RUTGERS

SUPERLOOP SHUTTLE

BY,

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RUTGERS

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PROJECT DEFINITION DOCUMENT

Purpose

- To implement and maintain the shuttle service between Newark and New Brunswick Rutgers Campuses; overcome the transportation difficulty faced by students travelling between the two campuses.

Goals and Objectives

- To plan a shuttle service for the students travelling between Newark and New Brunswick Rutgers Campus
- Plan the operation of the shuttle, get necessary approvals and implement it within the time frame of the project
- Minimize students missing classes due to the distance between the campus and encourage them to take classes from both the campus.
- Maintain the operations with minimum delays and operate the shuttle in the right time to ensure students can take classes in both the campus on the same day.

Success Criteria

- To get approval by completing the test-run, with not more than 3 test runs.
- To get approval from the board for the budget.
- The schedule for the shuttle should be finalized and operations should start in 3-month time frame.
- All the test-runs for the approval and time scheduling must also be within the time allotted for the entire project.
- All planning and test-runs should not exceed beyond the budget.
- To accomplish at least 4 round trips per day between the campuses.
- To have less than 3 or no breakdowns per month.

Assumptions

- More drivers are recruited for operating the SuperLoop shuttle and RUDOTS is ready to fund.
- NJDOT approves the free toll pass for all the SuperLoop shuttles.
- The Test-run is approved by both NJDOT and RUDOTS.
- There is enough fund to buy more buses for the SuperLoop Shuttle.
- The Rutgers board decides to fund the project.
- Three months are sufficient to complete the test-run, buy more buses, allot appropriate time, and bring the shuttle service up and running.

- Time to commute the shuttle one-way is standard across all the seasons.
- Extreme Weather conditions absent.
- Buses do not have breakdowns often, and back up buses are available.

Constraints

- Time constraint to make the SuperLoop up and running in 3 month time.
- The test run must be run and all the improvements necessary to be done in the time limit.
- Budget constraint as the budget should cover all the breakdowns and repair costs.
- Limited number of days to hire extra drivers, and buy more buses.
- Time constraint for the approval of free toll pass for the SuperLoop shuttle.
- Coordinate time and date of various entities involved.

Risks

- Frequent bus breakdown.
- Driver/crew injury, sickness, or unavailability.
- Unforeseeable breakdown and repair costs.
- Need for multiple test runs.
- Funding not approved.
- Funding reduced in future.
- Extreme Weather Conditions.
- Exceeding Budget.
- Operation start date is postponed.
- Strike by workforce.

Stakeholders

- Rutgers President / Board
- Student Body
- Project Team
- Department of Transportation Services (DOTS)
- NJ Department of Transportation(NJDOT)
- Crew/Bus Drivers

Scope

- Pre-Test-Run Phase (Document the schedule, number of buses and stops, hire crew, assign the schedule)
- Test Run Phase (Check the availability of the drivers, travel time, approval from all boards)
- Post Test-Run Phase (Follow the timings, revise timings, conduct surveys, review complaints/suggestions portal should be checked weekly)

Out-of-Scope Specifications

- Maintenance of other Newark/ New Brunswick Shuttles
- Connection services to other campuses.

- Connection stops to other Shuttles apart from SuperLoop.
- Operation of SuperLoop during holidays.
- Allotting SuperLoop shuttle drivers to other shuttles.

Project Dependencies

- Availability of Drivers and Crew.
- Availability of buses.
- Approval to operate in the route from NJDOT.
- Approval from the Rutgers Board.
- Ability to operate the long-distance shuttle in Extreme Weather Conditions.

WORK BREAKDOWN STRUCTURE

1. Initiation of Shuttle Service

1.1. Obtain approval from Management
1.2. Determine budget to get approval
1.3. Determine stops and timings of the shuttle

2. Planning

2.1. Determine the frequency of the shuttle
2.2. Determine the number of people who use the service
2.3. Identify the number of buses required
2.4. Develop a plan with the number of stops to be included
2.5. Consider the possible routes
2.6. Identify the peak times where more than one bus is needed

3. Requirements

3.1. Operations to be started within 3 months
3.2. From the initiation of project, to the first shuttle run, should be within budget
3.3. Successful completion of test run
3.4. Continue Operations with less than 3 breakdowns per month
3.5. Accomplish 4 roundtrips a day between the campus
3.6. Adding the shuttle to the existing shuttle-tracking app
3.7. Creating a complaints/suggestions portal should not exceed budget.

