

TEAM 1

Colonial Valet Parking: Expanding New Business



3535 PM:

**Megan Gasper
Omer Sabir
Josh Meth
Garland Walker
David Giusti**

3504 ANALYSTS:

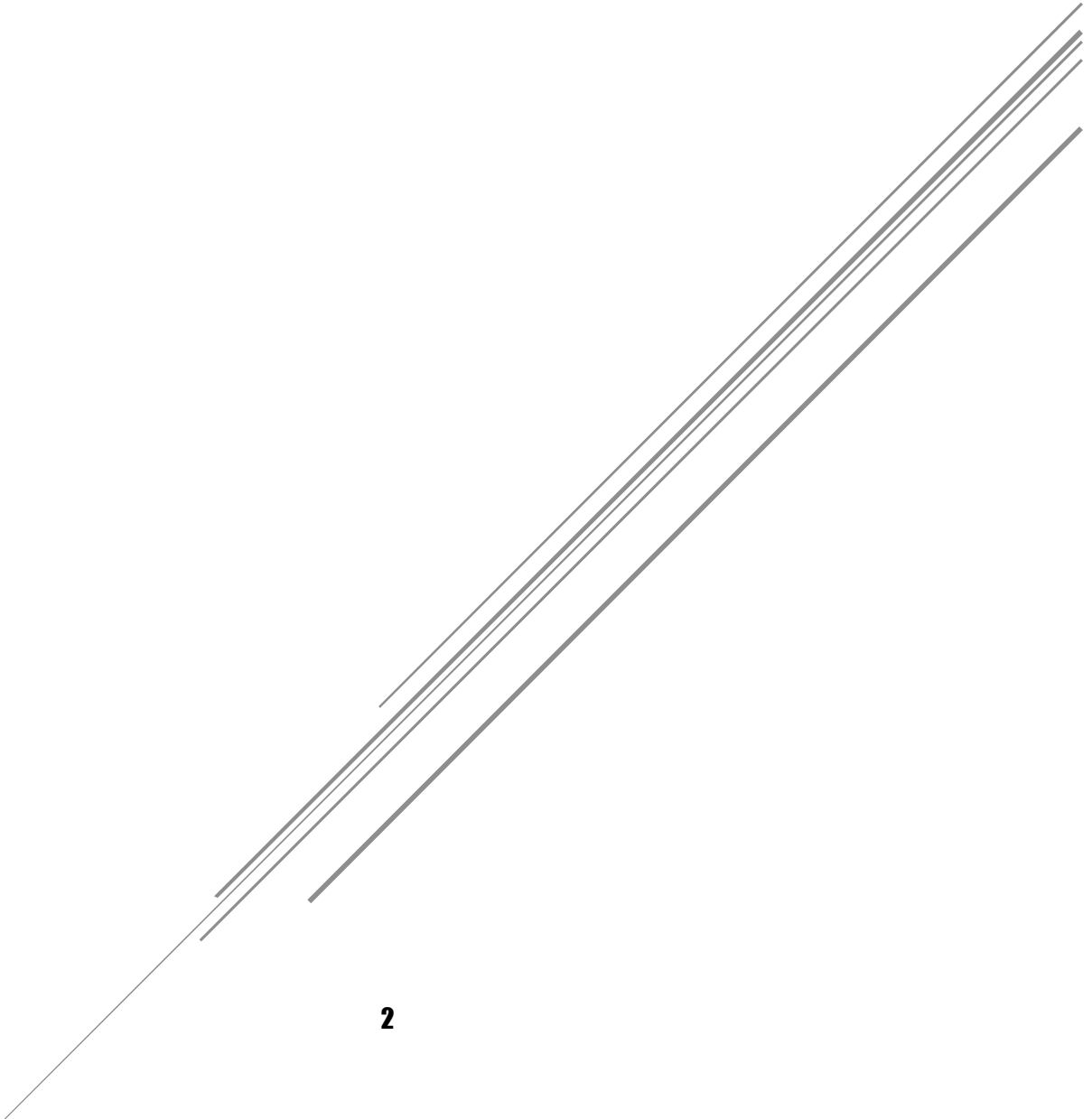
**Karrie Burgess
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Robert Heitzman
Jerald Kahn
Joseph Pickett**

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Project Description



Project Description:

Colonial Airport Parking has been serving fliers of all types at the Philadelphia Airport since 1988. Founded in 1956 by Richard G. Hatfield and they have 50 years of experience in operating and managing facilities in DE, PA, MD, and Washington, DC. Currently Colonial Airport Parking uses a system developed by Automated Valet Parking Manager (AVPM) to manage their day to day operations. They give the ability for customers to park their cars themselves or select from a number of valet services. Their mission is to get you to and from the airport, take care of your car, and anything else that you need, professionally, courteously and on time.

Colonial Parking are looking to improve their business to increase their business and offer a stronger service to their present and future customers. Colonial Parking's goal is expanding new business by building and increasing a stronger web presence to drive more business. They would like to offer more services to their customers by give their customers more auto service packages and maintenance offerings.

Our goal is to offer Colonial Parking with more innovative and easily implementable tools that will help drive in more business and increase their service offerings. Our approach is to strengthen their current web application and also implement a mobile application that will sun in-sync with their current systems.

