

Strategic Policy Initiatives

The Governor's Office of Information Technology has identified several strategic policy initiatives for FY 2018-19 and beyond. For this performance evaluation, the Office has updated progress on the initiatives identified in the FY18-19 Performance Plan that capture the Office's strategic and operational priorities and reflect the overall direction as identified by Office leadership. The updates reflect data as of December 31, 2018. Additional detail for these and other strategic policy initiatives are available in the Office's Performance Plan, which may be accessed [here](#).

SPI 1

Delivering effective solutions and reliable customer service

Achieve and sustain 77% customer satisfaction as measured by Customer Service Index Rating consistently through June 30, 2019.

Delivering consistent, high quality services to our agency customers is our priority. As we improve our service ticket hand-offs, 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.

SPI 2

Securing Colorado Through Innovation

Increase the State of Colorado's external security rating by 50 points for an increase from 530 to 580 by June 30, 2019.

OIT is responsible for the state's information security governance, architecture, risk, and compliance, as well as provisioning user accounts and overseeing day-to-day security operations. We strive to preserve the confidentiality, integrity and availability of state and citizen data. In FY19, we will continue with our increased cybersecurity focus on system hardening for preventing attacks. We have also set the aggressive goal of increasing the State of Colorado's external security rating by 50 points; this is generated from an objective external analysis of Colorado's risk posture and is derived from multiple data points. This rating is similar to how an individual credit score indicates credit risk.

SPI 3

Ensure all Coloradans have access to reliable, cost-effective broadband internet

92% of rural households have access to broadband by December 31, 2019.

The Broadband Office was created to lead a statewide effort to expand broadband coverage and capacity in Colorado. Access to affordable and reliable broadband service is critical to advancing Colorado's economic growth and competitiveness. High-speed broadband service helps create new jobs and attract new industries, expands markets for new and existing businesses, enables Coloradans to better access educational opportunities and resources, facilitates the delivery of healthcare services, and helps protect the public's safety. Greater deployment of broadband services will improve long-term quality of life for many Coloradans. OIT's work in this area contributes directly to Governor Hickenlooper's vision to ensure that all Coloradans have access to reliable, cost-effective broadband internet by 2020.

SPI 4

Strengthening Colorado's Technology Landscape

95% of critical projects submitted through OIT are reviewed as a potential use case for emerging technology to enhance the citizen digital experience by June 30, 2019.

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. This aggressive goal focuses on driving the citizen experience by advancing the state's adoption of emerging technology including artificial intelligence, distributed ledger technology, machine learning and mobile accessibility. We also contribute to growing IT economic development by partnering with local communities to attract new tech companies to our community, developing young tech talent, and fostering relationships with local technology companies to strengthen their commitment to the state. We look at strengthening technology in the state through an advanced digital transformation program.

SPI 5
Advancing employee support and collaboration to drive customer service improvement to deliver superior performance

To foster a loyal, collaborative and customer-centric culture, increase employee participation in the OIT+ digital community by 25% by June 30, 2019.

At OIT, we foster an environment where employees take pride in delivering critical services that impact our entire state. We believe that together we can create an engaged, empowered and energized culture where all employees feel connected to each other and to our work, leading to better outcomes for our customers.

Operational Measures
SPI 1
Delivering effective solutions and reliable customer service

Process: OIT will assess service excellence using a widely adopted best practice measurement - Customer Service Index. It looks at multiple measurements covering satisfaction, delivery, and performance. We are committed to tracking and improving service delivery metrics for every customer touchpoint so that we can make data-driven decisions that make the biggest impact on improving our service excellence.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY 19	1-Year Goal	3-Year Goal
Achieve 77% customer satisfaction as measured by Customer Service Index rating*	--	--	76%	76%	82.54%	73.93%			77%	80%
Maintaining 97% Customer Satisfaction (CSAT) performance level or greater for service desk tickets	95%	96%	97%	97%	96.3%	97.1%			97%	97%
Deskside Experience with a performance of 98% SLA Completion	98%	99%	99%	98%	98.0%	98.0%			98%	98%
Achieve 99.9% uptime for all critical and essential applications	99.90%	99.91%	99.92%	99.98%	99.7%	99.96%			99.9%	99.9%

*Customer Index Score is a weighted measure derived from customer satisfaction surveys, system and critical application availability, major incidents, and project performance.

Status: (On Track) The Customer Service Index is averaging 79% across six months. December dipped to 74% due to numerous CenturyLink network outages. We are working with Comcast to build redundancy and improve service levels. CSAT is holding at 97% for December and last six months.