4. Determining the shuttle timings and frequency

4.1. Develop a document with the frequency of shuttle
4.2. Find the number of students to be travelling
4.3. Fix the number of stops at New Brunswick and Newark campus
4.4. Determine the number of buses needed
4.5. Determine the number of drivers that need to be hired
4.6. Assign the schedule for the drivers and crew

5. Test Run

5.1. Check the number of students who are travelling
5.2. Check the availability of the drivers
5.3. Determine the travel time for each time of the day
5.4. Check the service under various weather conditions
5.5. Assign back up plans in case of emergency
5.6. Get approval from the Rutgers Board, NJDOT, RUDOT group
5.7. Repeat the test runs if necessary

6. Post Test Run

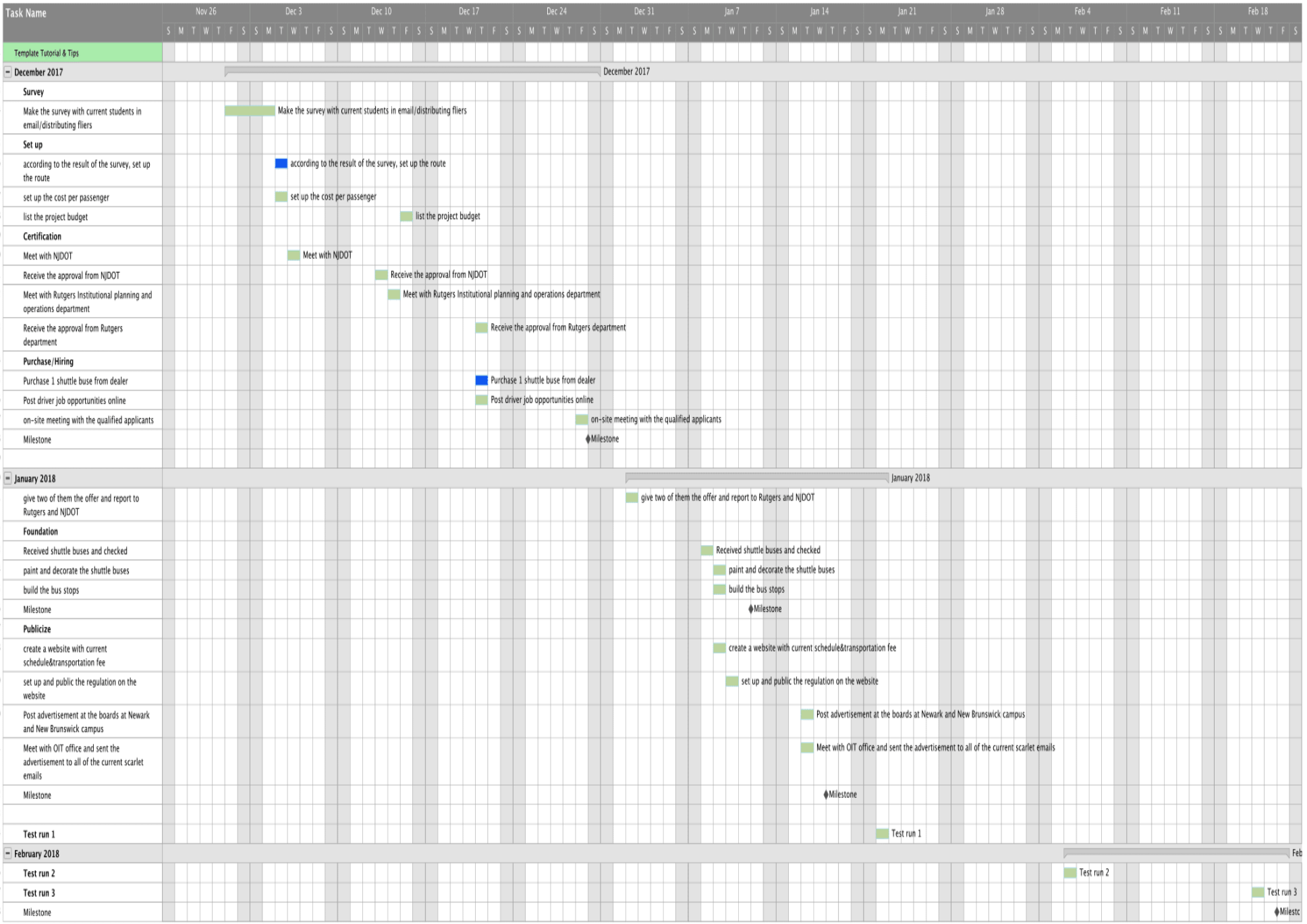
6.1. Arrange for back up buses in case of any emergency
6.2. Approval of free toll pass
6.3. Ensure the timings of the shuttle is followed.
6.4. Revise the timings of the shuttle when needed.
6.5. Quarterly surveys to be conducted for the shuttle service
6.6. Complaints/suggestions portal should be checked weekly.