Our Role as Project Managers:

The project managers will have the final decision on the changes and the deliverables for this project. To keep the project on track, under budget, within scope, and is completed without any issues, we have the authority to adjust the project schedule and to reassign any tasks as necessary to any of the analyst for this project. The project Managers are responsible for making sure this project is completed and steers clear of any obstacles that can cause a risk for our analyst to reach the completion of this project.

PROJECT CHARTER

The project charter is a very important document that outlines the description of the project and the role as project managers. In order for this document to be complete, a signature is required by the sponsor and project managers. This shows that the both the project managers agree to the terms listed in the charter.

Objectives:

- Double the number of loyalty program members from 1,000 to 2,000 within 3 years of project implementation.
- Increase the number of unique website visits, by 10% each month beginning the day of project initiation for six months.
- Increase online reservations to 45% of total daily customers within one year of project implementation.
- Increase average number of car washes per week to 60 and oil changes per day to 3 within one year of project implementation.
- Increase leisure traveler customer rates from 15% to 25% after one year of project implementation.

Assumptions:

- The organizational structure will not change while project is being developed and implemented.
- The market demand will remain unchanged throughout the lifecycle of the project.
- Airport parking will remain Colonial Parking's main line of business through the life of the project.
- Colonial Parking will continue to offer additional car services and valet parking both throughout the project development and after project implementation.
- Current area might not be able to handle a large influx of new customers.

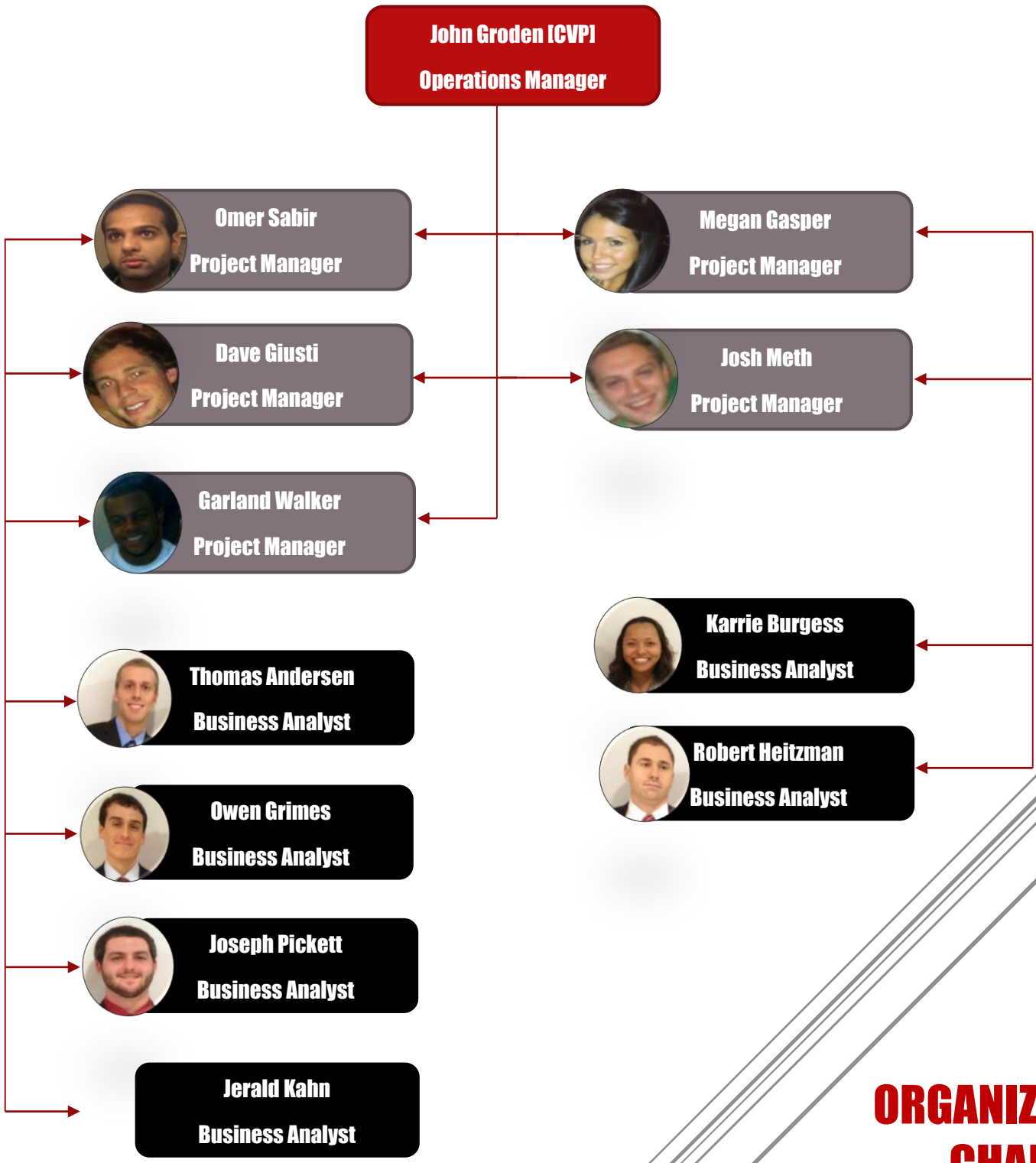
Constraints:

- Colonial Parking does not want to add any new additional services.
- All suggested software must align with Colonial's existing AVPM system.
- Colonial Parking does not want to accept online prepayment.
- Colonial must have customer's keys in order to perform additional services.
- New parking lot area has not yet been developed.
- Financial constraints of having to change the current online platform and current marketing strategies.
- 3rd party contracts with mobile site and car repair services could limit the ability of expanding business presence and service offerings.

