

# **Ann Arbor Mobility Transformation: LDFA Follow-up Questions**

April 16, 2018

Confidential & Proprietary

# LDFA Questions and Responses

# LDFA Follow Up Questions (1 of 8)

Topic Area	Question	Proposed Response
<p><b>What?</b></p>	<p>1) What is being created? What does success look like? It is not clear whether this is simply a consulting project to analyze data (and provide the resulting analysis back to the participants) or if there is actually going to be tangible technology developed.</p>	<p>The City of Ann Arbor, like many urban centers around the world, strives to enhance prosperity for its constituents, in part by creating more efficient movement of people and goods, even as the city’s transportation infrastructure becomes more and more stressed. The purpose of the 90-day Pilot is to create mobility insights relevant to the City of Ann Arbor, the Downtown Development Authority (DDA), the University of Michigan, and The Ride (AAATA) based on a data platform that integrates key mobility data.</p> <p>In addition to the mobility insights, our team<sup>1</sup> will also produce the following deliverables by the end of the Pilot:</p> <ul style="list-style-type: none"> <li>• A five-year <b>Roadmap</b> consisting of a sequence of initiatives to continuously advance the mobility effectiveness in the city</li> <li>• A five-year <b>Funding Plan</b> that summarizes the investment and benefits corresponding to the five-year Roadmap</li> </ul> <p>The Pilot will define its success by the value of the mobility insights provided for all of the parties through the data platform, the relevance of the Blueprint Roadmap, and the benefits of the funding model.</p> <p>Subsequent to the Pilot, our team will execute on a set of activities as part of Release 1.0 – the second step in the five-year Roadmap. It is in this phase that we are seeking LDFA and other funding to support our team to perform the following activities:</p> <ul style="list-style-type: none"> <li>• Enhance the data platform capabilities with additional data, analytics, and insights such as adding data from more modes of transportation</li> <li>• Implement a limited number of mobility projects that will create “quick hit” value for the City</li> </ul> <p>These use cases will be prioritized by the end of the 90-day pilot.</p> <p><sup>1</sup>Our team is a collaboration consisting of the City of Ann Arbor, DDA, University of Michigan, AAATA, Ford, Deloitte and AECOM.</p>

# LDFA Follow Up Questions (2 of 8)

Topic Area	Question	Proposed Response
Why?	2) How is this project different than other existing smart city initiatives and technology platforms?	<p>Smart Cities around the world are implementing new mobility solutions in pursuit of delivering a more livable environment and with the foresight of replacing city revenue streams that will diminish over time. Point solutions are advancing in cities across the world but they have sub-optimized value from the mobility ecosystem (no integration across modes, inequitable access, increased miles driven). A robust mobility operating system is needed for cities to create interoperability across transportation modes in order to optimize supply and demand.<sup>1</sup></p> <p>In our experience working with cities globally, Ann Arbor is an ideal environment to test and establish a foundation for mobility ecosystem integration. The technological environment, intellectual leadership, and economic development goals are a few examples of strengths in the Ann Arbor area. The Ann Arbor mobility operating system will set a new bar for mobility innovation – while at the same time sustaining and building the prosperity of Ann Arbor through an integrated transportation network.</p> <p>The unique features of our approach to Ann Arbor include:</p> <ul style="list-style-type: none"> <li>• <b>Governance:</b> our approach places the policy-making authority and decision rights in the hands of the City. Pure-play technology solutions put the technology providers first and City and its constituents second.</li> <li>• <b>Data-Driven Approach:</b> we are aggregating data in a robust platform to inform decisions on an ongoing basis.</li> <li>• <b>Implementation Strategy:</b> we will be able to help provide the physical and digital technologies to enable better investment and service decisions, as well as address the social/institutional challenges and the human behavior challenges of transforming transportation.</li> <li>• <b>Public-Private Collaboration:</b> we have a unique set of stakeholders on our team from City, University and Commercial entities. Ford and Deloitte are making more than a combined \$2M investment to establish Ann Arbor’s digital mobility platform as the foundation for future innovation.</li> <li>• <b>Funding Model:</b> our intent is to create new revenue streams for the City to replace what is expected to be declining revenue in the Future of Mobility.</li> <li>• <b>Solution Scaling:</b> our ambition is that the innovation established first in Ann Arbor can be scaled to other Michigan cities, the State, and possibly the country.</li> </ul> <p><sup>1</sup>Reference the latest white paper on this topic from the World Economic Forum, <a href="https://www.weforum.org/whitepapers/designing-a-seamless-integrated-mobility-system">https://www.weforum.org/whitepapers/designing-a-seamless-integrated-mobility-system</a></p>

