

**First Regular Session  
Seventy-second General Assembly  
STATE OF COLORADO**

**ENGROSSED**

*This Version Includes All Amendments Adopted  
on Second Reading in the House of Introduction*

LLS NO. 19-0555.01 Nicole Myers x4326

**SENATE BILL 19-169**

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**SENATE SPONSORSHIP**

**Tate and Bridges,**

**HOUSE SPONSORSHIP**

**Arndt,**

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**Senate Committees**

Business, Labor, & Technology  
Appropriations

**House Committees**

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**A BILL FOR AN ACT**

101 **CONCERNING PROJECT MANAGEMENT COMPETENCIES FOR CERTAIN**  
102 **STATE CONTRACTS.**

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**Bill Summary**

*(Note: This summary applies to this bill as introduced and does not reflect any amendments that may be subsequently adopted. If this bill passes third reading in the house of introduction, a bill summary that applies to the reengrossed version of this bill will be available at <http://leg.colorado.gov>.)*

**Section 1:** Currently, the office of state planning and budgeting is required to prepare the forms and instructions to be used in preparation of all budget requests and supplemental budget requests submitted to the joint technology committee (JTC). For a budget request for a major information technology project (major IT project) submitted to the JTC for funding in the 2020-2021 state fiscal year or any state fiscal year

Shading denotes HOUSE amendment. Double underlining denotes SENATE amendment.  
Capital letters or bold & italic numbers indicate new material to be added to existing statute.  
Dashes through the words indicate deletions from existing statute.

SENATE  
Amended 2nd Reading  
April 12, 2019

thereafter, the bill requires the forms and instructions to include the submission of a written business case specifying certain information about the major IT project.

**Section 2:** Beginning July 1, 2019, if a governmental body enters into a contract pursuant to the "Procurement Code" that is reasonably expected to cost at least \$1 million and that requires the contractor or any subcontractor to perform work on a computer, then the governmental body shall ensure that the contract requires the contractor to use qualified software to verify that the hours billed on the contract are valid and fulfill the purpose of the contract. The governmental body shall also ensure that the contract specifies that the governmental body will not pay the contractor for hours worked on a computer unless the hours can be verified by the use of qualified software.

A contractor required to use qualified software pursuant to a contract with a governmental body is required to store, or contract with another entity to store, data collected by the qualified software for 7 years after the governmental body has paid the contractor for work performed pursuant to the contract. The contractor is required to retrieve data upon request of the governmental body in the format requested by the governmental body.

A governmental body is prohibited from paying a contractor's costs associated with the contractor's use of qualified software and is prohibited from paying a contractor for retrieval of data collected by the qualified software.

**Section 3:** For budget requests for a major IT project submitted to the JTC for funding in the 2020-2021 state fiscal year or any state fiscal year thereafter, a governmental body is required to provide for a change management plan, including specified information and the resources necessary for the execution of the change management plan. Governmental bodies are required to seek best practices with private- or public-sector experts when appropriate to develop and implement change management plans and are required to provide written change management plans to the JTC and the office of state planning and budgeting.

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1 *Be it enacted by the General Assembly of the State of Colorado:*

2           **SECTION 1.** In Colorado Revised Statutes, 24-37-302, **amend**  
3 (1)(a.5)(III) and (1)(a.5)(IV); and **add** (1)(a.5)(V) as follows:

4           **24-37-302. Responsibilities of the office of state planning and**  
5 **budgeting.** (1) The office of state planning and budgeting shall assist the

1 governor in his or her responsibilities pertaining to the executive budget.

2 Specifically, it shall:

3 (a.5) Design and prepare, in coordination with the staff of the joint  
4 technology committee of the general assembly, the forms and instructions  
5 to be used in preparation of all budget requests and supplemental budget  
6 requests submitted to the joint technology committee pursuant to section  
7 24-37-304 (1)(c.5). The staff of the joint technology committee shall  
8 make recommendations to the joint technology committee regarding such  
9 forms and instructions for the committee's approval. The forms and  
10 instructions shall require that budget requests submitted to the joint  
11 technology committee include:

12 (III) A range of options for completing the project, including the  
13 estimated costs for such options; ~~and~~

14 (IV) Any other available and relevant information obtained from  
15 the market research related to the information technology budget request;  
16 AND

