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**ACCD and DOL Transition into AEO  
Project Management Plan**

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**Version History**

Version	Author	Date	Updates
1.0	Alex Ibey	01/25/2017	First iteration

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## **Agency of Commerce and Community Development (ACCD) – Brief Overview**

### **Mission:**

*The Agency of Commerce and Community Development helps Vermonters improve their quality of life and build strong communities.*

Collaboration is central to carrying out this mission and ACCD works with other state Agencies as well as businesses of all sizes, communities, educators, non-profits, students, recreational venues and many others. ACCD “sets the table” for opportunity. So whether it’s a business owner seeking to relocate here, a developer interested in building a new project, an individual hoping to restore an historic gem or a community hoping to increase the livability of your town, ACCD is the right place start.

### **The Department of Housing and Community Development (DHCD) and Department of Economic Development (DED)**

At DHCD and DED, we work to grow our economy, help businesses create jobs, and support vibrant and resilient communities. Our staff provides training, technical and financial assistance designed to enhance local community and economic development programs and practices.

Our [economic development](#) staff can help you learn more about our strong workforce, walk you through the permitting process, connect you with local networks and share more about our programs, and capital and investment opportunities.

Our [housing](#) program focuses on developing housing policy and overseeing the [Mobile Home Park Program](#). The [Vermont Community Development Program](#) helps municipalities provide housing, jobs, public services and facilities to their residents. Promoting and preserving our historic resources are the focus of our [historic preservation program](#) and our state-owned [historic sites](#).

We are the state’s central office for local and regional [land use, including our smart growth designations](#), designed to enhance our unique landscape of compact centers surrounded by working landscapes.

### **The Department of Tourism and Marketing (VDTM)**

The Vermont Brand is associated with environmental quality, “green values,” local, strong community centers, an active agricultural economy and world class, four-season recreation. Our [tourism](#) staff promotes Vermont as a travel destination for Vermonters and visitors alike which in turn supports a diverse and vital part of the state’s economy. We work with our partners to develop and implement a comprehensive marketing plan that integrates television, radio, newspaper and magazine print.

**Vermont Division for Historic Preservation (VDHP)**

Preservation of Vermont's historic resources is the primary initiative of the Vermont Division for Historic Preservation (VDHP). Serving as the State Historic Preservation Office (SHPO), VDHP plays an essential role in guiding the state's historic preservation agenda, keeping hundreds of years of history alive and vital, engaging people of all walks in Vermont's past through collecting, preserving and discovering a shared priority and value for the human spirit that preceded us.

