



Strategic Policy Initiatives

The Office of Information Technology identified several strategic policy initiatives for FY 2015-16 and beyond. For this performance evaluation, the Office has updated progress on the selected initiatives used in the 2015 Annual Performance Plan that best capture some of the Office's strategic and operational priorities and reflect the overall direction as identified by Office leadership. The updates reflect data as of June 31, 2016.

Additional details for these, and other strategic policy initiatives is available in the Office's Performance Plan, which may be accessed [here](#).

Building on Basics - Achieve Service Excellence rating increase from 70 to 81 (15 percent increase) by close of FY 2015-16.

OIT achieved a Service Excellence rating of 84, up from a score of 70 at the beginning of the fiscal year. This 20% increase exceeds our goal and is a major accomplishment that reflects OIT's renewed focus on customer service excellence.

OIT is a service organization that supports Colorado state agencies and, as such, we want to grade our performance on whether our customers feel that their needs are being met. This measure is based on a management tool called the Net Promoter Score (NPS), which is used to gauge customer loyalty and satisfaction. Our very aggressive goal was to increase customer satisfaction by 15 percent in FY 2015-16. Although we saw a significant jump with a 20% increase, we continue to hone our focus on the customer.

Secure Colorado Through Innovation - Reduce information security risk for Colorado agencies from 15.41 to 13.87 (10 percent reduction) by close of FY 2015-16.

OIT achieved an overall Risk Index score of 9.56, down from 15.41 at the beginning of the year. This is a 38% reduction in the risk score and significantly exceeds the target goal for the year.

OIT's Chief Information Security Officer is responsible for all information security initiatives in the State of Colorado. As our work becomes increasingly digital, we face new threats in keeping state data and assets safe. OIT used McAfee Risk Advisor to determine the security risks



that the state faces. OIT’s intent was to reduce the state’s overall risk score by 10 percent in FY 2015-16 by evaluating and monitoring state systems in real time, addressing security audit findings, more thoroughly training state employees on cybersecurity, and reviewing all new systems to ensure they are security and data privacy compliant. We are proud to note that we exceeded our goal in this area.

Strengthening Colorado's Technology Landscape - Increase the number of IT jobs in Colorado from 105,346 to 106,346 (1,000) by close of FY 2015-16.

OIT’s economic development efforts supported a total number of IT jobs increase in the state from 105,346 to 111,924. This is a considerable increase of 6,578 IT jobs.

OIT’s Executive Director wears two hats: Secretary of Technology and State Chief Information Officer. The Secretary of Technology is charged with driving IT economic development for the state by promoting Colorado as a headquarters location for technology companies, attracting technology companies to relocate/expand here, and foster relationships with technology companies already in Colorado to strengthen their commitment to our state. We expected to help support the attraction of at least 1,000 new IT jobs to Colorado in FY 2015-16. Again, we are pleased to note that this goal was met and exceeded.

Operational Measures

Major Program Area - “Building on Basics” Processes Supported - Service Desk Support; Access Control; Desk Side Support

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY 16	1-Year Goal	3-Year Goal
Service Desk Experience with a performance of 90%	78.0%	89.0%	92.0%	95%	96%	96%	95%	95%	95%	95%
Achieve ≥ 99.75 percent uptime for all critical and essential applications	N/A	99.74%	99.83%	99.91%	100%	100%	99.7%	99.9%	≥ 99.75%	≥ 99.75%



Major Program Area - “Secure Colorado Through Innovation”
Process Supported - Information Security Office; Security Operations

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
95% of all new systems evaluated/monitored in real-time	N/A	71.0%	99.0%	96.1%	96%	96%	98%	98%	95%	95%
Reduce overdue security-related audit findings by five percent every quarter	56.0%	23.0%	64.0%	18%	17%	17%	17%	21%	5.0% reduction	5.0% reduction

Major Program Area - “Strengthening Colorado’s Technology Landscape”
Process Supported - IT Economic Development

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Send out at least five correspondence campaign letters each month (metrics reflect the total number of letters per fiscal year)	N/A	54	100	138	19	15	13	23	60	60
Meet with at least four IT companies each month (metrics reflect the total number of IT companies met with each fiscal year)	79	85	84	93	12	9	9	18	48	48



FY 2017 Performance Plan

FY 2017 Strategic Policy Initiatives (SPI)

Our four SPIs for FY2017 closely mirror those we focused on in FY 2016. Slight modifications were made to two of the SPI target to reflect our organizational evolution and one goal was changed to align with the Governor’s Office. We also engaged many more levels of the organization to help develop our FY 2017 goals and metrics. To ensure that teams are engaged at all levels and are providing input, we matured our team scoreboards in addition to the enterprise scoreboard, and we hold monthly reviews of performance metrics.

SPI1 “**Building on Basics with Cutting Edge Technology for Our Customers**” evolved to “**Delivering effective solutions & reliable customer service**”. Delivering consistent, high quality services to our agency customers is our priority. As we improve our service ticket handoffs, clarify expectations and processes, and equip our technology professionals with the tools they need to best serve the customer, we are creating a more seamless and positive end-to-end customer experience across all channels. We maintained the target and set the goal at a 15 percent increase in service excellence rating by end of FY 2017.

SPI2 “**Securing Colorado Through Innovation**”. OIT is responsible for the state’s information security governance, architecture, risk and compliance, as well as overseeing day-to-day security operations. We strive to preserve the confidentiality, integrity, and availability of state and citizen data. Over the past two years we did a great job at reducing enterprise risk. This year, we want to focus on individual agencies to ensure that we’re reducing risk for each agency. We set the target goal to 94% of agencies with a risk score of 11 or below by end of FY 2017.

SPI3 “**Strengthening Colorado’s Technology Landscape**”. In addition to providing support to executive branch agencies, OIT is responsible for promoting a robust IT ecosystem throughout Colorado in collaboration with key stakeholders. We contribute to growing IT economic development by partnering with local communities and broadband providers to cultivate stronger broadband coverage for residents and businesses, attracting new tech companies to our community, developing young tech talent, and fostering relationships with local technology



companies to strengthen their commitment to the state. The target goal was changed to 80% of rural households having access to broadband by end of FY 2017. This is in coordination with the Governor’s goal of 100% access to broadband for rural areas by 2020.

SPI4 “Empowering, Engaging and Energizing Employees” evolved to “Advancing a culture of employee support & collaboration”

Transforming how the public interacts with government is no easy task. That’s why we strive to make OIT a place where creative people with passion for our community come together to solve complex problems and strive for continuous service improvement. At OIT, we are fostering an environment where employees take pride in delivering critical services that impact our entire state. We believe that together we can create a culture where we all feel connected to each other and to our work, leading to better outcomes for our customers. The target goal is 2% increase in Employee Engagement Score by end of FY 2017.

FY 2017 Strategies and Operational Measures

Our positive trend in FY 2016 indicated we were on the right track. The improvements made are reflected in our customers’ feedback and survey responses. We wanted to keep the momentum going by enhancing our goals from the previous year however, with a change in strategic focus on our targets. Additionally, we saw our own employees resonating with the Playbook/Performance plan and aligning their work to the Wildly Important Goals and, therefore, felt it was important not to substantially deviate from these goals.