



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

Version 7.0

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Table of Contents

1	Introduction	3
2	Purpose	3
3	General Information	3
4	Change Management Board Organization.....	3
4.1	<i>Change Management Board</i>	4
4.2	<i>Chairperson’s Role and Responsibility</i>	4
4.3	<i>Co-chair Role and Responsibility</i>	4
4.4	<i>SunGuide Software User’s Group</i>	5
5	Voting Process for the Change Management Board.....	5
6	New Membership to the Change Management Board	5
7	Non-Voting Membership to the Change Management Board	6
8	Consultant Support	7
9	SunGuide Development Process	7
9.1	<i>SunGuide Release Schedule</i>	7
9.2	<i>CMB Approval of SunGuide Enhancements</i>	8
10	Meeting Frequency	8
11	Meeting Length	9
12	Documentation of Change Management Board Activities	9
12.1	<i>CMB Minutes</i>	9
12.2	<i>Change Requests</i>	9
13	Change Management Process	9
14	Annual Review	11
	ATTACHMENT A	12

List of Acronyms and Abbreviations

CFX.....	Central Florida Expressway Authority
CMB.....	Change Management Board
FDOT	Florida Department of Transportation
FTE	Florida’s Turnpike Enterprise
ITS.....	Intelligent Transportation Systems
MDX	Miami-Dade Expressway Authority
SSUG	SunGuide Software User’s Group
TEOO.....	Traffic Engineering and Operations Office
TSM&O	Transportation Systems Management & Operations
TRC.....	Technical Review Committee

1 Introduction

To support the deployment of ITS, the State Traffic Engineering and Operations Office (TEOO), Transportation Systems Management and Operations (TSM&O) Program has developed standards for field devices, SunGuide® software (FDOT's advanced traffic management system software), and statewide Intelligent Transportation Systems (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 Technology is always changing and what was state-of-the-art yesterday is obsolete tomorrow.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 the State of Florida implements change consistently from District to District and from agency to agency, a statewide Change Management Board (CMB) process has been established.

2 Purpose

The purpose of the Change Management Board is to ensure that changes to ITS are implemented through a controlled process that 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

The CMB was established to manage change to ITS and ITS software for the State of Florida. The CMB is responsible for oversight of the change process for limited-access and non-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 Program and other local agencies. The CMB may elect to add other facilities into the purview of the CMB. 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 is composed of two components: the CMB itself and the SunGuide Software Users Group (SSUG). 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 SSUG is responsible for performing a technical review of change requests of the SunGuide software and providing a recommendation to the CMB. The SSUG is convened at the discretion of the CMB and the makeup of the SSUG 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), members from FDOT's State TEOO, and one or more representatives from other agencies approved by the CMB. The CMB can invite additional agencies to join the CMB – see New Membership to the Change Management Board section for more details. The CMB Chairperson will maintain a membership list, with one or more points of contact from each agency. Attachment A is the current membership of the CMB.

There is no established term of service for CMB members. However, for the CMB to be successful, each member must be committed to attend meetings, research, vote on, and contribute to voting items. Representatives should be prepared to serve a minimum of two years on the CMB. If any CMB agency has a change in its representation, a replacement should be appointed within two weeks and the 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 for the next term of two years during the last meeting. If no nominations are presented, the CMB can ask the sitting Chairperson to extend their term for either one or two years. 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 CMB members, moderating meetings to ensure that requests are discussed within the allotted time period, and conducting voting on any issues 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 SunGuide Software User's Group

The SunGuide Software User's Group (SSUG) consist of CMB members (voting and non-voting) including staff from 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 SunGuide contract manager or delegate shall bring any software change requests needing the CMB's attention to the CMB Chairperson and/or the State TEOO. For items that originate from or have been thoroughly vetted through the SSUG, the SSUG will capture any objections or concerns about the item and send that information along with the item to the CMB.

5 Voting Process for the Change Management Board

Each CMB voting member agency, including FDOT Central Office, each FDOT district, and invited agencies, has one vote apiece. State TEOO members are considered one FDOT Central Office voting member.

Majority plus one of voting members of the CMB must be present to constitute a quorum. A simple majority vote is required to approve a change request submitted to the CMB. Current voting members are listed in Attachment A.