**Vermont Center for Geographic Information (VCGI)**

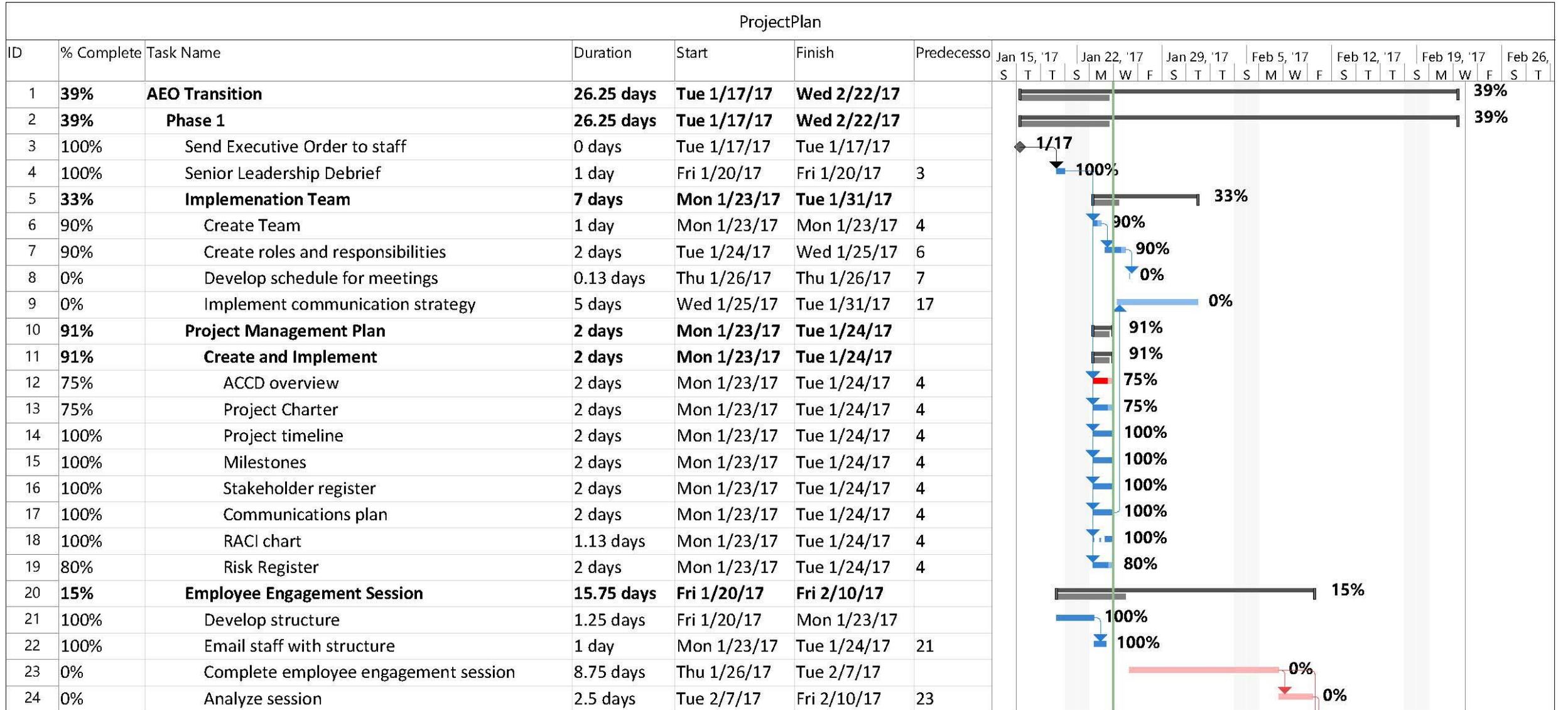
VCGI is your source for Vermont's geospatial data, professional development, and activities. VCGI is a division of ACCD charged by the State of Vermont with assisting the Vermont GIS community as well as anyone interested in geospatial technology or mapping.

**Information Technology (IT)**

The IT staff plays a vital role in the operations of the Agency, including project, process, and performance management, systems development, database administration, data management, and desktop support.