17 (V) FOR A MAJOR INFORMATION TECHNOLOGY PROJECT, AS  
18 DEFINED IN SECTION 24-37.5-102 (2.6), SUBMITTED TO THE JOINT  
19 TECHNOLOGY COMMITTEE FOR FUNDING IN THE 2020-2021 STATE FISCAL  
20 YEAR OR ANY STATE FISCAL YEAR THEREAFTER, A WRITTEN BUSINESS CASE  
21 THAT INCLUDES AT A MINIMUM:

22 (A) A DESCRIPTION OF THE BUSINESS NEED FOR THE MAJOR  
23 INFORMATION TECHNOLOGY PROJECT;

24 (B) A BUDGET FOR THE MAJOR INFORMATION TECHNOLOGY  
25 PROJECT;

26 (C) AN ESTIMATE OF THE OPERATIONAL IMPACTS OF THE MAJOR  
27 INFORMATION TECHNOLOGY PROJECT;

1 (D) A SCAN OF AVAILABLE OPTIONS TO MEET THE BUSINESS NEED  
2 FOR THE MAJOR INFORMATION TECHNOLOGY PROJECT;

3 (E) AN OUTLINE OF THE BENEFITS TO THE STATE OF A SUCCESSFUL  
4 IMPLEMENTATION OF THE MAJOR INFORMATION TECHNOLOGY PROJECT  
5 AND AN OUTLINE WITH TIME FRAMES OF ANTICIPATED BENEFITS;

6 (F) AN ANALYSIS OF THE RISKS OF NOT PURSUING THE MAJOR  
7 INFORMATION TECHNOLOGY PROJECT AND HOW THE PROPOSED SOLUTIONS  
8 WILL MITIGATE THOSE RISKS; AND

9 (G) AN ASSESSMENT OF BUSINESS PROCESS IMPROVEMENT, THE  
10 NEED FOR PROCESS IMPROVEMENT, AND CORRESPONDING CHANGE  
11 MANAGEMENT FOR THE MAJOR INFORMATION TECHNOLOGY PROJECT.

12 **SECTION 2. In Colorado Revised Statutes, add 24-37.5-116 as**  
13 **follows:**

14 **24-37.5-116. Major information technology projects - project**  
15 **management and metrics. (1) (a) THE OFFICE SHALL ENSURE THAT**  
16 **EVERY MAJOR INFORMATION TECHNOLOGY PROJECT HAS A PROJECT**  
17 **MANAGER IN THE OFFICE. THE OFFICE AND THE STATE AGENCY THAT IS A**  
18 **PARTY TO THE CONTRACT FOR THE MAJOR INFORMATION TECHNOLOGY**  
19 **PROJECT SHALL ENSURE THAT THE PROJECT MANAGER FROM THE OFFICE**  
20 **IS REGULARLY INVOLVED IN THE MANAGEMENT OF THE PROJECT. THE**  
21 **PROJECT MANAGER FOR EACH MAJOR INFORMATION TECHNOLOGY PROJECT**  
22 **IS REQUIRED TO DEVELOP, IN COORDINATION WITH THE STATE AGENCY**  
23 **THAT IS A PARTY TO THE CONTRACT FOR A MAJOR INFORMATION**  
24 **TECHNOLOGY PROJECT, APPLICABLE PROJECT BASELINE METRICS FOR THE**  
25 **PROJECT AS SPECIFIED IN SUBSECTION (1)(b) OF THIS SECTION TO BE USED**  
26 **TO TRACK THE PROGRESS OF THE PROJECT. THE PROJECT MANAGER FOR**  
27 **EACH MAJOR INFORMATION TECHNOLOGY PROJECT SHALL OBTAIN**

1 APPROVAL FOR THE PROJECT BASELINE METRICS FROM THE STATE AGENCY  
2 THAT IS A PARTY TO THE CONTRACT FOR THE MAJOR INFORMATION  
3 TECHNOLOGY PROJECT. THE OFFICE SHALL ENSURE THAT THE  
4 CONTRACTOR DOES NOT BEGIN WORK ON A MAJOR INFORMATION  
5 TECHNOLOGY PROJECT UNTIL THE PROJECT MANAGER HAS DEVELOPED THE  
6 BASELINE METRICS FOR THE PROJECT AND THE BASELINE METRICS HAVE  
7 BEEN APPROVED BY THE STATE AGENCY THAT IS A PARTY TO THE  
8 CONTRACT FOR THE PROJECT.