Project Schedule

In project management, a schedule is a listing of a project's milestones, activities, and deliverables, usually with intended start and finish dates. The project schedule should be updated on a regular basis to gain a better understanding of the project's current status. Below is the schedule for the SuperLoop Shuttle:

	Task Name	Start Date	End Date	Duration	Assigned To	At Risk
1	Template Tutorial & Tips					
2	**December 2017**	**12/01/17**	**12/30/17**	**21d**		
3	**Survey**					
4	Make the survey with current students in email/distributing fliers	12/01/17	12/04/17	2d	All	
5	**Set up**					
6	according to the result of the survey, set up the route	12/05/17	12/05/17	1d	Tom	
7	set up the cost per passenger	12/05/17	12/05/17	1d	Khloe	
8	list the project budget	12/15/17	12/15/17	1d	Thomas	
9	**Certification**					
10	Meet with NJDOT	12/06/17	12/06/17	1d	Jason	
11	Receive the approval from NJDOT	12/13/17	12/13/17	1d	Jason	
12	Meet with Rutgers Institutional planning and operations department	12/14/17	12/14/17	1d	Jim	
13	Receive the approval from Rutgers department	12/21/17	12/21/17	1d	Jim	
14	**Purchase/Hiring**					
15	Purchase 1 shuttle buse from dealer	12/21/17	12/21/17	1d	Tom	
16	Post driver job opportunities online	12/21/17	12/21/17	1d	Rachel	
17	on-site meeting with the qualified applicants	12/29/17	12/29/17	1d	Khloe	
18	Milestone	12/30/17	12/30/17	~0		
19						
20	**January 2018**	**01/02/18**	**01/22/18**	**15d**		
21	give two of them the offer and report to Rutgers and NJDOT	01/02/18	01/02/18	1d	Rachel	
22	**Foundation**					
23	Received shuttle buses and checked	01/08/18	01/08/18	1d	Eric	
24	paint and decorate the shuttle buses	01/09/18	01/09/18	1d	Eric	
25	build the bus stops	01/09/18	01/09/18	1d	Khloe	
26	Milestone	01/12/18	01/12/18	~0		
27	**Publicize**					
28	create a website with current schedule&transportation fee	01/09/18	01/09/18	1d	Khloe	
29	set up and public the regulation on the website	01/10/18	01/10/18	1d	Mike	
30	Post advertisement at the boards at Newark and New Brunswick campus	01/16/18	01/16/18	1d	Mike	
31	Meet with OIT office and sent the advertisement to all of the current scarlet emails	01/16/18	01/16/18	1d	Jim	
32	Milestone	01/18/18	01/18/18	~0		
33						
34	**Test run 1**	01/22/18	01/22/18	1d	Jim	
35	**February 2018**	**02/06/18**	**02/23/18**	**14d**		
36	**Test run 2**	02/06/18	02/06/18	1d	Jim	
37	**Test run 3**	02/21/18	02/21/18	1d	Jim	
38	Milestone	02/23/18	02/23/18	~0		