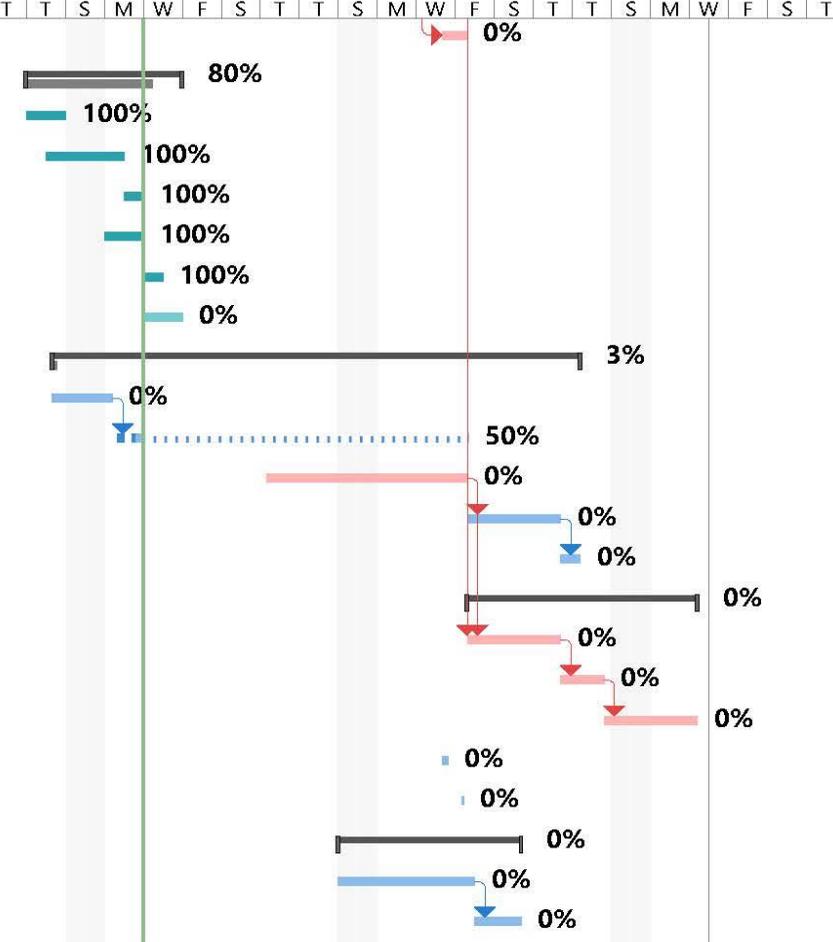
**Chief Marketing Office (CMO)**

The CMO serves as the central resource for state marketing activity and acts as 'steward of the Vermont brand.' Together with the Marketing Manager, the CMO supports marketing initiatives within individual state agencies and departments by providing strategic expertise and tactical support, centralized creative services, and promoting cost-efficiencies through collaboration across state government.



Critical		Task Progress		Baseline		Summary		Inactive Task	
Critical Split		Manual Task		Baseline Split		Manual Summary		Inactive Milestone	
Critical Progress		Start-only		Baseline Milestone		Project Summary		Inactive Summary	
Task		Finish-only		Milestone		External Tasks		Deadline	
Split		Duration-only		Summary Progress		External Milestone			

ProjectPlan							Jan 15, '17	Jan 22, '17	Jan 29, '17	Feb 5, '17	Feb 12, '17	Feb 19, '17	Feb 26, '17										
ID	% Complete	Task Name	Duration	Start	Finish	Predecessor	S	T	T	S	M	W	F	S	T	T	S	M	W	F	S	T	
25	0%	Report on data gathered	1.75 days	Thu 2/9/17	Fri 2/10/17	24																	
26	80%	<b>Partner/Program Visualization</b>	<b>5.94 days</b>	<b>Thu 1/19/17</b>	<b>Thu 1/26/17</b>																		
27	100%	Collect data on wall	2 days	Thu 1/19/17	Fri 1/20/17																		
28	100%	Create SharePoint site for data entry	2 days	Fri 1/20/17	Mon 1/23/17																		
29	100%	Transcribe data from walls	1 day	Tue 1/24/17	Tue 1/24/17																		
30	100%	Enter data into SharePoint	2 days	Mon 1/23/17	Tue 1/24/17																		
31	100%	Pull SharePoint data into visualization tool	1 day	Wed 1/25/17	Wed 1/25/17																		
32	0%	Finalize first draft of visual	2 days	Wed 1/25/17	Thu 1/26/17																		
33	3%	<b>Partner Engagement Session</b>	<b>19.25 days</b>	<b>Fri 1/20/17</b>	<b>Thu 2/16/17</b>																		
34	0%	Develop structure	1.25 days	Fri 1/20/17	Mon 1/23/17																		
35	50%	Email invitation to partners	1 day	Mon 1/23/17	Fri 2/10/17	34																	
36	0%	Complete partner engagement session	8.75 days	Tue 1/31/17	Fri 2/10/17																		
37	0%	Analyze session	2.5 days	Fri 2/10/17	Wed 2/15/17	36																	
38	0%	Report on data gathered	1 day	Wed 2/15/17	Thu 2/16/17	37																	
39	0%	<b>Conflict of Interest</b>	<b>7.5 days</b>	<b>Fri 2/10/17</b>	<b>Wed 2/22/17</b>																		
40	0%	Analyze data	2.5 days	Fri 2/10/17	Wed 2/15/17	23,36																	
41	0%	Develop mitigation strategy	2.5 days	Wed 2/15/17	Fri 2/17/17	40																	
42	0%	Implement mitigation strategy	2.5 days	Fri 2/17/17	Wed 2/22/17	41																	
43	0%	Complete lesson's learned	0.75 days	Thu 2/9/17	Thu 2/9/17																		
44	0%	Close Phase 1	0.25 days	Fri 2/10/17	Fri 2/10/17																		
45	0%	<b>Phase 2</b>	<b>5.25 days</b>	<b>Fri 2/3/17</b>	<b>Mon 2/13/17</b>																		
46	0%	Develop requirements	5 days	Fri 2/3/17	Fri 2/10/17																		
47	0%	Update project management plan	0.25 days	Fri 2/10/17	Mon 2/13/17	46																	