# LDFA Follow Up Questions (3 of 8)

Topic Area	Question	Proposed Response
<p><b>Why? (cont)</b></p>	<p>3) We understand that Ford Smart Mobility will bring data science, engagement, and mobility expertise and Deloitte Consulting will provide strategy, stakeholder management and engagement, mobility expertise, digital services, and systems integration -- Why is this team the right one to do this project and what are your past experiences in this area?</p>	<p>The development of a seamless integrated mobility system has not been fully implemented anywhere in the world. However, cities are putting together pieces of the solution as they align on similar visions – the ability to significantly improve mobility outcomes across their cities.</p> <p>Deloitte and Ford have established practices focused on the Future of Mobility as well as Smart Cities, and have a deep understanding of the mobility ecosystem, various players, technologies and expertise. We also have leadership teams based in Michigan with strong convictions for keeping the State of Michigan on top as it relates to the Smart Cities and Future of Mobility innovation, job creation, and economic development. Ford is one of the largest automotive / mobility companies in the world and Deloitte is the largest professional services firm in the world, both with dedicated mobility and public sector practices and resources.</p> <p>Please visit the Deloitte Future of Mobility web site to learn more about our perspectives and experience on mobility: <a href="https://www2.deloitte.com/us/en/pages/about-deloitte/topics/future-of-mobility.html">https://www2.deloitte.com/us/en/pages/about-deloitte/topics/future-of-mobility.html</a> and the Smart Cities website to learn more about our perspectives and experience on the topic: <a href="http://smartcity.deloitte.com">http://smartcity.deloitte.com</a></p> <p>Please view the following videos to hear more about Ford’s commitment to becoming the world’s most trusted mobility company – Bill Ford’s TED talk in 2011 <a href="https://www.youtube.com/watch?v=MsLuQM5V3FA">https://www.youtube.com/watch?v=MsLuQM5V3FA</a> and CEO Jim Hackett’s keynote address at CES in 2018 <a href="http://live.ces.tech/detail/videos/keynotes/video/5706152099001/ford-keynote?autoStart=true">http://live.ces.tech/detail/videos/keynotes/video/5706152099001/ford-keynote?autoStart=true</a></p>