PROJECT SCOPE DOCUMENT

The project scope document is completed by the 3504 analysts, which outlines the objectives, assumptions, constraint. This document very important as it helps eliminate scope creep and is used as a reference for any changes throughout the project.

Project Organization



ORGANIZATION CHART

This page includes our organization chart, which gives a visual guide of the chain of command and who everyone is in our project and their roles.

R=Responsible	The person responsible for <i>doing</i> the activity
A=Accountable	The person or position accountable to <i>ensure</i> the activity happens
C=Consulted	The person or position who should be consulted <i>prior</i> to decision or action
I=Informed	The person or position that needs to be informed of the decision or action <i>after</i> it is made

	Project Managers					Business Analysts					
	Garland Walker	Josh Meth	David Giusti	Megan Gasper	Omer Sabir	Thomas Anderson	Karrie Burgess	Owen Grimes	Robert Heizman	Jerald Khan	Joseph Pickett
WBS	C	C	C	R	A	I	I	I	I	I	I
Budget	C	C	C	A	R	I	I	I	I	I	I
Scope	C	C	C	C	C	C	R	C	A	C	C
Swim-Lane	I	I	I	I	I	C	R	C	C	A	C
Prototype Design	C	C	C	C	A	C	C	C	R	C	C
Presentation	C	C	C	C	C	A	C	R	C	C	C
Risk Management Plan	C	C	A	C	R	I	I	I	I	I	I
Communication Plan	C	C	R	A	C	I	I	I	I	I	I
Quality Management Plan	C	C	R	A	C	I	I	I	I	I	I
Time Log	I	I	I	I	A	C	C	C	C	C	R

RACI CHART

The RACI chart is an important chart that lists who is Responsible, Accountable, Consulted, and Informed for different tasks throughout the project. This chart is important because it shows who does the work and who is accountable if something goes wrong. The chart also eliminates duplication, improves decision-making, and eliminates issues of working requirements being delayed.

<u>Stakeholder</u>	<u>Stakeholder Role</u>
John Groden	Sponsor, Operations Manager of Colonial Airport Parking
Colonial Airport Parking Application Developers	Stakeholders; These developers will create any electronic solutions we make
Colonial Airport Parking Employees	Stakeholders; Any changes we make affects them
Colonial Airport Parking Customers	Stakeholders; Any changes we make affects them
MIS 3504 Business Analysts	Stakeholders; They will design a solution for the Colonial Airport Parking problem of expanding new businesses
MIS 3535 Project Managers	Stakeholders; We will manage the project from start to finish and create project documents

STAKEHOLDER LIST

The stakeholder list is very important so each project member can be aware of all the major people affected and involved in the project. Our list also shows the role they play in the project and how they are affected.

Project Plans

Communication Strategy

The five main channels of our communication will be via weekly meetings, email, telephone, Google Docs and Facebook. Our team will meet once a week after class to discuss project progress and future milestones. Project updates will be emailed by group members, and then uploaded to a shared Google drive. This way, team members can edit documents such as deliverables, and all of our documents will be in one central location. We will utilize Facebook as another communication tool so project managers may list their thoughts and opinions about future deliverables. This system will be utilized for messages of moderate importance. Messages of higher importance such as major changes to project deliverables will be shared via telephone or email.



Project Manager Meetings 1



Group Meetings IPM/BA1 1



Communication Matrix

Audience	Objective	Key Messages	Communication Tool
Sponsor	Inform sponsor aware of changes that may interfere with project schedule or budget	-Weekly status reports -Changes in project budget or schedule	-Email -Telephone
Analyst Team	To inform analysts of project due dates, as well as helping them with any project complications.	-Due Dates -Meeting Schedule - Meeting	Meetings: Email Other: Email/phone

COMMUNICATION PLAN

A communications plan is a key part of almost every business project. It identifies information about deliverables, milestones, and project completion. This plan encompasses objectives, goals, and tools for communication. Successful communication is essential in planning and performing a project.

Team meeting reminder



Inbox x



Megan Gasper <tuc69609@temple.edu>

to Omer, Josh, tuc69789, GARLAND, Karrie ▾

This is just a reminder that we will be meeting tomorrow at 4pm 240d.

Megan

Sent from my iPhone



Karrie Burgess <karrie.burgess@yahoo.com>

to me, Omer, Josh, tuc69789, GARLAND ▾

Yes, that is correct. See you then!

Sent from my iPhone



Click here to [Reply](#), [Reply to all](#), or [Forward](#)

2% full

Using 0.84 GB of your 30 GB

Risk Management Approach

In order to manage the risks involved with this project we will avoid the risk, control and/or mitigate the risk, accept the risk, and/or transfer the risk altogether. The risk management approach we decide to take will depend on the severity and the depth of the risk and the current situation at the time. Some of the additional approaches we will add to help analyze the risks for this project are:

Expert Interview

There will be three interviews conducted with the experts for this project (One of which has already been conducted). These interviews are important in gathering and analyzing information on the risks involved with this project.