Critical		Task Progress		Baseline		Summary		Inactive Task	
Critical Split		Manual Task		Baseline Split		Manual Summary		Inactive Milestone	
Critical Progress		Start-only		Baseline Milestone		Project Summary		Inactive Summary	
Task		Finish-only		Milestone		External Tasks		Deadline	
Split		Duration-only		Summary Progress		External Milestone			

## Project Charter

### Project Overview

Governor Phil Scott has signed an Executive Order to create an Agency of Economic Opportunity. This order aligns the Agency of Commerce and Community Development (ACCD) and the Department of Labor (DOL) within the new Agency to directly connect the needs of our employers and workforce. This structure allows for a better, more coordinated, and more accountable approach to advancing economic opportunities for all Vermonters. The new agency will carry out all ACCD functions and all DOL functions with exception of V.O.S.H.A., Project WorkSAFE, and Passenger Tramway Safety, which will move from DOL to the Department of Public Safety.

### In and Out of Scope Objectives

#	Phase 1 In Scope Objectives	Success Criteria
1	Align ACCD and DOL	Legislature approves the Executive Order
2	Develop project management plan	Completed project management plan is accepted by Senior Leadership
3	Create implementation team	Identify ACCD and DOL team members
4	Align ACCD and DOL implementation team resources	Identify ACCD and DOL responsibilities and implement plan of action
5	Complete employee and partner engagement session	Complete employee and partner sessions with feedback loop
6	Identify conflicts of interest	Create mitigation strategy for conflicts of interest
7	Develop plan for Phase 2	Completed plan that is accepted by Senior Leadership

#	Out of Scope Objectives	To Accomplish
1	Implementing any merging of ACCD and DOL processes, budgets, IT infrastructure, etc.	New project plan developed to implement after 4/17/2017 – Alignment must be approved by the Legislature
2	Complete real estate and building assessment	Phase 2
3	Complete budget and financial systems plan	Phase 2
4	Inventory ACCD and DOL IT infrastructure	Phase 2

### Phase 1 Milestones, Deliverables & Schedule

High Level Milestone/Deliverable (See project plan/schedule for detailed information)	Target Delivery Date or Range
Phase 1 Start Date	1/19/2017
Complete project management plan	1/25/2017
Conduct employee engagement session	1/26/2017
Conduct partner engagement session	1/31/2017
Legislature Public Meeting	1/31/2017

<b>Analysis of employee session</b>	<b>1/27/2017 – 1/30/2017</b>
<b>Analysis of partner session</b>	<b>2/1/2017 – 2/3/2017</b>
<b>Assess conflicts of interest</b>	<b>2/10/2017</b>
<b>Develop plan for mitigation of conflicts of interest</b>	<b>2/10/2017</b>
<b>Develop plan for phase 2</b>	<b>2/10/2017</b>
<b>Phase 1 End Date</b>	<b>2/10/2017</b>