# LDFA Follow Up Questions (4 of 8)

Topic Area	Question	Proposed Response
LDFA Relevance	<p>4) Why is it necessary for an organization like the LDFA to fund this project (as opposed to Ford, Deloitte, City of Ann Arbor, Federal Government, University of Michigan, etc.)?</p>	<p>All parties you mentioned are making significant investments in the form of time, services and/or direct monetary funding. Specifically LDFA’s contribution would:</p> <ul style="list-style-type: none"> <li>• Provide up-front financial resources to jump-start activity during the critical feasibility assessment portion of the project; this is well before the initiative can be self-funding for the City</li> <li>• Provide evidence that the City is invested in this project and demonstrate to other funders (e.g. federal or community grants) that they should also invest in Ann Arbor; this can be used to provide leverage for the City and the collaboration to obtain additional funding</li> <li>• Bring commercial development and economic growth to the City, above and beyond the goal to improve access of existing transportation; it is critical to have all major regional stakeholders engaged in supporting this work</li> </ul>
	<p>5) How do you see the LDFA \$300,000 grant for the Release 1.0 as supportive of the development of high technology enterprises and entrepreneurship in the Ann Arbor/Ypsi SmartZone? We have very specific restrictions on how our funds can be used mandated by the State SmartZone legislation. Please describe how you see this happening, rather than simply stating that it will.</p>	<p>This project will support the development of high tech enterprises and entrepreneurship by:</p> <ul style="list-style-type: none"> <li>• <b>Improving transportation throughout the city, making Ann Arbor a more attractive city to do business</b> – Improved transportation services and outcomes will assist in attracting and retaining top companies and talent to the area by improving the living and working conditions of the city</li> <li>• <b>Providing both indirect and direct opportunities for innovation</b> – We are collaborating with pilot stakeholders to directly support advanced mobility research and technological investment, that make Ann Arbor a more capable arena for mobility solution development by entrepreneurs and high tech enterprises. This further positions Ann Arbor for leadership in mobility services</li> <li>• <b>Transformation through collaboration</b> – This funding clearly communicates that innovation through collaborative efforts is valued. Ford and Deloitte believe that this work is best accomplished through partnering with many parties in order to realize the future of smart mobility and the smart city. This project demonstrates to other companies that there is clear support within Ann Arbor for transforming mobility and an opportunity to collaborate in doing so, opening up additional opportunities to entrepreneurs</li> </ul>

# LDFA Follow Up Questions (5 of 8)

Topic Area	Question	Proposed Response
<p><b>LDFA Relevance (cont)</b></p>	<p>6) What is the ongoing broad public benefit that justifies LDFA investment? The information provided in the supplemental memo listed the various stakeholders and the associated benefits for each (e.g., as described in the memo the benefit to the City of Ann Arbor would be: analysis and insight into operations, service &amp; future investments). This is a description of a deliverable, but it doesn't tell us why that deliverable is relevant, valuable, useful and worth LDFA investment. What we are looking for is for you to take that information one step further to describe how the deliverable benefits the general public</p>	<ul style="list-style-type: none"> <li>• <b>Improve transportation efficiency</b>, reducing congestion, time spent commuting, emissions, and cost for residents and city</li> <li>• <b>Improve access</b>, convenience, price of transport and quality of life for residents</li> <li>• <b>Improve opportunities for collaboration</b> across the region (across disciplines at the university, and between the university and residents) by increasing convenience of mobility throughout the city</li> <li>• <b>Generate revenue</b> for the city to be allocated to other resident needs</li> <li>• <b>Create consolidated (anonymized) database</b> of information the university can leverage for academic research</li> <li>• <b>Provide a platform</b> that entrepreneurs can leverage for future enhancement and increased mobility benefits. The platform will include a technical environment (e.g., APIs) for third party developers to create new mobility solutions and utilize aggregated city data. This is patterned from other cities' open data strategies (e.g. Boston @ <a href="https://data.boston.gov/">https://data.boston.gov/</a>). This capability will enable entrepreneurs to create new business models and jobs, as well as universities to perform new, unique research</li> </ul>

