COLORADO
Customer Office
Governor's Office of Information Technology

Project Plan

DMND1002904 — DMVA Accessibility

August 2023

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Project Overview

The Project Plan is a collection of individual plans intended to address and drive aspects of the project that are critical to success. The Project Manager should develop the Project Plan in cooperation with project sponsors and team members, and review key components of the plan with the Steering Committee for understanding and agreement.

Project Description

HB 21-1110 places responsibility for compliance with OIT accessibility standards on both digital and online platform providers and content owners (State Agencies - DMVA). All Colorado government entities must be compliant with OIT's accessibility standards by July 1, 2024. OIT will provide resources, training on the state standards, and tools to assist with accessibility, but state agencies and local governments will need to implement the changes and improvements to their digital content.

DMVA is moving forward with Accessibility to ensure all agency IT systems are compliant with HB 21-1110.

Project Objectives & High-Level Scope

Project Objectives

Assess all DMVA (internal and external) digital content to identify and resolve existing accessibility gaps before July 1, 2024.

In Scope

Ensures the agency conducts testing and validation of technical standards conformance claims and that plans are developed to address accessibility issues once identified.

- **Training** - Ensure Agency trains stakeholders on roles and responsibilities related to OIT's accessibility standards compliance and has a budget for the tools, or external resources needed to create and maintain accessible IT per fiscal year.

- **Communication & Complaints** - Ensures the Agency tracks and resolves incoming accessibility complaints and that there are clear and well-tended channels for receiving feedback on digital accessibility issues.
  - Core criteria include internal communications regarding accessibility process improvement, resources, and training as well as public statements of compliance and public representations of the digital accessibility program.
- **Governance, Roles, Responsibilities** - Ensures that Information Technology (IT) accessibility is positioned appropriately within the organization, and that accessibility-related position roles and responsibilities across the organization are defined, including the designation of an executive sponsor.
- **Procurement & Vendor Management** - Ensures Agency reviews and validates that contract language in procurement documents addresses IT accessibility/OIT Accessibility Technical Standards compliance
- **Development Lifecycle** - Ensures that IT accessibility requirements are incorporated into technology lifecycle activities such as enterprise architecture, design, development, testing, deployment, and ongoing maintenance in a consistent, repeatable fashion, and not dependent on a specific individual(s) who "carries the torch" for any specific event or project where IT accessibility is required.

Out of Scope

- Any services and consultations that fall outside the scope of OIT accessibility directives.
- Ongoing agency-owned system modifications/enhancements unrelated to accessibility directives.
- OIT provided agency training instruction and related, or supported training material development.

Project Success Criteria

- Addressed existing accessibility compliance issues by taking inventory of all technology touchpoints, assessing them for accessibility compliance then remediating the problems.

- - If the agency is not able to remediate by the deadline, then a plan for accommodation needs to be put in place by DMVA.
- Built accessibility into roles and processes in order to provide accessible technology from the beginning and avoid costly accessibility debt in the future.
- DMVA's internal and external digital content is fully assessed and compliant by July 1, 2024.
  - [Scoring +95% for DMVA in OIT TAP Agency Accessibility Dashboard](#)
    [Shared publicly on OIT Website, with Joint Technology Committee, Governor's Cabinet, and other General Assembly members.]
    - Average Site Improve Score of Accessibility Adoption Checklist
    - Communications & Support
    - Governance
    - IT Product Roles
    - Procurement
    - Skills

Project Staffing

Project Roles

Project Role	Resource Names (If Known)	Agency	Internal/External?	Booked/Procured?
Project Manager	Sean Settle	OIT	Internal ▾	Yes ▾
Accessibility Consultant	Brian Stafford	OIT	Internal ▾	Yes ▾
Project Sponsor	Sarah Edwards	DMVA	Internal ▾	Yes ▾

Project Manager	Deborah Salerno	DMVA	Internal ▾	Yes ▾
HR Compliance	Tamy Calahan	DMVA	Internal ▾	Yes ▾
Content Compliance	Breanna Bang	DMVA	Internal ▾	Yes ▾
Procurement Compliance	Nick Severn	DMVA	Internal ▾	Yes ▾

Major Project Team Governance Chart

Project Steering Committee
Executive & Project Sponsor - Sarah Edwards
IT Director - Rich Medina
Brian Stafford - Accessibility Consultant