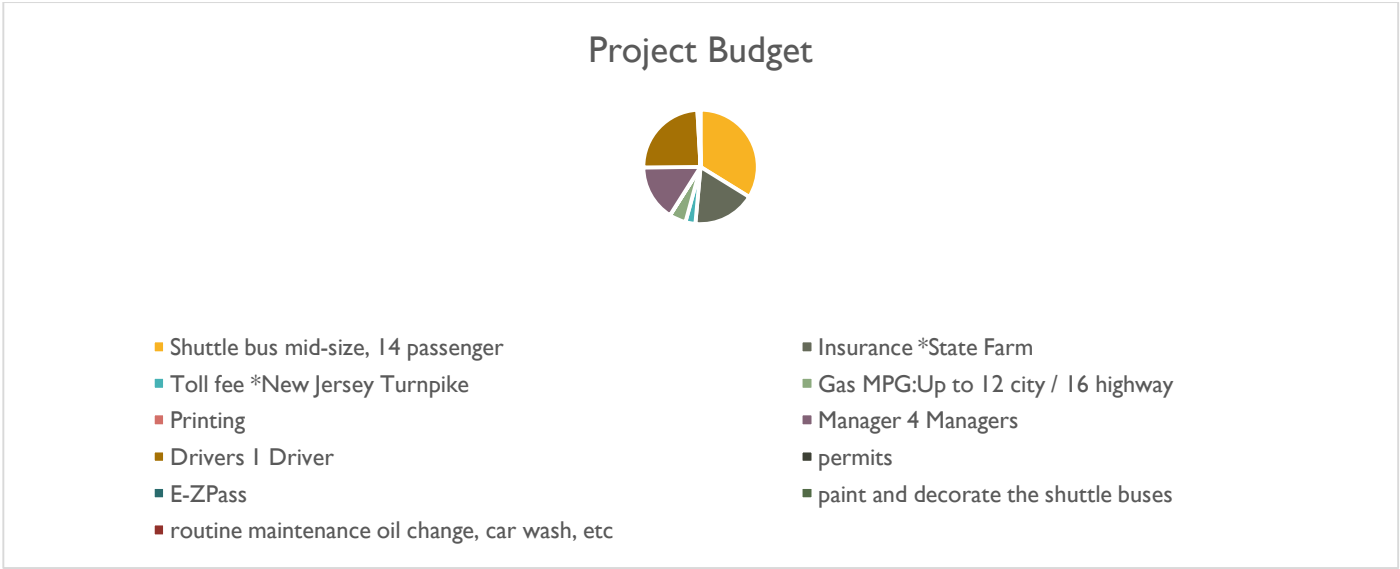
SuperLoop Shuttle



Project Budget

The project budget contains all the major factors influencing the project from a financial perspective. However, most of the itemized budget represents an approximate cost for the entire year. The initial set up costs like buying the shuttle bus, and other one-time activities listed do not repeat yearly. They are part of implementation costs.

	Approved	Category and Item	Item Notes	Budget
1		PROJECT BUDGET		
2				Budget
3		**Total Project Budget**		**$128,764**
4	☐	**Equipment**	Biggest expense	**$35,980**
5	☐	Shuttle bus	mid-size, 14 passenger	$35,980
6	☐	**Transportation**		**$26,795**
7	☐	Insurance	*State Farm	$18,792
8	☐	Toll fee	*New Jersey Turnpike	$2,983
9	☐	Gas	MPG:Up to 12 city / 16 highway	$5,020
10	☐	**Advertisement**		**$17**
11	☐	Printing		$17
12	☐	**Labors**		**$65,989**
13	☐	Manager		$40,189
14	☐	Drivers		$25,800
15	☐	**Others**		**$637**
16	☐	permits		$398
17	☐	E-ZPass		$200
18	☐	paint and decorate the shuttle buses		$39
19	☐	routine maintenance	oil change, car wash, etc	$326



Risk Management Plan

The goal of managing project risks is to identify and prepare for any potential threat to the project's critical success factors before it occurs. As a result, risk management is the essence of managing projects. To protect the project from any risks and to properly mitigate the risks we have used a predictive approach. Below are the potential risks that may impact the critical path of the project in any way.

Potential Risks:

Risk	Description	Time of Occurrence
1. Bus Breakdown	The bus may breakdown frequently, and this may happen due to the long distance the shuttle is supposed to travel, many trips per day.	Operations phase, post test-run.
2. Driver/crew injury, sickness, or unavailability.	A Driver or crew member may get sick or injured before their shift, thus causing them to be unavailable.	Mainly during operations phase, post test-run. Replacing a driver is the difficult part, especially after the project is completed and on-going.
3. Unforeseeable breakdown and repair costs	Buses need to be monitored and repaired now and then to ensure safety.	Mainly during operations phase, post test-run. May occur during test-run phase also.
4. Need for multiple test runs.	Multiple routes and time frames have to be tested out, to gain knowledge on average time required for a one-way trip.	Test-Run Phase
5. Funding not approved.	The Rutgers Board may not approve the funding, if the budget is not feasible.	Pre-Test run Phase.
6. Funding reduced in future.	The Board may cut-off the budget if primarily things go according to plan. The Board may see opportunity	Post Test-Run Phase

	cost and invest the risk budget to some other project where there is a need for potential investment.	
7. Exceeding Budget	Unforeseen weather conditions, repair costs due to long distance, hike in fuel prices, may lead to exceeding budget.	Post Test-Run Phase
8. Project start date is postponed	The project might not start on the fixed date due to multiple test-runs, driver unavailability, or longer time in getting approval from board and NJDOT.	All three phases. The project schedule gets affected as a whole.
9. Permissions/Licenses denied	NJDOT does not approve the project due to the traffic and speed limit regulations of the shuttles.	Test-run and Post Test-run phase.
10. Strike by workforce	Drivers/ crew members or the people responsible to monitor and control the SuperLoop shuttles can do a labor strike.	All three phases.