# LDFA Follow Up Questions (6 of 8)

Topic Area	Question	Proposed Response
<b>Funding Questions</b>	7) To what entity would the grant be made?	Approximately 50% to Ford and 50% to Deloitte
	8) What is the total budget? What is the budget for each phase?	<p>Our five year vision and roadmap of phased mobility projects are being translated to an estimated effort and costs based on learnings from our ongoing pilot. Those effort and cost estimates are expected by the end of our pilot for review with all stakeholders.</p> <p>We have completed the estimates for Release 1.0, where Ford and Deloitte estimate a cost of ~\$4-5M across both companies and 5 workstreams (Program Office, Data Operations, Mobility Insights &amp; Analytics, Road Map, and Funding Model).</p>
	9) Who else is providing funding for this project and what are the contributions of each party? Who will be funding each stage of development?	<p>Deloitte and Ford have been investing time and resources into this project since September 2017, ramping up to an investment in a full team of ~40 people to support the ongoing 90-day (March–June) pilot to deliver an MVP. This MVP includes configuring a data platform, generating preliminary insights, a five-year road map, an initial funding model including initial investment funding and longer-term revenue model.</p> <p>Additional stakeholders who have invested time, expertise, and support include the City of Ann Arbor, Downtown Development Authority, Ann Arbor SPARK, University of Michigan: UMLPTS and UMTRI, AECOM, AAATA, and Amazon Web Services.</p> <p>In addition to these stakeholders, we are evaluating other funding sources, including Community grants from local foundations and other sources. Please note some of these funding sources (e.g. a Federal grant) explicitly articulate the requirement to match the submitted funding request with private or other sources; any grant awarded by the LDFA will be leveraged to secure additional funding.</p>



# LDFA Follow Up Questions (7 of 8)

Topic Area	Question	Proposed Response
<b>Project Plan</b>	10) What is the overall 5-year project plan?	We currently have a high-level understanding of where we are going articulated in a five-year roadmap (Appendix A). As part of our current 90 day pilot, we are developing a deliverable that consists of a more detailed 5 year roadmap that will be completed in June / July.
	11) What are the go/no-go points throughout the 5-year project?	We currently have two determined go/no-go decision points: 1. After MVP is developed following our in-progress 90 day pilot ending in June 2. After Release 1.0, expected Dec 2018 There will be additional go/no-go decision points as will be outlined in the more detailed roadmap established in R1.0; at a minimum we plan one prior to each subsequent release.
	12) Do you have a project plan for the Release 1.0 phase showing who is doing what & when to provide better insight into the use of funds & context for progress and success?	Please see Appendix B & C
	13) What will be the specific deliverables out of Release 1.0?	Please see Appendix B & C
	14) What are the internal controls of the project – who is overseeing the project, ensuring the appropriate use of funds, making decisions when complications arise, etc.	We have already established a governance structure to execute the current 90-day pilot, and intend to follow it for the future phases of this project, likely adding Steering Committee members. It is a 3-tier structure that is led by the Program Leadership team responsible for the overall health and success of the project, followed by a PMO responsible for the day-to-day governance, enforcing project controls, and providing visibility into the engagement. The core workstreams are responsible for creating project deliverables and work products. Please see Appendix D & E.
	15) How will progress and project updates be communicated to participants and funders?	Progress and updates will be communicated to all stakeholders through bi-weekly summary reports (example shown in Appendix F) as well as in monthly external stakeholder meetings. In addition, we will provide a final report to demonstrate achievement of the milestones and fulfillment of grant requirements.
	16) Who owns the data that is generated by the model? Do participating entities get access to it for their own internal uses?	Before and during the 90-day pilot, attorneys from Ford, Deloitte, City, DDA and University have invested considerable time to create Data Sharing Agreements. These agreements permit our team to use various data sets during the pilot. Once we complete the pilot, those agreements will need to be revisited for activities in Release 1.0, which will determine access and uses as agreed to by all stakeholders.