• Provides Operational Level Project Direction & Guidance
• Meets Monthly to Review Project Progress & Deliverables
• Reviews & Approves Minor Project Changes (Budget, Scope, Schedule)
• First Escalation Point for Project Issues

Project Team
Project Manager, OIT - Sean Settle
Project Manager, DMVA - Deborah Salerno

OIT Leadership / SMEs
Rich Medina, IT Director
Chris Beattie, IT Portfolio Manager
Doug Hendershot, Senior System Administrator
Tim Martinez, Senior System Administrator
Brian Stafford, Accessibility Consultant

Business Leadership / SMEs
Nick Severn, Procurment Compliance
Tamy Calahan, HR Compliance
Kathy Deane, Sindy Ortiz, HR Compliance
Breanna Bang, Content Compliance

• Plans, Organizes, Executes Project to Sucessful Completion
• Meets Biweekly to Coordinate Project Activities
• Informs & Advises Steering Committee on Significant Issues & Decisions

Project Schedule

The master project schedule will be maintained by the OIT PM on ServiceHub.

Objective	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
Introduction to DMVA		▮														
Agency Coordination			▮													
SMEs Assigned		60-DAYS														
Phase I: Assessment		6-MONTHS (FEB - SEP)														
Phase II: Mitigation		9-MONTHS (APR - DEC)														
Phase III: Training Content Owners		9-MONTHS (DEC - SEP)							▮							
Phase IV: Testing & Validation										6-MONTHS (JAN - JUN)						
Full Compliance														▮		
ELT Briefs		MONTHLY														
Internal Comms, Agency		MONTHLY														
External Comms, Public									▮						60-DAYS	

Baseline Milestone Schedule

Key Milestones - Execute Phase*	Targeted Finish Date
Assessment (all internal and external digital content)	09/30/23
Mitigation	12/28/23
High-Level Agency Compliance	05/31/24

Testing & Validation	06/28/24
Full Compliance (internal and external digital content)	06/01/24
Key Milestones - Close Phase	
Lessons Learned Completed	07/31/23
Project Complete	07/31/23

Budget Management

The Budget will be monitored within the ServiceHub. The total remaining budget is managed by DMVA.

Baseline Project Budget

Funding Source(s)	Cost Type(s)	Amount ($)	Notes / Known Restrictions
SFY Appropriation	Line Items - Accessibility	**$228,036**	Expires 6/30/24
DMVA (Common Policy)	PM Services	**$26,188**	Terminates 12/31/23, subject to agency extension
	Total Project Budget	**$254,224**	

Procurement Plan Summary

No additional procurement needs have been identified at this time.

Scope Management

Project Change Control

The Change Control process that will be used is outlined in the [Scope Management](#) topic on the PLM Knowledge Base. In summary, the Project Manager will add changes to the change request log, ensure they are reported on the Project Status Report, and submit them to the Steering Committee for review.

Once approved, the change log and the appropriate project documents, (e.g., the project schedule, budget, requirements log) will be updated. A Future Enhancement log will be maintained to accumulate ideas that are outside scope and do not warrant a change request.

Escalation Process

If the project team and project manager cannot resolve a major risk or issue, the Project Manager will escalate to the Project Sponsor. The Project Manager and Project Sponsor will escalate to the steering committee level as appropriate. This usually includes any risks or issues that require approval of a major change in the overall project scope, schedule, or budget.

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Project Team  →  Project Manager  →  Project Sponsor  →  Project Steering Committee
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Risk & Issue Management

The Risk Management process that will be used is outlined in the [Risk Management](#) section of the PLM Knowledge Base. In summary, the project team, including the project manager, team members, subject matter experts, project stakeholders, and vendors, are responsible for identifying risks and issues.

The project manager will ensure risks and issues are added to Risk and Issue Logs and analyzed to determine the highest priorities to focus mitigation efforts on. In addition, the project manager will update the project schedule with mitigation tasks, track to completion, and ensure high priority and risks and issues of significance are reported on the Project Status Report.

Business Continuity

Project is not completed on time.

If the project is not implemented on time, the impact would be exposed risk for violations of accessibility standards which could be subject to injunctive relief, meaning a court order to fix the problem; actual monetary damages; or a fine of $3,500 payable to the plaintiff, who must be someone from the disability community.