9 (b) THE PROJECT MANAGER FOR A MAJOR INFORMATION  
10 TECHNOLOGY PROJECT IS REQUIRED TO DEVELOP BASELINE METRICS FOR  
11 THE PROJECT THAT INCLUDE, BUT NEED NOT BE LIMITED TO:

12 (I) THE PROJECT SCOPE, INCLUDING A STATEMENT OF THE  
13 PRODUCTS, SERVICES, AND RESULTS THAT A PROJECT IS REQUIRED TO  
14 DELIVER;

15 (II) THE PROJECT SCHEDULE, INCLUDING THE PLANNED DATES FOR  
16 SIGNIFICANT MILESTONES FOR A PROJECT;

17 (III) THE PROJECT BUDGET, INCLUDING THE AUTHORIZED  
18 ESTIMATED BUDGET FOR ALL PHASES OF THE PROJECT; AND

19 (IV) THE EXPECTED AND ACCEPTABLE QUALITY OF THE PROJECT.

20 (2) (a) THE OFFICE SHALL DEVELOP, IN COOPERATION WITH THE  
21 STATE AGENCY THAT IS A PARTY TO THE CONTRACT FOR A MAJOR  
22 INFORMATION TECHNOLOGY PROJECT, PERFORMANCE INDICATORS FOR THE  
23 PROJECT TO BE USED TO MONITOR THE PROJECT. THE PERFORMANCE  
24 INDICATORS SHALL INCLUDE QUANTITATIVE METRICS TO ASSESS  
25 VARIATIONS IN THE BASELINE METRICS FOR A PROJECT, SUCH AS A  
26 SCHEDULE AND COST PERFORMANCE MEASUREMENTS. THE OFFICE, IN  
27 COORDINATION WITH THE STATE AGENCY THAT IS A PARTY TO THE

1 CONTRACT FOR A MAJOR INFORMATION TECHNOLOGY PROJECT, SHALL  
2 ALSO ESTABLISH QUANTITATIVE CRITICAL SUCCESS FACTORS TO TRACK  
3 THE SUCCESS OF EACH MAJOR INFORMATION TECHNOLOGY PROJECT.

4 (b) IF THE OFFICE CHOOSES TO USE COLOR LEVELS AS  
5 PERFORMANCE INDICATORS, THE OFFICE SHALL INCLUDE A DEFINITION OF  
6 EACH COLOR LEVEL AND SHALL SPECIFY THE PERFORMANCE INDICATOR  
7 VALUE USED TO ASSIGN THE COLOR LEVEL.

8 (c) THE OFFICE SHALL CREATE AND MAINTAIN ON ITS WEBSITE A  
9 USER-FRIENDLY, PUBLIC-FACING DATA VISUALIZATION TOOL THAT  
10 PROVIDES AN ANALYSIS AND VISUAL REPRESENTATION OF THE  
11 PERFORMANCE INDICATORS THAT IT DEVELOPS PURSUANT TO THIS  
12 SECTION.

13 (3) (a) AFTER THE PROJECT MANAGER HAS OBTAINED APPROVAL  
14 FOR THE PROJECT BASELINE METRICS FROM THE APPLICABLE STATE  
15 AGENCY PURSUANT TO SUBSECTION (1) OF THIS SECTION, THE PROJECT  
16 MANAGER SHALL PROVIDE THE FOLLOWING TO THE JOINT TECHNOLOGY  
17 COMMITTEE:

18 (I) THE APPROVED BASELINE METRICS THAT WILL BE USED TO  
19 TRACK THE PROGRESS OF THE PROJECT;

20 (II) THE PERFORMANCE INDICATORS THAT WILL BE USED TO ASSESS  
21 VARIATIONS IN THE BASELINE METRICS FOR THE PROJECT; AND

22 (III) THE QUANTITATIVE CRITICAL SUCCESS FACTORS THAT WILL  
23 BE USED TO TRACK THE SUCCESS OF THE PROJECT.