Risk Assessment Meeting

We will have a meeting with key team members to discuss further risks. Any additional risks identified will later be added.

Risk Monitoring

We will continue to monitor this project for its current risks, to avoid any negative impact to the project during any vulnerable stages. Along with monitoring current risks we will also keep alert for any potential risks that may come up for the duration of this project.



RISK MANAGEMENT PLAN

The risk management plan is important because it allows project managers to plan possible risks and what might happen if these risks occur.

Risk Type	Manage/Prevent Risk	Risk Chance	Risk Impact	Risk Priority	Contingency Plan
Sponsor Leaves the Company	Retain	1	5	5	Discuss future of project with high level manager
Analyst Leaves Project	Constant communication with the analyst on any concerns/issues they are facing.	1	3	3	Have a backup analyst(s) to complete the work of the analyst, if they leave.
Analyst aren't completing work	Implement progress report system for analyst to provide updates on work completed	2	5	10	Provide incentives for completing work, stress importance of time management.
Final deliverable does not meet the sponsor's requirements.	- Actively listen to the responses during each interview. - Perform quality research, and effective quality controls.	2	5	10	- Discuss short-term goals for deliverables. - Negotiate effective change planning to rework project if needed to meet the sponsor's needs.
User Interface is not functional.	Implement only what is needed and do not go off scope requirements.	2	4	8	Perform routine quality checks by business analyst and managers.
Unexpected days off at Temple University	- Keep up to date with the requirements and their due dates. - Do not save everything for last minute.	3	2	5	Use buffer days to catch-up on assignments and meetings.

1= Low
5= High

RISK REGISTER

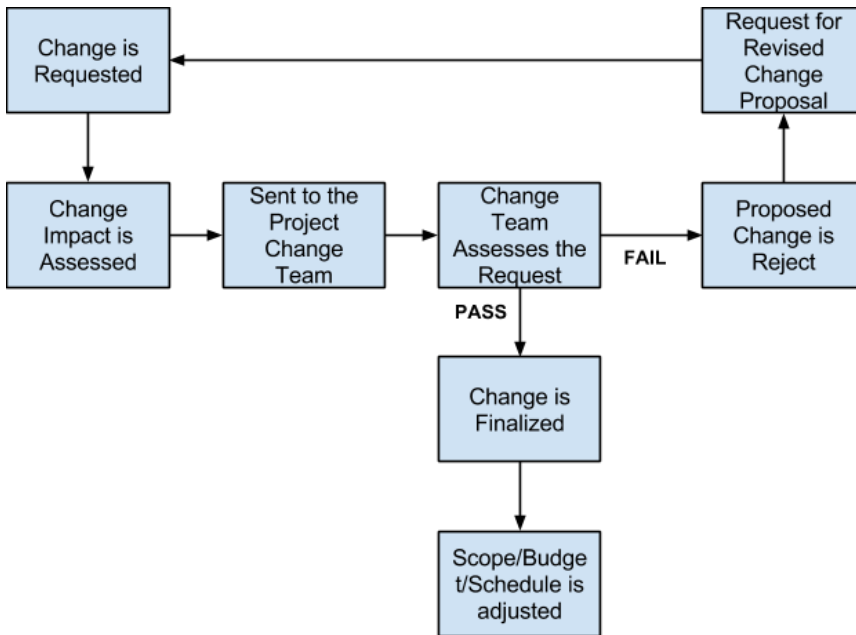
The risk register offers a visual assessment of risk involved in our project. On this page the risk included are sampling of possible project risks with how we will manage them, risk chance, impact, priority, and plan.

Change Management Plan:

A change management plan is used to account for various changes throughout the duration of a project. Our team of project managers and analysts meet to determine the status and if there are any changes that need to be made in the budget, requirements, schedule, or scope of the project. We have implemented a process to include the opinions of all team members in the change process.

Change Management Process:

1. Request change on google shared drive
2. Change impact is assessed for the project's outcome
3. After assessment change request is sent to the change team for further evaluation
4. Change team reviews the change for pass or fail
5. If passed, then the change is implemented and proper adjustments in budget, schedule, and scope are made
6. If failed, a request for revised change is made and the process starts again from the beginning



CHANGE MANAGEMENT PLAN

We included our change management plan because change is always present in a project. By having an organized, thought out plan for change we can prevent any unnecessary /unplanned changes to the project

Quality Management Strategy:

Our quality strategy for this project is to produce a prototype and deliverables that meet all four requirements: perfect working order, user-friendly, intuitive, and efficient. Our strategy is to not only meet these four requirements, but exceed them.