# LDFA Follow Up Questions (8 of 8)

Topic Area	Question	Proposed Response
<b>Beyond this Project</b>	17) It appears that Ford will own whatever is created out of this—suppose the project is a success. What is the anticipated business model?	<p>Our long-term intent is to create a business model whereby new revenue streams are enabled by the mobility operating system for the benefit of all investors, including: City of Ann Arbor, Ford, Deloitte, potentially others.</p> <p>Specifically, we view the city of Ann Arbor as an investor who will receive a return in the form of tangible and intangible value, including but not limited to: potential new revenue streams, infrastructure structure investment deferrals and quality of life benefits (reduced congestion, increased throughput, enhanced sustainability).</p>
	a) What entity will be responsible for taking this platform into the market?	Our focus for this project is to monetize the platform in the City of Ann Arbor through the work of our Public/Private Collaboration. Our ambition is to scale the platform beyond Ann Arbor to other cities in Michigan, and potentially across the entire US.
	b) What will the rollout strategy be?	Deloitte’s intent is to expand the platform in the State of Michigan to continuously extend the impact the platform can have across a larger geography and additional modes of transportation. Ford is currently in the process of formulating the rollout strategy, possibly in partnership with Deloitte.
	c) i.e. how does the platform generate revenue or how is it financially funded going forward? Do travelers pay a fee to use it? Do transit providers pay a fee to participate in the platform?	In our vision, the platform, new mobility services, and broader local mobility transformation will be funded primarily through small transaction fees on end-user transactions (e.g. parking), but additional revenue streams may involve B2B access to the platform, new services enabled, and location-based advertising, among others. These revenue streams are dependent upon the insights uncovered through this 90-day MVP portion of the project, and as an outcome of the pilot, we will generate a high-level perspective and recommendation for the long-term, self-sustaining business model.
	d) who pays to commission the platform in a city/region (i.e. recruiting the participation of the transportation services, collecting all the data, entering data, testing). What about ongoing support?	We are exploring multiple business models for how to finance and operate the platform. At this stage in the evolution of the platform, we are testing and learning as we go. However, one of the financial design points in the steady-state operational model is that the revenue generated from the platform (e.g. fraction of every mobility transaction) would sustain ongoing operations, including the costs of the technology, data, human capital required to operate it.

# Appendix: Supporting Materials

# Appendix A: AAMT Short and Long-Term Plan

We believe the Ann Arbor mobility transformation is a five-year, agile program that starts with a 90-day Mobility Insights Pilot in progress

## Ann Arbor Mobility Transformation Roadmap

Align & Plan	Mobility Insights Pilot				
	R1.0 Multi-Modal Insights				
<ul style="list-style-type: none"> <li>• Introduce the mOS concept and benefits to the City of Ann Arbor and UM</li> <li>• Socialize mOS vision and plan to gain support</li> <li>• Align additional partners (Ford, AWS, University of Michigan, DDA, Spark, AAATA, AECOM)</li> <li>• Draft sprint schedule for 90-day pilot</li> <li>• Stand up team to build technology elements</li> </ul>	<ul style="list-style-type: none"> <li>• Secure initial data sharing agreements</li> <li>• Integrate data: public &amp; private transportation modes and parking</li> <li>• Identify insights by analyzing the Ann Arbor mobility data set</li> <li>• Define roadmap and funding model</li> <li>• Leverage research to advance the 'possible'</li> <li>• Engage additional support (regional, and state) to establish Ann Arbor as a leader for smart mobility</li> </ul>	R2.0 Seamless Integrated Mobility User Experience			
		<ul style="list-style-type: none"> <li>• Provide user interface with visibility to various modes of transportation</li> <li>• Implement a single billing system for users of Ann Arbor mobility</li> <li>• Integrate training mobility modes and third party data</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot the seamless integrated mobility user experience</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate pilot lessons into a production release and deploy to all users</li> </ul>	R3.0 Mobility Optimization
2017	2018	2019	2020	2021	2022

# Appendix B: Release 1.0 Activities & Deliverables (June – December 2018)

Following the current 90-day pilot, Ford and Deloitte will work together to achieve the following high-level objectives to complete the first release by the end of 2018

