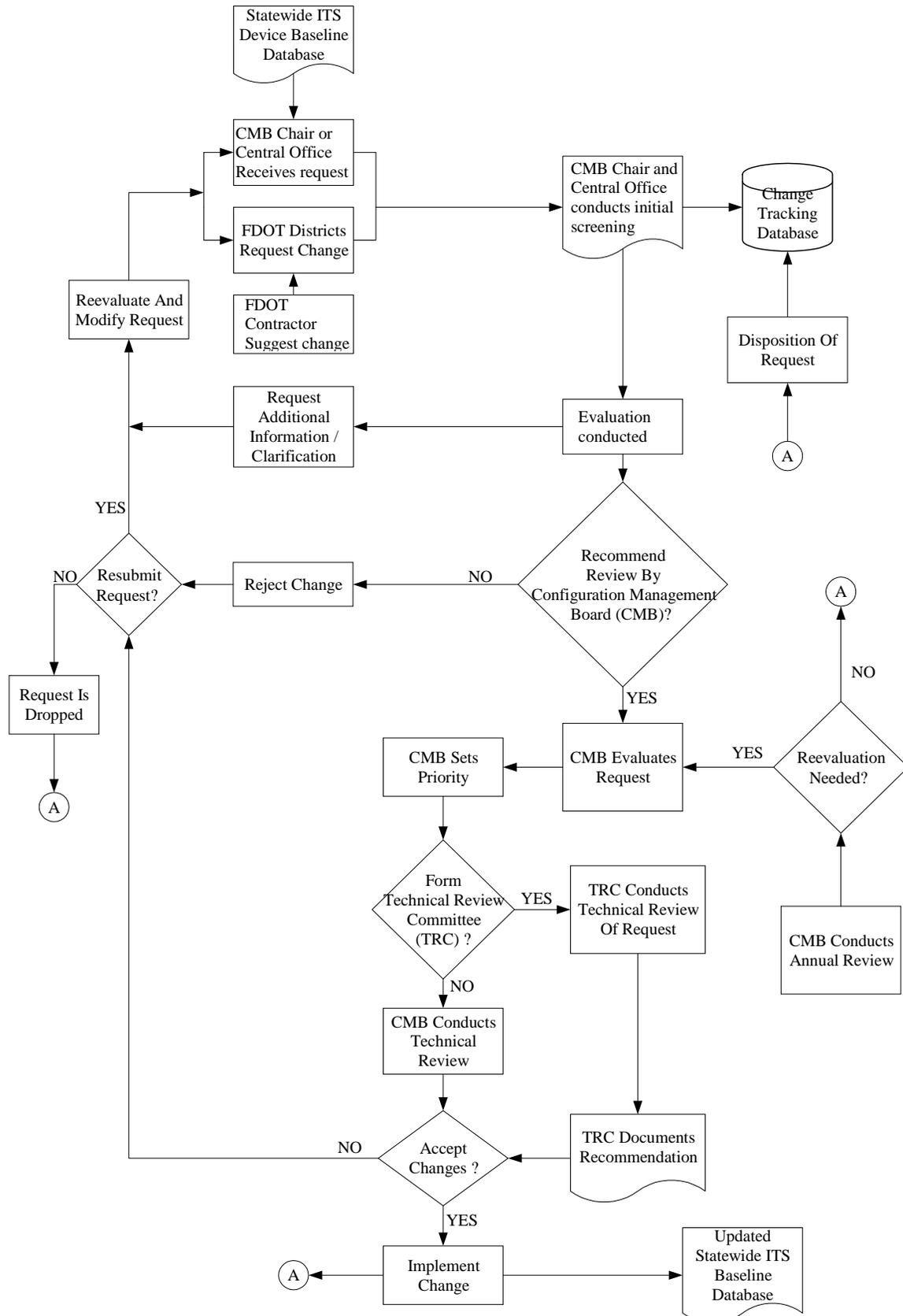


Figure 1: Configuration Management Board (CMB) Process Flow Chart

ATTACHMENT A

List of Voting and Non-Voting Members in the Change Management Board

Voting Members

1. District 1 – Chris Birosak
2. District 2 - Peter Vega
3. District 3 – Chad Williams
4. District 4 – Dong Chen
5. District 5 – Mike Smith
6. District 6 – Javier Rodriguez
7. District 7 – Chester Chandler (Alternate - Terry Hensley)
8. Florida’s Turnpike Enterprise – Eric Gordin
9. Central Office – Gene Glotzbach, Arun Krishnamurthy, and Randy Pierce
10. Miami Dade Expressway Authority – Ivan Del Campo

Non Voting Members

1. Federal Highway Administration – Lokesh Hebbani
2. City of Tallahassee – Wayne Bryan
3. Lee County – Greg Coggins
4. Orlando-Orange County Expressway Authority – L.A. Griffin