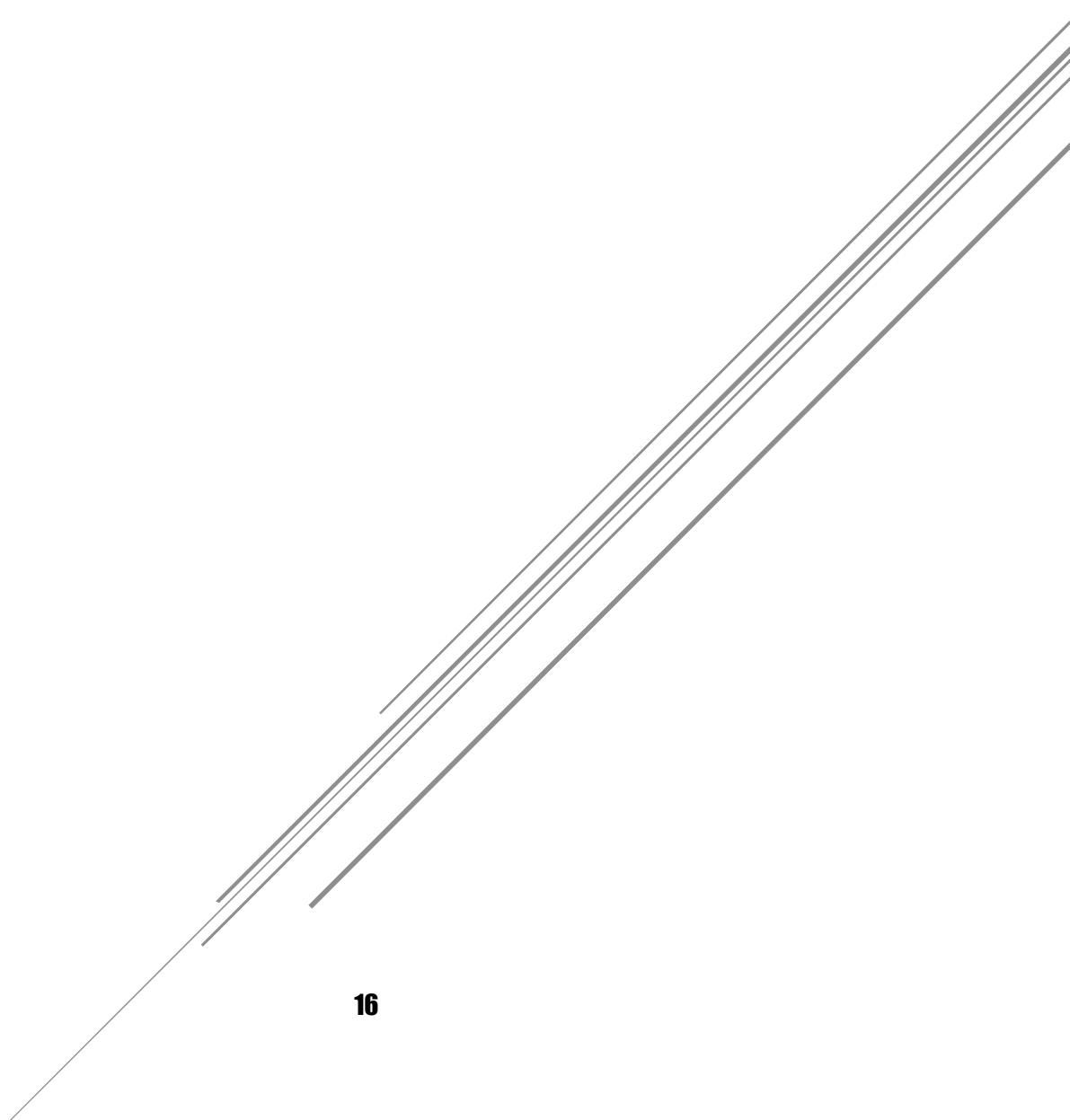
In order for our project to exceed all four of these requirements, all deliverables will be edited by pees and tested to ensure there are no errors. After the deliverables have been edited and tested, they will be evaluated by the project sponsor for sign-off on the quality of the project.

Quality Factor	Determinant
Perfect Working Order	<ul style="list-style-type: none">· No bugs· Works in perfect order
User-Friendly	<ul style="list-style-type: none">· User enjoys the design and navigation· User enjoys viewing the site
Intuitive	<ul style="list-style-type: none">· Works the way the user expected it to work· Does the job as planned
Efficient	<ul style="list-style-type: none">· Sticks to the scope· No unnecessary information

QUALITY MANAGEMENT PLAN

The quality management plan is essential to define the guidelines for quality in our project. A quality management plan ensures that all deliverables and our prototype have met not only met four requirements: perfect working order, user-friendly, intuitive, and efficient.

Project Schedule



Milestones (highlighted in blue) are important task in the project's progress

Task Name	Scheduled Finish
MIS3535 PM Tasks	Wed 12/4/13
Create Project Charter	Thu 9/12/13
Create Problem Statement	Thu 9/12/13
Create Scope statement	Thu 9/12/13
Create WBS	Thu 9/12/13
Create Quality Management Plan	Thu 9/19/13
Create Project Schedule	Thu 9/19/13
Create Change Management Plan	Thu 9/19/13
Create Communications Plan	Thu 9/19/13
Create Risk Management Plan	Thu 9/19/13
Create Budget	Thu 9/19/13
Create Stakeholder's List	Thu 9/26/13
Create Organization Chart	Thu 9/26/13
Create RACI Chart	Thu 9/26/13
PM Materials Completed	Thu 9/26/13
Earned Value Analysis	Thu 10/10/13
Critical Path Analysis	Thu 10/10/13
Create Lessons Learned	Thu 10/31/13
Create Explanations of Inclusion	Thu 10/31/13
Email Communication	Thu 12/4/13
Final Portfolio Complete	Thu 12/4/13