24 (b) IF A PROJECT MANAGER FOR A MAJOR INFORMATION  
25 TECHNOLOGY PROJECT MODIFIES THE PERFORMANCE INDICATORS FOR THE  
26 PROJECT DURING THE DURATION OF THE PROJECT, THE PROJECT MANAGER  
27 SHALL NOTIFY THE JOINT TECHNOLOGY COMMITTEE OF THE CHANGE AND

1 SHALL PROVIDE THE UPDATED PERFORMANCE INDICATORS TO THE  
2 COMMITTEE.

3 (4) (a) AFTER THE PROJECT MANAGER HAS PROVIDED THE  
4 BASELINE METRICS, PERFORMANCE INDICATORS, AND CRITICAL SUCCESS  
5 FACTORS FOR A MAJOR INFORMATION TECHNOLOGY PROJECT TO THE JOINT  
6 TECHNOLOGY COMMITTEE PURSUANT TO SUBSECTION (3) OF THIS SECTION,  
7 THE OFFICE SHALL CREATE QUARTERLY STATUS REPORTS REGARDING THE  
8 MAJOR INFORMATION TECHNOLOGY PROJECT USING THE PERFORMANCE  
9 INDICATORS THAT WERE SPECIFIED FOR THE PROJECT BY THE PROJECT  
10 MANAGER. THE OFFICE SHALL PROVIDE THE QUARTERLY STATUS REPORT  
11 FOR EACH MAJOR INFORMATION PROJECT TO THE JOINT TECHNOLOGY  
12 COMMITTEE AND SHALL INCLUDE IN THE REPORT THE BUDGET SPECIFIED  
13 IN THE PROJECT BASELINE METRICS, THE COMMITTED BUDGET FOR THE  
14 PROJECT TO DATE, AND THE AMOUNT THAT HAS BEEN SPENT ON THE  
15 PROJECT TO DATE.

16 (b) IF THE QUARTERLY STATUS REPORT FOR A MAJOR INFORMATION  
17 TECHNOLOGY PROJECT INDICATES THAT THE PROJECT IS UNLIKELY TO  
18 ACHIEVE THE PERFORMANCE INDICATORS ESTABLISHED FOR THE PROJECT,  
19 THE OFFICE SHALL PLACE THE PROJECT ON A LIST FOR MORE INTENSE  
20 MONITORING.

21 (c) IN THE COURSE OF MONITORING MAJOR INFORMATION  
22 TECHNOLOGY PROJECTS THE OFFICE SHALL DETERMINE WHETHER THERE  
23 IS A NEED FOR CORRECTIVE ACTION FOR THE PROJECT. IF THE OFFICE  
24 DETERMINES THAT THE PROJECT IS NOT IN COMPLIANCE WITH THE  
25 ESTABLISHED BASELINE METRICS FOR THE PROJECT, THAT THE VARIANCES  
26 IN THE ESTABLISHED PERFORMANCE INDICATORS OR SUCCESS FACTORS  
27 ESTABLISHED FOR THE PROJECT ARE INTOLERABLE, OR THAT THE PROJECT

1 IS OTHERWISE IN NEED OF CORRECTIVE ACTION, THE OFFICE SHALL NOTIFY  
2 THE STATE AGENCY THAT IS A PARTY TO THE CONTRACT FOR THE PROJECT  
3 OF THE OFFICE'S RECOMMENDED CORRECTIVE ACTION FOR THE PROJECT.

4 **SECTION 3.** In Colorado Revised Statutes, **add 24-103-405**       
5 as follows:

6                 
7 **24-103-405. Major information technology projects -**  
8 **accountability - change management - process improvement -**  
9 **legislative declaration - definition.** (1) (a) THE GENERAL ASSEMBLY  
10 FINDS AND DECLARES THAT:

11 (I) AS THE STATE SEEKS TO PROVIDE IMPROVED SERVICE AT A  
12 LOWER COST TO ITS CITIZENS AND AS TECHNOLOGY CONTINUES TO PLAY  
13 AN INCREASED ROLE IN SERVICE DELIVERY, THE PACE OF CHANGE FOR  
14 GOVERNMENTAL BODIES WILL CONTINUE TO INCREASE;

15 (II) PROGRAMS THAT INVOLVE SIGNIFICANT EXPENDITURES OR  
16 MAJOR CHANGES FOR LARGE NUMBERS OF STATE RESIDENTS SHOULD EACH  
17 BE BACKED BY A STRONG BUSINESS CASE AT ITS LAUNCH;