## Stakeholders

<b>Stakeholder Group</b>	<b>Management Strategy</b>	<b>Category</b>
Governor's Office	Planning, Closing Phase	Internal, Supporter
ACCD Senior Leadership	Entire Project	Internal, Supporter
ACCD Staff	Entire Project	Internal, Supporter
DOL Senior Leadership	Entire Project	Internal, Supporter
DOL Staff	Entire Project	Internal, Supporter

## High Level Project Risks

<b>#</b>	<b>Risk Description</b>	<b>Impact (H/M/L)</b>	<b>Probability (H/M/L)</b>	<b>Risk Plan</b>
1	Legislature disapproves Executive Order to create AEO.	H	H	GO & SL present justification for proposal and comprehensive project management plan for migration to help assure approval.
2	Failure to establish a clear set of prioritized requirements and associated timeframes.	H	H	Requirements gathering session(s) held by PM, milestones set and detailed project management plan created to manage creation and migration. Regular integration meetings scheduled and held.
3	Integration team is not fully engaged because of failure to hold regular integration meetings.	H	H	SL needs to make integration meetings a priority, attendance should be mandatory.
4	Insufficient funding available to complete alignment.	H	H	Develop realistic financial projections and identify budget source.
5	Agency projects are not completed as staff resources are redeployed to the alignment	H	H	Develop communications to Agency leaders about resource allocation and project priorities. Develop new timelines for current projects

## Estimated Phase 1 Project Cost

### **ACCD Staff Effort Hours:**

<b>Name</b>	<b>Hours/Week</b>	<b>Duration   Weeks</b>	<b>Total Project Hours</b>
Alex Ibey, IT Project Manager	15	1/17/2017 – 2/10/2017	60

Trisha Watson, IT Project Manager	15	1/17/2017 – 2/10/2017	60
Melissa Prindiville, IT Data Administrator	5	1/17/2017 – 2/10/2017	20
David Metraux, Director of IT	5	1/17/2017 – 2/10/2017	20
	35	Total Project Hours:	160

Description	One-Time Cost	Annual Reoccurring Cost
Staff Time [Average cost per Hour (\$70) * Total Hours (140)]	\$11,200.00 (not billable)	\$0
<b>Totals</b>	<b>\$11,200.00 (Not billable)</b>	<b>\$0</b>

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Project Stakeholder Register									
Name	Title	Roles	Management Strategy	Category	Status	Interest (0-5)	Influence (0-5)	Phone	Email
	Governor's Office	Executive Sponsor	Planning Closing	Internal, Supporter	Engaged	5	5		
Suzanne Young	AOA Secretary	Executive Sponsor	Planning Closing	Internal, Supporter	Engaged	5	5		<a href="mailto:Suzanne.Young@vermont.gov">Suzanne.Young@vermont.gov</a>
Mike Schirling	ACCD Secretary	Sponsor Provide direction and guidance on the project Internal Project Team	Entire Project	Internal, Supporter	Engaged	5	5	802-828- 5204	<a href="mailto:Michael.Schirling@vermont.gov">Michael.Schirling@vermont.gov</a>
Ted Brady	ACCD Deputy Secretary	ACCD Lead Internal Project Team	Entire Project	Internal, Supporter	Engaged	5	5	802-828- 5204	<a href="mailto:Ted.Brady@vermont.gov">Ted.Brady@vermont.gov</a>
Alex Ibey	ACCD Project Manager	Project Manager Internal Project Team	Entire Project	Internal, Supporter	Engaged	5	3	802-272- 1670	<a href="mailto:Alex.Ibey@vermont.gov">Alex.Ibey@vermont.gov</a>
Trisha Watson	ACCD Project Manager	Project Manager Internal Project Team	Entire Project	Internal, Supporter	Engaged	5	3	802-505- 5552	<a href="mailto:Trisha.Watson@vermont.gov">Trisha.Watson@vermont.gov</a>
Kathy Thayer – Gosselin	ACCD Business Manager	Subject Matter Expert – Admin Services Internal Project Team	Entire Project	Internal, Supporter	Engaged	5	3	802-249- 2078	<a href="mailto:Kathy.Thayer-Gosselin@vermont.gov">Kathy.Thayer-Gosselin@vermont.gov</a>
John Kessler	Legal Counsel	Subject Matter Expert – Legal Services Internal Project Team	Entire Project	Internal, Supporter	Engaged	5	4	802-828- 5202	<a href="mailto:John.Kessler@vermont.gov">John.Kessler@vermont.gov</a>
ACCD: Staff		Subject Matter Experts – Programs, initiatives, day to day functions	Entire Project	Internal, Supporter, Resistor	Engaged	5	3		