PROBABILITY IMPACT MATRIX

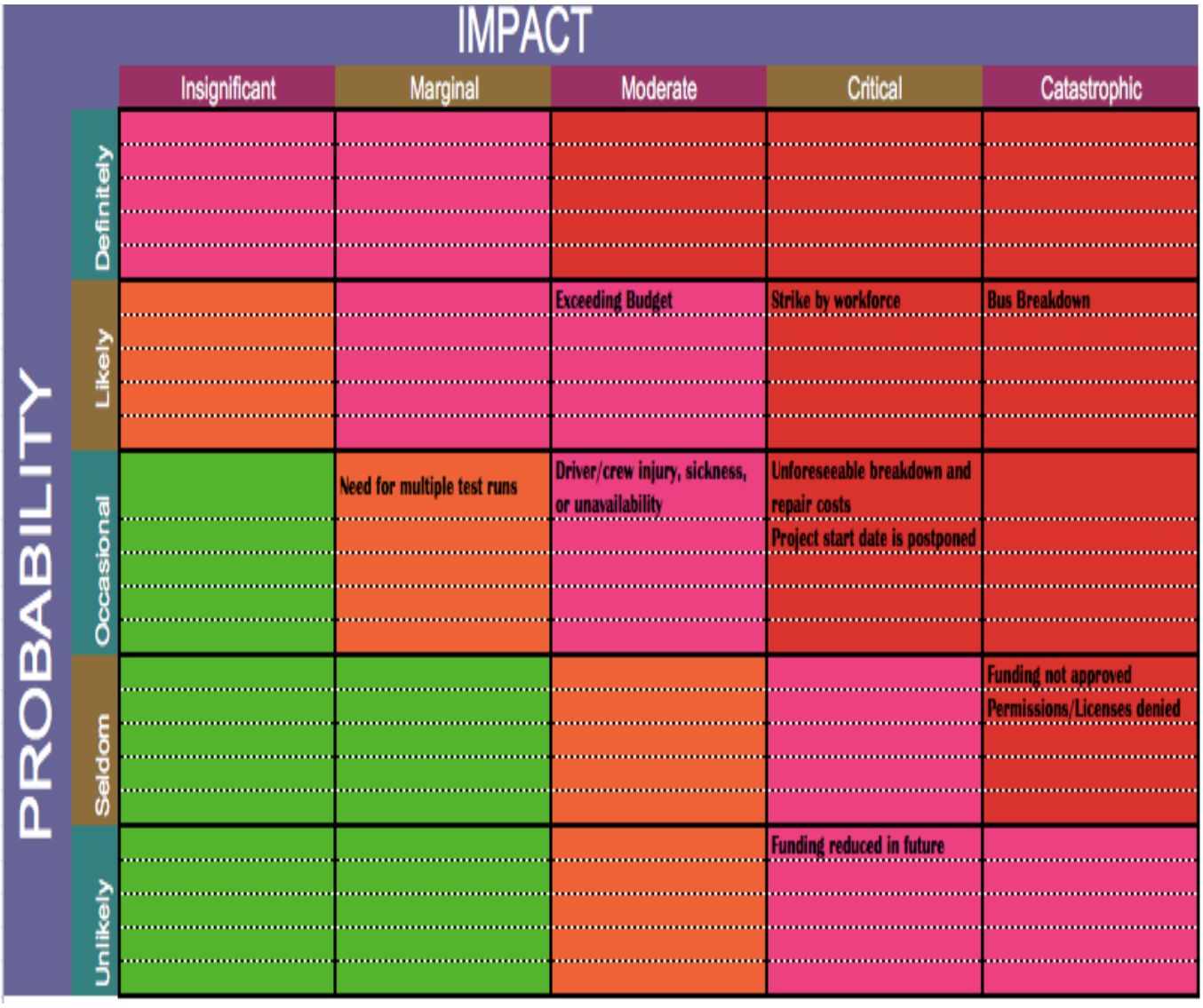
RISK	*PROBABILITY*	IMPACT	IMPORTANCE	CATEGORY	OWNER
1. Bus Breakdown	4	5	20	Quality	Jason
2. Driver/crew injury, sickness, or unavailability	3	3	9	Labor	Rachel
3. Unforeseeable breakdown and repair costs	3	4	12	Financial	Thomas
4. Need for multiple test runs	3	2	6	Quality	Mike
5. Funding not approved	2	5	10	Financial	Tom
6. Funding reduced in future	1	4	4	Financial	Khloe
7. Exceeding Budget	4	3	12	Financial	Thomas
8. Project start date is postponed	3	4	12	Management	Jim