6 New Membership to the Change Management Board

The CMB membership may expand as other agencies join in supporting statewide initiatives. Inclusion of a representative from another agency will be at the CMB's discretion and would be voted on as a normal CMB action. The inclusion of a new CMB member would be at the request of a current member and nine votes are required to approve the addition of the new voting member.

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

1. They must have the SunGuide software installed and be paying the \$50,000 annual maintenance fee.

2. They must have funded an enhancement of the SunGuide software that provides additional functionality and benefit for the other software users (i.e. other Districts or agencies have a need of this additional functionality).
3. The member must petition to become a voting member.
4. The new voting member must be within the State of Florida.

An agency who does not meet these criteria can be added to the membership as a non-voting CMB member. A non-voting CMB member can still provide input to the process if a voting member sponsors their enhancement. In doing so, the member can participate in any CMB discussions but cannot vote on any software modifications or any other program the CMB has purview over.

The State TEOO, with the concurrence of the Chairperson, will update the CMB Process for ITS Deployment in the State of Florida. 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

CMB decisions may affect how other stakeholders within and outside of the CMB conduct business. To better represent these stakeholders' interests, non-voting membership will be offered and will comprise of two levels. The first level will be short-term membership where the member is allowed to participate on an issue-by-issue basis. 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 a list of voting and long-term, non-voting members.

It is the responsibility of the voting members of the CMB to invite non-voting members to participate. A vote is not required to acknowledge a new non-voting member. 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 one or more of the following:

- Intelligent Transportation Society of Florida
- Federal Highway Administration
- Public agencies
- Educational organizations
- SSUG participants
- Consultant/contractor staff

Non-voting membership must be actively involved in deploying and/or operating ITS in Florida.

8 Consultant Support

The State TEOO, through the use of the TSM&O 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 SSUG 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 SunGuide Development Process

The CMB centers most of its focus on the state's traffic management software, the SunGuide Software. Owned and developed by FDOT Central Office, continuing development of this software requires CMB approval. The CMB's ability to define, refine, and approve the design and development of the SunGuide software directly affects how efficient and effective its software development process can function. The following is the development schedule and process goals of the SunGuide software. The CMB must be able to provide the appropriate support in order for FDOT Central Office to meet these goals.

9.1 SunGuide Release Schedule

SunGuide Development Process targets four releases of the software per year, which includes three minor releases and one major release. The more frequent minor releases are intended to get smaller yet beneficial enhancements and fixes to SunGuide users as soon as possible. The State TEOO will oversee ongoing testing of SunGuide releases throughout the year, exercising the software and identifying software issues before the software is deployed in a live production environment. If an enhancement fails testing, the State TEOO will remove it from the release, if possible, and include it in a later release in order to keep the release schedule on track.

Hotfixes are also available to be released on an ad hoc basis to address issue that require immediate attention, i.e. frequent software crashes or issues that impact the ability to manage incidents. In most cases, fixes are included in a minor release.

FDOT Central Office will offer installation support with all releases. However, onsite installation support is only available for major releases. Remote installation support is available for minor releases and hotfixes.

9.2 CMB Approval of SunGuide Enhancements

In order to meet the target SunGuide development schedule, CMB approval is needed for each significant enhancement. Larger enhancements are presented to the CMB as a normal agenda item and voting for approval is conducted during the meeting. The CMB Chairman will coordinate with the State TEOO to ensure CMB meetings are scheduled at a frequency that best supports the planned SunGuide release schedule.

Smaller enhancements may be presented to CMB members outside of scheduled CMB meetings. In this case, the CMB Chairman will e-mail CMB members with details of the desired enhancement, a requested deadline for response, and provide the ability to cast a vote. The CMB Chairman will use an online mechanism for collecting voting responses. Voting results follow the same voting requirements as described in the Voting Process for the Change Management Board section of this document. If a quorum of votes is not achieved, the voting item will not successfully pass.

CMB Chairman will provide voting results to CMB members at the conclusion of a vote.

10 Meeting Frequency

The CMB will meet a minimum of three times per year, depending on the needs of the SunGuide Development Process—see the SunGuide Development Process section for additional details. 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. Meeting locations for face-to-face meetings will be rotated among CMB members' offices to provide equitable travel requirements for CMB members.