	Activities	Deliverables
<b>Program Management</b>	<ul style="list-style-type: none"> <li>Manages resources, project schedule and deliverables [S]</li> <li>Provides cross-program support [S]</li> <li>Manages budget allocation for all workstreams [S]</li> <li>Conduct weekly status meetings [S]</li> <li>Hold External Stakeholder Meetings [S]</li> </ul>	<ul style="list-style-type: none"> <li>External stakeholder presentation materials [D]</li> </ul>
<b>Mobility Insights: Data Operations</b>	<ul style="list-style-type: none"> <li>Identify any additional available data sources (public and/or private) [S]</li> <li>Identify and assess available third party data sources (i.e. geo-demographic data and firmographic data) [S]</li> <li>Develop contracts / DSAs to ingest data [S]</li> <li>Ingest data into AWS platform and consolidate [D]</li> <li>Build real-time data ingestion capabilities [D]</li> </ul>	<ul style="list-style-type: none"> <li>Updated AWS architecture based on new sources [D]</li> </ul>
<b>Mobility Insights: Analytics</b>	<ul style="list-style-type: none"> <li>Develop wireframes for additional personas (i.e. City Planners) [F]</li> <li>Update initial pilot insights with refreshed / new data sources [F]</li> </ul>	<ul style="list-style-type: none"> <li>Persona Wireframes [F]</li> <li>Updated insights [F]</li> </ul>
<i>Primary focus of \$300K LDFA grant</i>	<ul style="list-style-type: none"> <li>Conduct analysis and determine high-priority pilots to test (<i>Potential: Senior assisted living/Underserved mobility; Ford demand-response shuttle; changes/ improvements to current transportation network</i>) [S]</li> <li>Scope, execute, and measure 1-2 mobility pilots [S]</li> <li>Determine, collect, and ingest data necessary to execute pilots [D]</li> <li>Analyze data collected to determine if pilot met success metrics [F]</li> <li>Report out on KPIs and pilot learnings to inform go/no-go of pilots [S]</li> </ul>	<ul style="list-style-type: none"> <li>Recommendation for potential pilot use cases [S]</li> <li>(1-2) Pilot project plan(s) [S]</li> <li>(1-2) Pilot Report Out(s) [S]</li> </ul>
<b>Road Map</b>	<ul style="list-style-type: none"> <li>Determine and suggest roll out sequencing of high priority use cases [S]</li> <li>Develop blueprint for Release 2.0 [S]</li> </ul>	<ul style="list-style-type: none"> <li>Blueprint for 2.0</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>Pursue priority funding sources and ongoing applications [S]</li> <li>Track future grant and funding opportunities [S]</li> <li>Refine financial model to predict potential future revenue sources; including those for pilots identified [S]</li> </ul>	<ul style="list-style-type: none"> <li>Funding Sources Report</li> <li>Updated Revenue Funding Model</li> </ul>