**SCHEDULE:
PM TASKS**

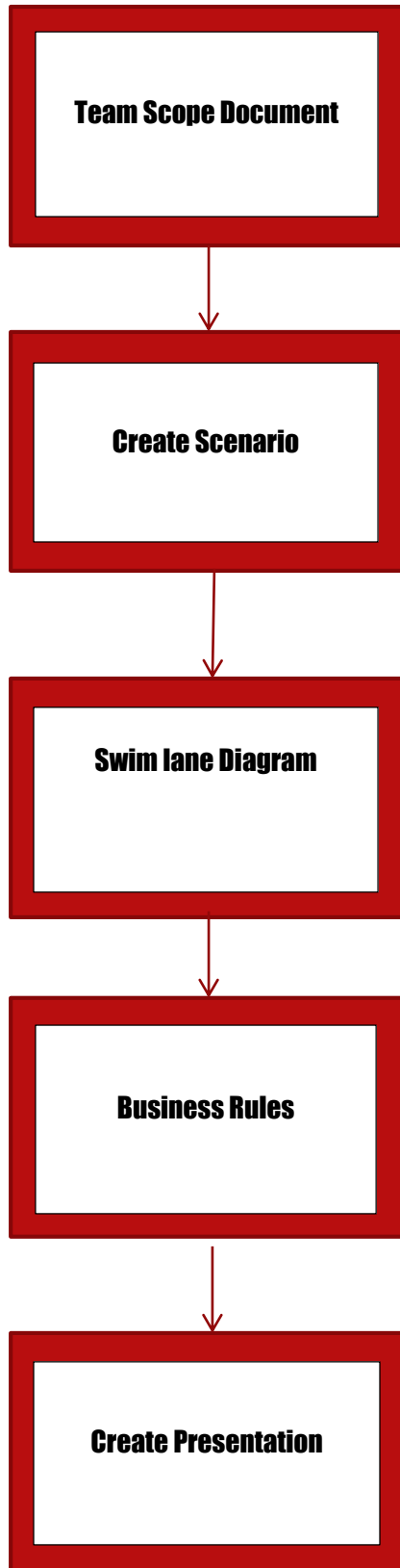
Included is the Project Management tasks that we had to accomplish throughout the course of the project, along with managing the team. These are an example of the most important tasks for the progression of the project.

Milestones (highlighted in blue) are important task in the project's progress

Task Name	Scheduled Finish
MIS 3504 Project	Thu 11/21/13
Meetings	Tue 11/19/13
1st Meeting	Tue 9/10/13
2nd Meeting	Tue 9/24/13
3rd Meeting	Tue 10/8/13
4th Meeting	Tue 10/22/13
5th Meeting	Tue 11/12/13
6t Meeting	Tue 11/19/13
MIS 3504 Analyst Tasks	Wed 11/20/13
Interview 1	Wed 9/11/13
Individual Scope Documents	Thu 9/19/13
Interview 2	Tue 10/1/13
Team Scope	Thu 9/26/13
Interview 3	Wed 10/9/13
Scenario for Prototype	Thu 10/29/13
Prototype Design	Mon 11/2/13
Begin Prototype	Tue 11/3/13
Data Schema for Prototype	Tue 11/5/13
Business Rules for Prototype	Tue 11/12/13
Presentation Preperation	Tue 11/19/13
Presntation	Thu 11/21/13

**SCHEDULE:
MEETINGS &
ANALYST TASKS**

We have included a schedule to show the progression of our project throughout the semester. It is important to have an accurate schedule as it determines the estimated time of completion. Also included are the important milestones that make significant events in the project.



CRITICAL PATH

We have included the Critical Path as it shows the project's MOST important events that need to be completed in order for the project to be completed. Any risks to either of the events will affect the entire project's schedule, and the tasks. To get the project back on schedule other critical tasks would need to be completed earlier such as crashing or fast-tracking.

Project and budget status overview

Project STATUS OVERVIEW					
Project Name	Expanding businesses through web services and apps			Status Indicators*	Comments
Project Executive				Performance to Budget Cost	Green
Client Sponsor	Colonial Parking			Performance to Plan	Green
Planned Start Date	9/10/2013	Actual Start Date	9/10/2013	Project Risks	Green
Planned End Date	12/3/2013	Forecast End Date	11/29/2013	Issue Resolution	Green
				Dependencies	Green

BUDGET STATUS OVERVIEW	Project Work Budget (\$,£,€)	Project Expense Budget (\$,£,€)
Planned Spend to Date	Green	Green
Actual Spend to Date	Green	Green
Variance	Green	Green
Status Indicator	Green	Green
Comments	Green	Green

STATUS REPORT

This report summarizes the progress of an ongoing business project. This document reports the status of project milestones, project financials, and project risks. This document should be an ongoing track of progress.