9.Permissions/Licenses denied	2	5	10	Management	Jim
10. Strike by workforce	4	4	16	Labor	Rachel

Scale = 1 (Low) : 5 (High)

Risk Severity Matrix

A Risk severity matrix is used during risk assessment to define the various levels of risk as the product of the probability categories and severity categories. This is a simple mechanism to increase visibility of risks and assist management in decision making. All the risks that fall into the red block should be our main priority.



Risk Response Plan

Below are the responsive actions, plans and options to eliminate the risks or reduce their impact on the project if they ever become actionable. Each risk can have various responses like Mitigation, Monitor and prepare, Transference, Acceptance etc.,

Risk	Risk Response	Description
1. Bus Breakdown	Mitigation	Prepare backup buses in case the bus breakdown occurs and also have subsequent measures to send a backup vehicle to tow the bus or provide repair on spot.
2. Driver/crew injury, sickness, or unavailability	Mitigation	Having a backup plan in case a worker does not show up. Extra human resources should be hired, more than the number which is actually necessary.
3. Unforeseeable breakdown and repair costs	Monitor and prepare	Have financial resources allocated for unforeseeable situations. Include the extra resources needed into the project budget, keeping these situations in mind.
4. Need for multiple test runs	Mitigation	Prepare incase multiple test runs are required, to create proper time schedule for the shuttle, and also make sure safety is ensured. Extra financial resources should.
5. Funding not approved	Mitigation	Change the project budget by allocating more resources to high risk factors and important tasks only. Seek more funds. Organize fundraising events.
6. Funding reduced in future	Avoidance	Seek more funds. Organize fundraising events. Get insurance for accidents and other breakdown events.
7. Exceeding Budget	Monitor and Prepare	Seek more funds. Organize fundraising events. Get insurance for accidents and other breakdown events.
8. Project start date is postponed	Avoidance	Monitor the scope of the project and follow the project schedule. Concentrate on the critical path of the project in case of shortage of time.

9.Permissions/Licenses denied	Mitigation	Look for other options like reapplying for other licenses & locations, and altering the project plan to get the license approved.
10. Strike by workforce	Monitor and prepare	Monitor the satisfaction of the work force, ensure safety of the workers etc..

*Contingency Reserves

	Approved	Category and Item	Item Notes	Budget	Actual
1		Contingency Reserves			
2				Budget	Probability
3					
4	☐	**Shuttle bus breakdown**		**$1,120**	
5	☐	Rental Fee		$320	60%
6	☐	Repair cost		$800	60%
7	☐	**Driver/crew injury, sickness, or unavailability**		**$90**	**$1**
8	☐	Daily pay for backup Driver		$90	60%

QUALITY MANAGEMENT PLAN

Prepared by:	SuperLoop – Project Management Team
Date:	12/13/2017

1. Quality Policy & Standards

Quality Policy & Standards will follow industry standards, as well as, standards enforced by local governance. Each Project Manager (PM) will implement and follow stated policies.

2. Project Quality Definition

Project quality is defined as customer satisfaction, timely inspections, corrections/improvements where necessary, responsible stakeholders, cost of quality investment within projection with the project finishing on time within the scope and budget.

1.1 Project Quality Control:

The focus of quality control is on the deliverables of the project. Quality control monitors project deliverables to verify that the deliverables are of acceptable quality and are complete and correct.

The following table identifies:

- The major deliverables of the project that will be tested for satisfactory quality level.
- The quality standards and the correctness and completeness criteria established for the project deliverable. Included are any organizational standards that need to be followed.
- The quality control activities that will be executed to monitor the quality of the deliverables.
- How often or when the quality control activity will be performed.

Project Deliverable	Deliverable Quality Standards/ Completeness and Correctness Criteria	Quality Control Activity	Frequency/Interval
Bus condition	QC1. Conforms to expert commentary regarding bus condition	Transport authority review Board approval	Weekly
Maintenance of vehicle	QC2. Conforms to transport owner company regarding the bus maintenance.	Transport authority review	Monthly
Shuttle service stops	QC3. Conforms to the RUDOTS and project team.	Board approval	Quarterly

1.2 Project Quality Assurance:

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables.