**Responsible Party:**  
 [S] Shared | [D] Deloitte | [F] Ford

# Appendix C: High Level Timeline – Key Milestones and Deliverables

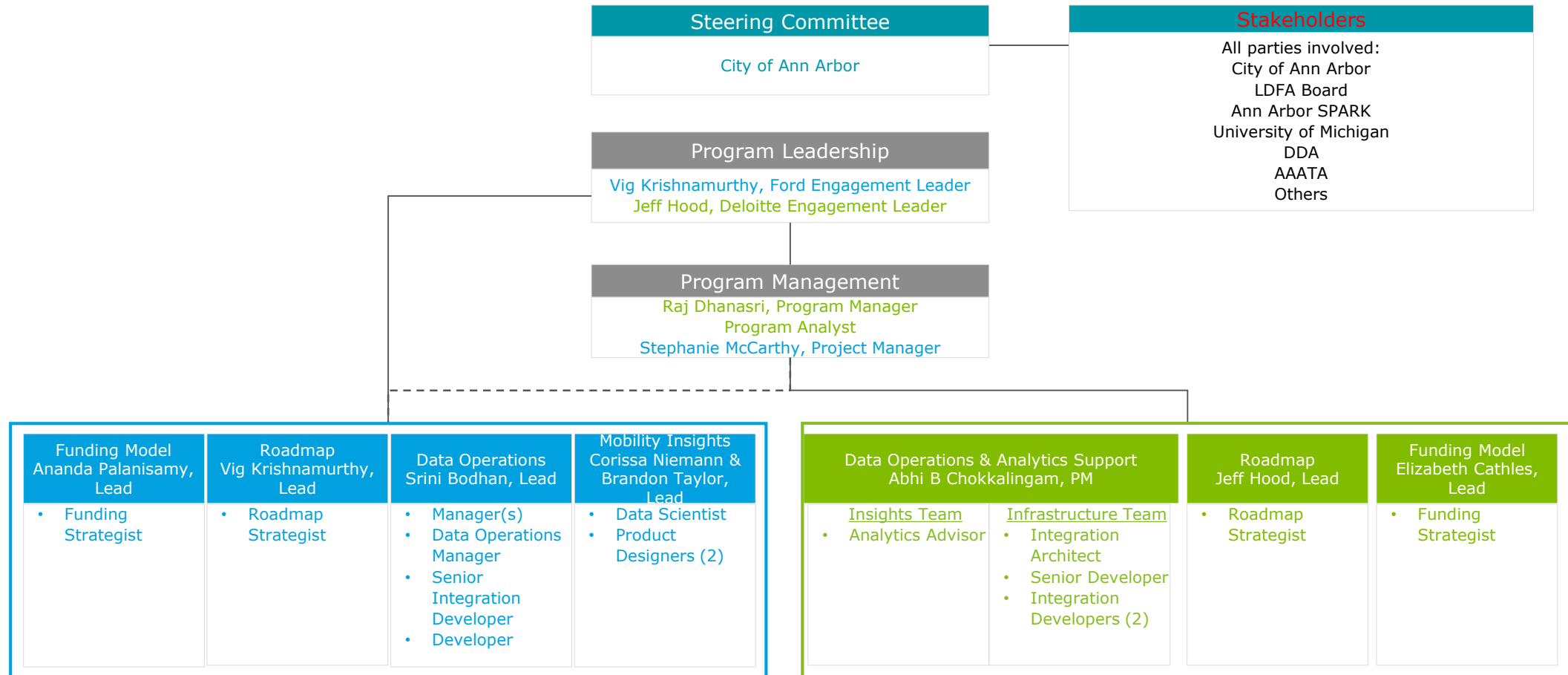
Please note, the exact timing listed below is subject to change based on learnings from current 90-day pilot

Workstream	Activities	June	July	Aug	Sept	Oct	Nov	Dec
<b>Program Management</b>	<ul style="list-style-type: none"> <li>Manages resources, project schedule and deliverables [S]</li> <li>Provides cross-program support [S]</li> <li>Manages budget allocation for all workstreams [S]</li> <li>Conduct weekly status meetings [S]</li> <li>Hold External Stakeholder Meetings [S]</li> </ul>	4x Mtg External Status Mtg	4x Mtg External Status Mtg	4x Mtg External Status Mtg	4x Mtg External Status Mtg	4x Mtg External Status Mtg	4x Mtg External Status Mtg	4x Mtg External Status Mtg
<b>Mobility Insights: Data Operations</b>	<ul style="list-style-type: none"> <li>Identify any additional available data sources (public and/or private) [S]</li> <li>Identify and assess available third party data sources (i.e. geo-demographic data and firmographic data) [S]</li> <li>Develop contracts / DSAs to ingest data [S]</li> <li>Ingest data into AWS platform and consolidate [D]</li> <li>Build and enhance real-time data ingestion capabilities [D]</li> </ul>		Identified data sources	Signed DSAs				Future State Architecture
<b>Mobility Insights: Analytics</b>	<ul style="list-style-type: none"> <li>Develop wireframes for additional personas (i.e. City Planners) [F]</li> <li>Update initial pilot insights with refreshed / new data sources [F]</li> </ul>	Identify personas	Wireframes					
<b>Pilots</b>	<ul style="list-style-type: none"> <li>Conduct analysis and determine high-priority pilots to test [S]</li> <li>Scope, execute, and measure 1-2 mobility pilots [S]</li> <li><i>Potential: Senior assisted living/Underserved mobility; Ford demand-response shuttle; changes/ improvements to current transportation network [S]</i></li> <li>Determine, collect, and ingest data necessary to execute pilots [D]</li> <li>Analyze data collected to determine if pilot met success metrics [F]</li> <li>Report out on KPIs and pilot learnings to inform go/no-go [S]</li> </ul>			Recommended Pilots	Pilot Project Plan	Pilot Project Plan	Pilot Report Out	Go / No-Go
<b>Road Map</b>	<ul style="list-style-type: none"> <li>Determine and suggest rollout of high priority use cases [S]</li> <li>Develop blueprint for Release 2.0 [S]</li> </ul>						2.0 Blueprint	
<b>Funding</b>	<ul style="list-style-type: none"> <li>Pursue priority funding sources and ongoing applications [S]</li> <li>Track future grant and funding opportunities [S]</li> <li>Refine financial model to predict potential future revenue sources; including those for pilots identified [S]</li> </ul>						Funding Sources Report	Revenue Funding Model