Project Stakeholder Register									
Name	Title	Roles	Management Strategy	Category	Status	Interest (0-5)	Influence (0-5)	Phone	Email
Lindsay Kurrle	DOL Commissioner	Sponsor Provide direction and guidance on the project Internal project team	Entire Project	Internal, Supporter	Engaged	5	5	802-828-4301	<a href="mailto:John.Kessler@vermont.gov">John.Kessler@vermont.gov</a>
	DOL	Subject Matter Expert – Admin Services Internal Project Team	Entire Project	Internal					
	DOL	Subject Matter Expert – IT Services Internal Project Team	Entire Project	Internal					
DOL: Staff		Subject Matter Experts – Programs, initiatives, day to day functions	Entire Project	Internal, Supporter, Resistor	Engaged	5	3		
State: DII		Implement IT Infrastructure	Planning Implementation	Internal	Aware	3	1		
State: Legislature		Decision makers on Executive Order Reviews internal project plans, documents, reports	Entire Project	External, Resistor, Supporter	Engaged	5	5		
State: Other Agencies		Subject Matter Experts	Planning	External	Aware	3	1		
Press/Media		Information gathering/dissemination	Entire Project	External, Neutral, Supporter, Resistor	Engaged	5	4		
External State Partners		Subject Matter Experts	Planning Implementation	External		2	2		

Project Stakeholder Register									
Name	Title	Roles	Management Strategy	Category	Status	Interest (0-5)	Influence (0-5)	Phone	Email
UVM/State Colleges/Colleges		Subject Matter Experts	Planning	External		3	2		
Consultants		Subject Matter Experts	Planning	External		2	1		
Municipalities		Subject Matter Experts	Planning	External	Aware	2	1		
Regional Planning Commissions		Subject Matter Experts	Planning	External	Aware	2	1		
Regional Development Corporations		Subject Matter Experts	Planning	External	Aware	3	2		