EAC

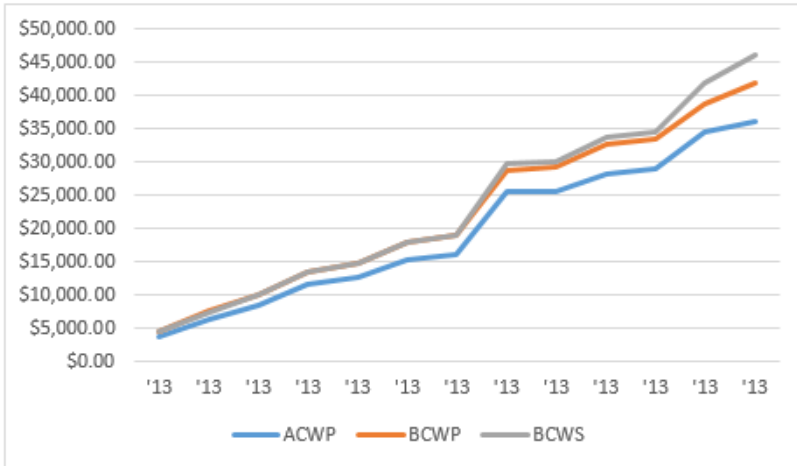
\$39,597.61

ACWP

\$36,157.69

BCWP

\$42,003.92



EARNED VALUE OVER TIME

The project's earned value based on the status date. If actual cost (ACWP) is higher than earned value (BCWP), then the project is over budget. If planned value (BCWS) is higher than earned value, then the project is behind schedule.

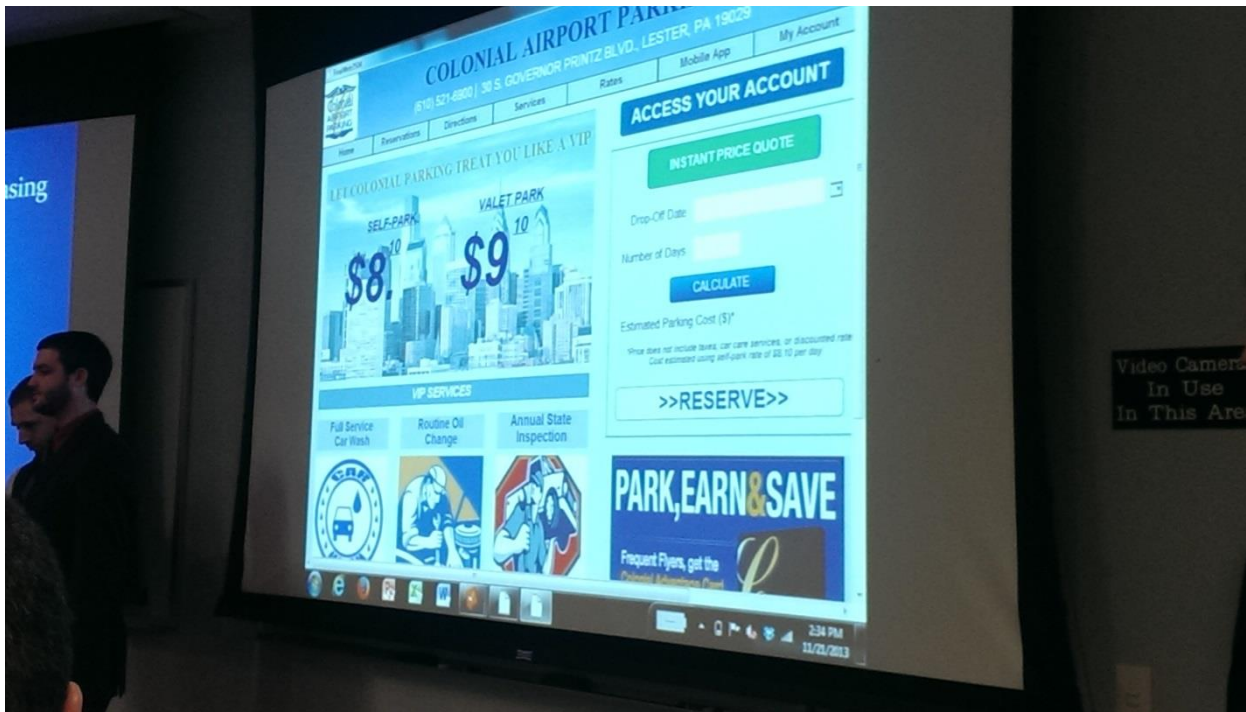
[Learn more about earned value](#)

BUDGET

The project budget is important to include in final deliverables because it shows how our project was evolved and finished under budget, or if it was to go over budget. On this page you can find our earned value analysis.

Project

Close Out Report



CLOSE OUT REPORT

The close out report summarizes project results, risks, and lessons learned. In our close out report we chose to include our lessons learned. On this page is our hard-working 3504 business analyst team and their prototype.

Throughout the Colonial Valet Parking project, our project management team had to overcome challenges within the first week. These problems included communication with the analyst team and also planning responsibilities for everyone in the beginning.

The first step we took to address these challenges was to set up meetings with the analysts and plan to have project manager meetings as well to make sure everyone was on the same page. Unfortunately, this approach was not enough. It was hard to plan already everyone's schedules.

We then decided to use Facebook as our main tool of communication. We found that everyone was always up-to-date and it was easy for people to get ahold of people. Another tool we implemented was using Google Drive to upload our documents and share them with not only the project managers but the analyst team as well. This eliminate any unnecessary emails asking for documents.