SPI 2
Securing Colorado Through Innovation

Process: OIT's Office of Information Security is the single state source for cybersecurity readiness and awareness, and is responsible for reducing the state's exposure to data breaches and related cyber attacks. Our team is enhancing oversight and alignment with agency needs, providing risk reporting and mitigation strategies, improving security event visibility and responses, and implementing and maturing best practice controls for effective cyber defense. To drive the state's security risk down, we are enhancing the way we respond to security incidents, improving statewide information security training, and architecting increasingly secure solutions.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	1-Year Goal	3-Year Goal
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Increase the State of Colorado's external rating by 50 points (530-580)	NA	NA	NA	NA	560	580			580	680
Monitoring 98% of all devices using new internal security tools - CrowdStrike	NA	NA	NA	75%	85%	82.2%			98%	98%
98% systems evaluated/monitored in real time	96.20%	96.4%	99.7%	98.9%	98.8%	98.5%			98%	98%

Status: (On-Track) The BitSight Rating is at 580; this is a 20 point improvement over last quarter's rating. We continue to implement controls (i.e., CrowdStrike) meant to continuously improve our rating, yet this metric has been trending down over the past three months. We believe this is an anomaly due to the holidays with machines being off or remote and thus the system was unable to properly detect all of the machines; the team is in the process of validating this belief. We currently have CrowdStrike a new monitoring tool, deployed to 82% of the statewide environment with a planned progression to make out target goal of 98% by the end of FY2019. The deployment percentage has slipped slightly downward since October when it was at 88%. The teams will be meeting in January to determine what is needed to continue driving toward the 98% target and prevent further downward trending.

SPI 3

Ensure all Coloradans have access to reliable, cost-effective broadband internet

Process: We are stimulating the Colorado technology landscape by working with broadband providers and community members to map coverage and drive grant opportunities, and supporting county and regional representatives in developing active broadband plans. Bolstering broadband coverage across the state will provide our rural areas with improved opportunities to conduct business online. We are also working with Colorado companies and prospective Colorado companies to provide them with resources and connections that make it easier for them to do business in the state.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	1-Year Goal	3-Year Goal
85% of rural households have access to broadband	59%	70%	77%	77%	77%	83%			85%	100% by 2020
Households with access to basic broadband	87%	94%	96%	94%	94%	96%			96%	100% by 2020
% of schools that meet FCC connectivity guidelines	74%	89%	94%	94%	98%	98%			100%	100% by 2020

Status: (On track) As of December 2018, 83% of rural households have access to broadband; this is a six point increase from October 2017. The board has received 19 grant applications requesting \$14.8 million to support Rural communities. The October grant cycle has \$5.0 million in available funds, which will be awarded in January 2019. A second grant cycle will begin in January with an additional \$5.5 million in available funds.

SPI 4

Strengthening Colorado's Technology Landscape

Process: Colorado is primed to become the next Silicon Valley. OIT has the ability to help drive that forward with an increased focus on growing the technology footprint within the public sector. By doing this, sentiments towards government as being an old and outdated necessity will shift positively towards relying on government to be on the leading edge of new and emergent technologies. We will achieve this by increasing the use of modern technologies with a focus on user interface and user experience. Indexing existing, affiliated, and official sites will increase overall visibility and traffic to state web properties. We will continue to partner with Denver Public Schools to bolster their STEM curricula with real life case studies and hands-on experience.

Measure	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	1-Year Goal	3-Year Goal
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95% of critical projects submitted through OIT are reviewed as a potential use case for emerging technology	NA	NA	NA	NA	100%	100%			95%	97%
97% of all new applications developed for customers are mobile accessible	N/A	N/A	NA	NA	100%	100%			97%	100%
114,924 of net new IT jobs in Colorado	105,346	111,924	112,949	113,924	124,459	125,860			114,924	117,924

Status: (On Track) 100% of requests submitted have been evaluated as a potential use case for emerging technology. Project onboarding standards are being reviewed and updated to include mobile and blockchain.

SPI 5

Advancing employee support and collaboration to drive customer service improvement to deliver superior performance

Process: We aim to empower, engage, and energize employees by spreading a unified positive culture that resonates across all employees at all work locations. This means providing employees with more opportunities for growth and development, and working more closely with new employees to build lasting relationships. As an organization rich in the diversity of IT professionals, OIT seeks to retain and develop our talent to compete in a field where turnover is high.

Measure	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Actual	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q4 FY 19	1-Year Goal	3-Year Goal
25% increase in OIT's collaboration and engagement community (253 to 316)	N/A	N/A	128	337	389	456			316	494
70% increase in employee 3 year retention		87%	84%	95%	74%	72%			70%	75%
100% of technical training budget spent (\$256k)	N/A	99.9%	99.9%	100%	43.7%	46.5%			100%	100%

Status: (On Track) The OIT+ Community currently has 456 members, surpassing our goal of a 25% increase (to 316) by June 30, 2019. Approximately 90% of the training budget has been earmarked for training that is strategically aligned with OIT initiatives with approximately 48.5% expended to date.