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<b>Overarching Communication Plan for Phase 1</b>						
<b>Deliverable/Description</b>	<b>Type (Man/Mktg/ Info)</b>	<b>Target Audience(s)</b>	<b>Delivery Method</b>	<b>Delivery Frequency</b>	<b>Date</b>	<b>Who's Responsible?</b>
<b>Initial Memo to ACCD and DOL Staff</b> Inform about alignment and the impact	Mandatory	<ul style="list-style-type: none"> <li>• ACCD Staff</li> <li>• DOL Staff</li> </ul>	Official Memo	Once	1/17/2017	<ul style="list-style-type: none"> <li>• ACCD Secretary</li> <li>• DOL Commissioner</li> </ul>
<b>Collaboration through SharePoint Site</b>	Information	<ul style="list-style-type: none"> <li>• ACCD Staff</li> <li>• DOL Staff</li> </ul>	Document uploads and discussion threads	As Needed	Starting 1/23/2017	Project Manager
<b>Engagement Session Information</b> Logistics on the Sessions	Mandatory/Information	<ul style="list-style-type: none"> <li>• ACCD Staff</li> <li>• DOL Staff</li> <li>• Partners</li> </ul>	Email	One initial and one reminder at least one day in advance of the Session	1 <sup>st</sup> – 1/23/2017 2 <sup>nd</sup> – 1/25/2017	Project Manager
<b>Team Meeting</b>	Mandatory	<ul style="list-style-type: none"> <li>• Integration Team</li> </ul>	In person meeting	As Needed	Starting 1/23/2017	Project Manager
<b>Engagement Session Review and Feedback Meeting</b>	Mandatory/Information	<ul style="list-style-type: none"> <li>• Integration Team</li> </ul>	In person meeting	Twice	1 <sup>st</sup> – 1/26/2017 2 <sup>nd</sup> – 1/27/2017	Project Manager
<b>Session Analysis Report</b> Detail and analyze the Session, goals and objectives for the alignment	Information	<ul style="list-style-type: none"> <li>• Legislature</li> <li>• ACCD Staff</li> <li>• DOL Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation to Legislature</li> <li>• Email to staff</li> </ul>	Once	1/31/2017	<ul style="list-style-type: none"> <li>• ACCD Secretary</li> <li>• DOL Commissioner</li> </ul>
<b>Status Reports</b>	Mandatory	<ul style="list-style-type: none"> <li>• ACCD Staff</li> <li>• DOL Staff</li> <li>• Governor's Office</li> </ul>	Email	Bi-Weekly	Starting 1/20/2017	<ul style="list-style-type: none"> <li>• ACCD Secretary</li> <li>• DOL Commissioner</li> </ul>

Overarching Communication Plan for Phase 1						
Deliverable/Description	Type (Man/Mktg/Info)	Target Audience(s)	Delivery Method	Delivery Frequency	Date	Who's Responsible?
<b>Project Plan</b> A3 Status and Project Plan Updates	Mandatory	<ul style="list-style-type: none"> <li>Integration Team</li> <li>Governor's Office</li> </ul>	<ul style="list-style-type: none"> <li>SharePoint Document</li> <li>Email to Governor's Office</li> </ul>	Weekly	Starting 1/20/2017	Project Manager
<b>Review of Next Steps</b>	Information	<ul style="list-style-type: none"> <li>Integration Team</li> <li>Legislature</li> <li>Governor's Office</li> </ul>	In person meeting	Once	Starting 1/31/2017	<ul style="list-style-type: none"> <li>ACCD Secretary</li> <li>DOL Commissioner</li> </ul>

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### RASCI Chart (Roles and Responsibilities Matrix)

Process Name/Description: *Creation of AEO and ACCD & DOL migration into AEO*

Created On: *24-Jan-17*

Revision:

Created by: *AEO Project Team*

R = Responsible, A = Accountable, S = Supportive, C = Consulted, I = Informed

	Governor's Office	Senior Leadership	Project Manager	Business Manager	IT Manager	HR Manager	Legal Counsel	ACCD & DOL Staff	External Stakeholders
Project Charter	I	C	R/A	C	C	I	-	-	-
Communication Plan Creation and Execution	C	A	R	I	C	I	C	I	I
Risk Management	C	A	R	C	C	C	C	-	-
Staff Involvement	S	R/A	R	C	C	C	C	I	-
Integration Meetings	C	R/A	R	C	C	C	C	I	-
Relocation Analysis	C	A	R	R	S	S	I	I	-
New Agency Mission	R	A	S	S	S	S	C	C	I
Planning for Integration of IT Services	I	C	S	S	R/A	I	I	I	-
Planning for Integration of Finance	I	C	S	R/A	S	I	I	I	-
Planning for Integration of Human Resources	I	C	S	S	S	R/A	I	I	-
Presentation to Legislature	A	R	S	S	S	S	S	I	I
Partner Presentation	S	A/R	S	S	S	S	S	I	I