**Legend:** ★ Deliverable    ◇ Milestone    [S] Shared | [D] Deloitte | [F] Ford

# Appendix D: Staffing & Governance

The following governance structure will be in place to ensure appropriate use of funds



- External Stakeholders
- Ford
- Deloitte

# Appendix E: Governance Roles and Responsibilities Overview

Project Role	Responsibilities
<b>Steering Committee</b>	<ul style="list-style-type: none"> <li>• Provide input on overall project strategic guidance and direction</li> <li>• Manage escalations that cannot be resolved within the project</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Provide input on project direction</li> <li>• Recommend Industry leading practices</li> <li>• Further integrate local perspectives into the work</li> </ul>
<b>Program Leadership</b>	<ul style="list-style-type: none"> <li>• Provide vision and strategic intent</li> <li>• Drive decision-making, critical issues escalation and resolution</li> <li>• Enforce project adherence to the strategy, goals, timeline, and budget</li> <li>• Approve any changes to project scope, timing, and budget</li> </ul>
<b>Program Management</b>	<ul style="list-style-type: none"> <li>• Establish the project team and PMO structure with clear direction and roles</li> <li>• Manage day-to-day project execution to facilitate successful project delivery and execution</li> <li>• Enforce governance processes around scope, issue management, and status reporting</li> <li>• Manage risks and issues from project teams</li> <li>• Provide Program Leadership and Governing Body with visibility and engagement of the project</li> <li>• Measure project success against budget, original scope, business objectives</li> </ul>
<b>Core Teams</b>	<ul style="list-style-type: none"> <li>• Deliver day-to-day project activities</li> <li>• Create project deliverables and work products</li> <li>• Provide visibility to the Project progress by reporting the status every week</li> </ul>



# Appendix F: Example Status Report





## Program Status Summary

[Summary of current project status, progress towards milestones, and next steps]





### Key Focus Areas

- [Workstream 1]**
  - Key activities...
  - ...
- [Workstream 2]**
  - Key activities...
  - ...
- [Workstream 3]**
  - Key activities...
  - ...
- [Workstream 4]**
  - Key activities...

### Workstream Status

-  **Workstream 1**
-  **Workstream 2**
-  **Workstream 3**
-  **Workstream 4**

### Prev. Status

- 
- 
- 
- 

### Key Risks / Issues

### Mitigation

### Owner

1 [Description of Risk / Issue]	[Description of mitigation plan]	[Owner]
2 [Description of Risk / Issue]	[Description of mitigation plan]	[Owner]

### Key Next Steps

- [Description of next steps]
- ...