The following table identifies:

- The project processes subject to quality assurance.
- The quality standards and stakeholder expectations for that process.
- The quality assurance activity – such as a quality audit or reviews - that will be executed to monitor that project processes are properly followed.
- How often or when the quality assurance activity will be performed.

Project Process	Process Quality Standards/ Stakeholder Expectations	Quality Assurance Activity	Frequency/Interval
QA1. Develop project charter	100% compliance with plan	Audit charter updates by phase	Once per project phase
QA2. Execute and control project per project plan	95% compliance with framework	Audit the following activities: ✓ Bus stop times ✓ Bus shuttle stops ✓ Bus shuttle timings	Weekly Monthly Monthly
QA3. Approve each project stage during test run	100% compliance with framework	Audit stage checkpoints	Once per project phase/stage
QA4. Close project with post test run review	100% compliance with framework	Audit project reviews by phase	Once per project phase

1.3 Quality Team Roles & Responsibilities:

The following identifies the quality-related responsibilities of the project team and lists specific quality responsibilities.

Project Team Role	Assigned Resource	Quality Control and Quality Assurance Responsibilities
Executive Sponsor	John - Executive Sponsor	QA4: Approve each project stage per requirements QA1, QA2, QA3, QA4: Assess practice of project management framework activities QC3: Assess satisfactory resolution of project management gaps
PMO Director	Naveen-PMO Director	QC3: Assess satisfactory resolution of project management gaps QA4: Approve each project stage per requirements

Project Team Role	Assigned Resource	Quality Control and Quality Assurance Responsibilities
Senior Project Manager	Khavya – Senior Project Manager	QA3: Assure practice of quality control measures and communications in project plan QC1, QC2, QC3: Assure framework and PMA reviews by Core Team, Review Team, Mechanical team QC1, QC2, QC3: Communicate prioritized changes per Review Team review
Senior Project Lead	Lin- Senior Project Lead	QA1, QA2, QA3, QA4: Assess practice of project management framework activities
Quality Manager	Mike, Jason– Transport Quality Executive	QC1: Confirm vehicle meets safety standards QC7: Confirm back up plans in case of emergencies QC8, QC9: Test buses for extreme conditions
Driver	Names - Driver	QA2: Ensures to follow the proper bus shuttle timings and stops.

Communications Management Plan

1. INTRODUCTION

1.1 Purpose of Communications Management Plan

The overall objective of a Communications Management Plan is to promote the success of a project by meeting the information needs of project stakeholders. The *Customer Acceptance Form* Communications Management Plan (CMP) defines the project's structure and methods of information collection, screening, formatting, and distribution and outline understanding among project teams regarding the actions and processes necessary to facilitate the critical links among people, ideas, and information that are necessary for project success.
The intended audience of the *SuperLoop* CMP is the project manager, project team, project sponsor and any senior leaders whose support is needed to carry out communication plans.

2. STAKEHOLDER COMMUNICATION MATRIX

The stakeholder communication matrix represents the deliverables expected by the stakeholders, the mode of communication in which the expectations met are documented.

Name	Department	Title	Communication	Mode of Communication
Naveen Dayakar	PMO	PMO Director	Project Workgroup Meeting Reports, Decisions	Email Only
Khavya Ramachandran	PMO	Senior Project Manager	Project Monthly Status Reports, Decisions, Improvements	Email, Meetings
Xiuwen Lin	PMO	Senior Project Lead	Project Monthly Status Reports, Decisions, Improvements	Email, Meetings
Jim	Operations	Management Lead	Project Monthly Status Reports, Decisions	Email, Phone, Meetings, Webex
Thomas	Finance	Senior Finance Manager	Project Budget, Monthly Reports	Email, Phone, Meetings, Webex
Tom	Finance	Finance Manager	Project Budget, Monthly Reports	Email, Phone, Meetings, Webex
Khloe	Finance	Finance Manager	Project Budget, Monthly Reports	Email, Phone, Meetings, Webex
Mike	Operations	Quality Manager	Project Budget, Monthly Reports, Project Completion Reports	Email, Phone, Meetings, Webex
Jason	Operations	Quality Manager	Project Budget, Monthly Reports Completion Reports	Email, Phone, Meetings, Webex
Rachel	Human Resource	HR Recruiter	Project Budget, Monthly Reports, Recruitment Details	Phone, Email

3. COMMUNICATIONS PROTOCOL

3.1 Communications Matrix

The communication matrix represents the objectives of a communication, the intended audience, along with the owner of the communication. These elements are conducted at frequent intervals, to ensure the critical path and the timeline of the project are not compromised.These steps act as a guideline or checklist that ensure that the project is moving in the expected speed.