Organizational Change Management (OCM)

Change Magnitude and Readiness

Magnitude of Change Summary

Magnitude of Change Not Complex, Complex, Very Complex	Reasons: Magnitude is **Complex or Not** Little or dramatic impact on stakeholders?	Mitigating Strategies Being **Considered** Moderate training, involving HR, and marketing campaign

Complex ▾	For average employees, the change is a minor awareness. Agency-wide change is a major, conducting gap assessment, developing gap mitigation, and ensuring compliance by a specific date.	The project team is working on thorough change management internally and with the Accessibility Consultant.

Readiness for Change Summary

Readiness for Change Low, Medium, High	**Reasons Readiness is L, M, H** Exec consensus, existing skills, history of change, # of initiatives	**Mitigating Strategies Being Considered** Focus groups, team-building, extensive comms
Medium ▾	Agency is required to ensure all agency-wide digital content meets accessibility SOPs/compliance.	Moderate communications, training, and supplemental resources such as updating the agency Sharepoint site with project detail and supplemental materials.

Stakeholder Assessment

Stakeholder / Group Name	Current Adoption Level?	Future Desired Adoption Level?	Risk of Not Moving this Group?	Impact Project May Have on the Group?
DMVA Leadership	Own/A... ▾	Own/A... ▾	Governance delays expose the agency	Ensures full accessibility of

			to statutory violations and fines.	SOPs/compliance occurs agency-wide.
DMVA Project Manager	Own/A… ⌄	Own/A… ⌄	Evaluation, Training, Communications & Complaints Process does not occur and exposes the agency leadership to risk.	Ensure agency validation of technical standards, conformance claims, and implemented plans address accessibility issues.
DMVA Procurement & HR	Buy-In ⌄	Own/A… ⌄	Publicated agency materials and forms remain non-accessible.	Ensure agency contract & procurement language and HR documents meet accessibility SOPs/compliance.
DMVA Content (Internal & External)	Buy-In ⌄	Own/A… ⌄	Internal/external sites score poorly and remain non-accessible.	Creation and publishing of accessible content and materials.
DMVA Staff	Aware ⌄	Unders… ⌄	Lack of understanding toward accessibility SOPs/compliance.	The agency trains stakeholders on accessibility SOPs/compliance.

Adoption Levels = Unaware, Aware, Understand, Buy-In, Own/Adopt

Communication Plan

Internal/ Project Team Communications

Those stakeholders impacted most by this project are the HR, Procurement, and Content teams, who are involved as part of the project team.

The project team communication plan includes:
- Monthly Project Status Updates
- Biweekly PM Meetings
- Monthly Technology Accessibility Program Updates

    DMVA Accessibility Communications Plan

External Communications

Progress metrics are reported publicly and in real-time on the OIT TAP Agency Accessibility Dashboard. DMVA is highly encouraged to report progress/updates made available to the public through available platforms and manners at their discretion.

Training Plan/Schedule & Testing

DMVA is providing training on accessibility requirements to agency staff and stakeholders as outlined below. TAP testing resources will be utilized for a TBD Tuition Assistance solution, currently in procurement scoping.

	Leadership	**Supervisors & Managers**	**All Staff & Stakeholders**
Training Schedule	April 2023	August 2023	September 2023

Project Documentation

This document and the following artifacts make up the project plan for this project:

Document	Location	Document	Location
Project Charter	📄 DMND1002904…	**Team Chart (pg 3.)**	📄 DMND1002904…
Project Budget	ServiceHub	**Project Schedule**	ServiceHub
Communications Plan	🟨 DMVA Accessib…	**Project Tasks**	ServiceHub

Approvals

We, the undersigned, approve this Project Plan. We believe the Project Plan effectively establishes the course to successfully deliver the desired outcome.

Name	Project Role	Recommend Action	Date
Sarah Edwards	Exec. Business Sponsor, DMVA COO	Approved ▾	09/05/23
Rich Medina	IT Director, DMVA	Approved ▾	8/15/23
Deborah Salerno	Agency Project Manager, DMVA	Approved ▾	09/05/23
Sean Settle	Senior Project Manager, OIT	Approved ▾	09/07/23

*If approval was received via email, make a note and store a copy of the email with the project plan.