After the communication tools were established and responsibilities were planned, the project became smooth sailing. Deliverables became easier to meet and confusion was decreased

MEGAN'S LESSONS LEARNED

The lessons learned report is one of the most important documents included. It shows the project managers personal achievements and where they needed improvement and how they overcame it. By writing out these lessons learned, it forces the project manager to truly understand the impact the project had on them.

Starting in the beginning this project had been a challenge for myself and my project management team. We had to overcome many challenges that were thrown at us from the very beginning. The most important and critical challenge to resolve was to develop a solid communications strategy with our business analysts and to break the barrier between the project managers and the business analyst and form trust and understanding between the two groups.

The first step we took to overcome this challenge was to have frequent meetings in person with the business analyst and the project managers but due to time constraints we were not able to implement this system. Therefore we settled for a more efficient system, to use technology to communicate with both team. We established a Facebook group to communicate on a daily bases with our members and found it very efficient, as our members checked Facebook more frequently than their emails. Due to the overwhelming amount emails we received every day, we found out that emails would go answered for days and sometimes even get lost, this was not the case with our Facebook group.

The second step we took to have a stronger communication with our members was to implement the use of Google Drive to share and collaborate on documents. This was a great timesaver and also allowed us to keep track of the business analyst every step of the way. We were able to see their progress on documents and project prototypes and make comments in real time. The implementation of Google Drive created an organized environment where we could see which member was working on what part of the project, along with their progress and the time spent. This eliminated any confusion about the materials assigned to the members and what needed to completed as a top priority according to our milestones.

After implementing these forms of communications we weren't smooth sailing all the way but we were doing much better than when we started. We realized that there was no need for meeting with our business analyst in person as frequently as we had planned when we could see their progress and solutions in real time and give them feedback virtually when we needed to and our analyst could do the same with their project managers.



**OMER'S
LESSONS
LEARNED**

Throughout the initial phases of this project, we struggled with identifying which project manager would be held responsible for completing certain tasks. During our first two weekly meetings, we highlighted the tasks that needed to be completed, but we didn't assign a project manager to the task. Due to an increase in urgency and a solid communications strategy, our project team worked together to complete tasks so deliverables would be done on time.

Our meetings during the beginning of the project didn't consist of a clear objective. We failed to label a purpose for each meeting and identify key steps needed to satisfy the purpose. We started to realize that we were a lot of time and energy on ineffective meetings. Once we recognized that our meetings were unsuccessful, we started visualizing ideas that would help our meetings become more efficient. As a group, we came to a mutual agreement that we needed to assign tasks to specific project managers. After our strategy was implemented, the behavior of our team changed. Team members were working hard to complete tasks in an efficient and timely manner. This strategy was reinforced in each of our preceding meetings and our momentum grew rapidly. Along with our lack of initial urgency, we didn't formulate an effective communications strategy. Communication at first was solely done by email. We recognized that we needed to add more channels of communication in order to be able to effectively communicate our weekly objectives. We started using Google docs so team members could upload and work on their documents in real time. Another communication channel we started to use was Facebook. This really helped smooth the communication throughout the project life-cycle because it was much more convenient than traditional emails.

Although there was little sense of urgency in the initial phase of our project, we were able to implement a strategy that helped team members recognize the problem, formulate ideas to fix the problem, and work harder to make our vision a reality. To help increase the communication among team members, we started to utilize Facebook and Google Docs. By increasing our urgency, and adding effective communication tools, we were able to maintain our momentum throughout the project.

**DAVE'S
LESSONS
LEARNED**

Communication is just as important as the execution of the project maybe even more so. You can still execute with bad communication but you will probably end up revisiting the project in order to fix certain pieces. During the beginning of our project we had poor communication between the PM's and the Analysts. After a series of communication channel experiments we figured out the right mix that worked with our team the PM's and a channel for interacting with the Analysts.

For the PM's Facebook worked very well. This was because we use it for personal use, so all of us are very aware when there is a new message. When we got a message from an individual it was very hard to miss.

For the interacting with the Analysts we used one of our own to spearhead the communication. This was done through text and email with a representative from Analysts team. By assigning roles and responsibilities we streamlined communication. These tools along with Google Docs allowed us to keep track of all of our progress and execute the project.

Our key take away was the fact that the team needed to try a few different types of communication channels in the beginning so that we could decide on the best one during the beginning of the project not the middle. Also assigning roles to head communication is most beneficial.



**JOSH'S
LESSONS
LEARNED**

During this semester, our project management team went through many valuable experiences in completing the project. We understood from the beginning that it would be challenging to effectively communicate amongst five individuals with different schedules. Identifying this problem early in the project provided the opportunity for the group to select a strategy that would benefit all managers allowing us to contribute regardless of our busy schedules through a Google document.

We then proceeded to transfer this communication plan to our analyst team. The transition and commitment was not there initially, we found ourselves pulling teeth in order to receive information from the group. Once we realized the same strategy we implemented wasn't effective we took to another strategy to have a member of the analyst team work as a liaison when communicating work that needed to be completed in addition to having access to their group Google drive. This strategy was effective and we began to receive updates from the group per our request in accordance with our project schedule.

The lesson learned is that as a project manager or team leader, you may have to make adjustments to your initial strategy in order to accommodate your group's needs to better utilize their strengths. By changing the way we communicated with our analyst we were able to meet all requirements of the project on time without any confusion.