Communication Type	Objective	Medium	Frequency	Paticipants	Owner	Deliverable
Kickoff Meeting	Introduce the project team and the project, review project objectives and management approach.	-Face to Face	Once	Rutgers Board, PMO Director, Project Team and Lead	Project Manager	-Agenda
Project Workgroup Meetings	Develop high level project plans and protocols.	-Face to Face -Conference call -Webex	Bi-weekly	Project Team	-Project Manager -Project Leads	-Agenda -Project Schedule -Project Updates
Weekly PMO Meetings	Discuss and develop solutions for the project	-Face to Face	-weekly or as needed	Project team	-PMO director	-Agenda -Project Updates -Project Decisions
Site Visit	In accordance with project activities. Identify and discuss problems and solutions for project obstacles.	-Face to Face	As needed	All project partners Project Team	Project coordinator and internal/ external control expert	Identify project status and recommendation for improvement.
Monthly RUDOTS Meetings	Report on the status of the project to the board	-Face to Face	Monthly	Project Team, RUDOTS team and Rutgers Board	RUDOTS Lead	Agenda - Meeting materials - Process of reporting meeting outcomes/recommendations to stakeholders and RUDOTS leadership
Project Status Reports	Report on the status of the project including activities, progress, costs and issues.	Email	Monthly	Project Team, RUDOTS Team	Project Manager	Project Monthly Status Reports

Stakeholder Analysis Matrix

Name	Department	Title	Expectations	Influence	Interest	Involvement	Impact	Stakeholder Category
John	Project Sponsor	Sponsor	The project is efficient and serves the purpose, operates at the expected level with minimum breakdowns and difficulties.	High	High	High	High	Important Player- Keep Informed Daily
Naveen Dayakar	PMO	PMO Director	Ensure that the project meets the stakeholders expectations, communicate with stakeholders.	High	High	High	High	Important Player- Keep Informed Daily
Khavya Ramachandran	PMO	Senior Project Manager	Ensure that the project is in line with the scope, schedule and budget set by the sponsor.	High	High	High	High	Important Player- Keep Informed Daily
Xiuwen Lin	PMO	Senior Project Lead	Report any major issues and develop reports on the progress of the project.	Low	High	High	High	Key Player – keep informed
Jim	Operations	Management Lead	Responsible for coordinating the different teams of the project and to ensure that the project continues to operate just like that initiation period.	Medium	High	Low	High	Keep Informed
Thomas	Finance	Finance Manager	Communicate with the Project Sponsor about the progress, also any changes that influence the financial budget.	High	Medium	Low	High	Keep Informed
Tom	Finance	Finance Manager	Communicate with the Project Sponsor about the progress, also any changes that influence the financial budget.	High	Medium	Low	High	Keep Informed
Khloe	Finance	Finance Manager	Communicate with the Project Sponsor about the progress, also any changes	High	Medium	Low	High	Keep Informed

			that influence the financial budget.					
Mike	Operations	Quality manager	Ensure the standards of the shuttle bus is maintained, vehicle is inspected regularly.	High	Medium	Low	High	Keep Informed
Jason	Operations	Quality manager	Ensure the standards of the shuttle bus is maintained, vehicle is inspected regularly.	High	Medium	Low	High	Keep Informed
Rachel	Human Resource	HR Recruiter	Ensure the appropriate number of personnel are available, crew is allotted work efficiently and manage worker relations.	High	Medium	Low	High	Keep Informed
Drivers	Operations	Driver	Operate the bus, with minimum breakdowns, within safety levels and ensuring comfort.	Medium	Medium	High	Low	Keep Satisfied
Students	Client	Commuter	To comply with the workers.	High	Low	Low	High	Affected Player - Keep Satisfied

Customer Acceptance Form

[SUPERLOOP SHUTTLE]

Version 1.0 - Issued November 28, 2017

This document is used to obtain the customer's sign-off once the project is complete.

Project: [SUPERLOOP SHUTTLE]	
This document has been issued by: [Khavya]	Date Issued:11/29/2017

The Project Outcome has been measured against its acceptance criteria and has been formally accepted on behalf of the customer. The project may now be closed.

Additional Comments about the Customer Acceptance:
Recorded Shortfalls of the Final Project Outcome (if any):

Executive / Sponsor:	Signature: _____ Name: John Date:
PMO Director:	Signature: _____ Name: Naveen Date: _____
Senior Project Manager:	Signature: _____ Name: Khavya Date:_____