18 (III) RESEARCH HAS CONSISTENTLY SHOWN THAT PROJECTS WITH  
19 EFFECTIVE CHANGE MANAGEMENT PROGRAMS ARE SIGNIFICANTLY MORE  
20 LIKELY TO BE SUCCESSFUL THAN PROJECTS WITH LITTLE OR NO CHANGE  
21 MANAGEMENT PROGRAMS AND ARE SIGNIFICANTLY MORE LIKELY TO BE  
22 COMPLETED ON TIME AND ON OR UNDER BUDGET; AND

23 (IV) LEADING PRIVATE BUSINESSES HAVE GROWN AND REGULARLY  
24 UTILIZE CHANGE MANAGEMENT SERVICES TO ENSURE THAT  
25 TECHNOLOGICAL, ORGANIZATIONAL, AND OTHER CHANGES ARE  
26 EFFECTIVELY IMPLEMENTED.

27 (b) THE GENERAL ASSEMBLY FURTHER FINDS AND DECLARES THAT



1 THE INTENT OF THIS SECTION IS TO USE CHANGE MANAGEMENT PROGRAMS  
2 FOR MAJOR INFORMATION TECHNOLOGY PROJECTS IN THE STATE TO  
3 IMPROVE FINAL OUTCOMES AND REDUCE THE OVERALL COST TO THE STATE  
4 FOR MAJOR INFORMATION TECHNOLOGY PROJECTS.

5 (2) FOR THE PURPOSE OF THIS SECTION, "MAJOR INFORMATION  
6 TECHNOLOGY PROJECTS" HAS THE SAME MEANING AS SET FORTH IN  
7 SECTION 24-37.5-102 (2.6).

8 (3) (a) FOR MAJOR INFORMATION TECHNOLOGY PROJECTS THAT  
9 ARE PROPOSED TO THE JOINT BUDGET COMMITTEE FOR FUNDING IN THE  
10 2020-2021 STATE FISCAL YEAR, OR ANY STATE FISCAL YEAR THEREAFTER,  
11 A GOVERNMENTAL BODY SHALL INCLUDE A CHANGE MANAGEMENT PLAN  
12 AND RESOURCES NECESSARY FOR THE EXECUTION OF THE CHANGE  
13 MANAGEMENT PLAN FOR MAJOR INFORMATION TECHNOLOGY PROJECTS. AT  
14 A MINIMUM, A CHANGE MANAGEMENT PLAN AND EXECUTION SHALL  
15 INCORPORATE THE FOLLOWING:

16 (I) A STAKEHOLDER ANALYSIS COVERING ALL IMPACTED PARTIES,  
17 INCLUDING IMPACTED GROUPS, NUMBER OF STAKEHOLDERS IMPACTED,  
18 TYPE AND DEGREE OF IMPACT, AND LIKE AREAS AND DEGREE OF  
19 RESISTANCE;

20 (II) A CHANGE RISK ASSESSMENT;

21 (III) PRIMARY SPONSORS FOR THE CHANGE PROGRAM;

22 (IV) A CHANGE MANAGEMENT PROGRAM APPROACH; AND

23 (V) A CHANGE MANAGEMENT WORK PLAN FOR COMMUNICATION,  
24 COACHING, TRAINING, SPONSORSHIP, AND RESISTANCE MANAGEMENT.

25 (b) GOVERNMENTAL BODIES SHALL SEEK BEST PRACTICES WITH  
26 PRIVATE- OR PUBLIC-SECTOR EXPERTS WHEN APPROPRIATE TO DEVELOP  
27 AND IMPLEMENT CHANGE MANAGEMENT PLANS. CHANGE MANAGEMENT

1 CONSULTING MAY BE INDEPENDENT OF PROJECT IMPLEMENTATION.

2 (c) A GOVERNMENTAL BODY SHALL PROVIDE WRITTEN CHANGE  
3 MANAGEMENT PLANS TO THE JOINT TECHNOLOGY COMMITTEE AND THE  
4 OFFICE OF STATE PLANNING AND BUDGETING.

5 **SECTION 4. Safety clause.** The general assembly hereby finds,  
6 determines, and declares that this act is necessary for the immediate  
7 preservation of the public peace, health, and safety.