The SSUG will be convened more frequently than CMB meetings, in order to discuss detailed design elements at length. The State TEOO will coordinate SSUG meeting dates and times and will reserve teleconference or video conference phone numbers and/or connection information. To address complex issues, the SSUG may choose to meet face-to-face to arrive at a recommendation for the CMB. At the discretion of the CMB, the SSUG may be required to present its recommendation to the CMB in person.

The Chairperson and State TEOO will review all change requests as they are received and come to a consensus as to whether the change request should go to the CMB through a teleconference.

11 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, the meeting length will be targeted at a half a day (four hours). The State TEOO will schedule a teleconference line 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.

12 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 State TEOO ITS Program web site within two weeks of the meeting date.

12.1 CMB Minutes

The State TEOO will assign staff to take meeting minutes at all CMB meetings, which will include an overview of the discussions that took place during the CMB meeting as well as any decisions that were made by the CMB. Meeting minutes will note action items with the individual(s) responsible for the action item. The CMB Chairperson will follow up on action items noted at previous CMB meetings and provide updates at the start of the next CMB meeting.

12.2 Change Requests

SunGuide software change requests are documented within an enhancement request ticketing system and are assigned unique ticket identifiers. Tickets maintain a history of the enhancement including details discussed and decided upon at SSUG and CMB meetings, as well as details of what release an enhancement is available. The State TEOO will maintain the ticketing system under the SunGuide maintenance support contract.

13 Change Management Process

Change requests are submitted by a CMB member to the State TEOO. Change requests may also be initiated by consultants and/or contractors doing business with FDOT; however, the actual change request must be submitted by the CMB member to the State TEOO. The change request should have, as part of the request, a detailed explanation of the reason for the change. The change should be submitted to the designated ticketing system to document the requested change and to assign a unique identifier to the change.

The State TEOO will perform an initial screening of the change request to determine its suitability for review by the SSUG and/or the CMB. If a detailed explanation of the reason for the change request is not provided, the State TEOO may contact the requestor and conduct ad hoc meetings to clarify details of the change request. General criteria for passing the change request on to the CMB include the following:

- The change request has statewide significance
- The change will affect the operation of legacy systems
- The change request has the potential to provide an improvement to a system or correct a deficiency

All program areas pertaining to the deployment and operation of ITS falls under the purview of the CMB. The State TEOO 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 to the SSUG for review. The SSUG will provide guidance, recommendation, and/or a refined enhancement to the CMB for final approval.

The State TEOO 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 versus non-critical), whether the SSUG needs to be convened, the workload of the CMB, and the workload of the SunGuide software development contractor who would be performing the required software changes. The State TEOO will also provide a recommendation to the SSUG based on the review of the change request. Should multiple requests for change be received simultaneously, the State TEOO will establish the priority for evaluating the requests.

If a change request is rejected by the State TEOO, the requestor can either reevaluate the request, modify as necessary and resubmit, or discontinue pursuit of the change request.

The SSUG and CMB will evaluate the change request and determine if the formation of an additional technical review committee (TRC) will be necessary. The CMB can form an ad hoc TRC if the SSUG or 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.

14 Annual Review

On an annual basis, the CMB may review 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.

ATTACHMENT A

List of Voting and Non-Voting CMB Members

Voting Members

1. District 1 – Mark Mathes (Alternate – Robbie Brown)
2. District 2 – Alex Varela (Alternate – Pete Vega)
3. District 3 – Amy DiRusso (Alternate – Mark Nallick)
4. District 4 – Dong Chen (Alternate – Dan Smith)
5. District 5 – Jeremy Dilmore (Alternate – Tushar Patel and Jim Stroz)
6. District 6 – Javier Rodriguez (Alternate –Alejandro Motta)
7. District 7 – Chester Chandler (Alternate –Romona Burke)
8. Florida’s Turnpike Enterprise – Eric Gordin (Alternate – John Easterling)
9. State TEOO – Russell Allen, Derek Vollmer, and Randy Pierce
10. MDX – Ivan Del Campo (Alternate – Wang Lee)
11. Central Florida Expressway Authority – Bryan Homayouni (Alternates – Corey Quinn, Brent Poole)

Non-Voting Members

1. Federal Highway Administration – TBD
2. City of Tallahassee – Wayne Bryan (Alternate – J.J. McFadden)
3. Miami-Dade County – Hector Garnica and Martha Oliva