



OIT FY20 Q1 Performance Evaluation (Smart Act)

OIT FY20 Performance Plan

Increase OIT's organizational efficiency, transparency, and customer satisfaction

WIG #1: Increase OIT's organizational efficiency, transparency, and customer satisfaction. Establish a Net Promoter Score baseline to measure OIT customer service by December 31, 2019, and implement a plan to increase that baseline by June 30, 2020.

Status: On Track

Progress: Evaluation of Net Promoter Score (NPS) questions underway by the Strategy, Communications, and HR teams. A solicitation for an outside consultant was conducted and a selection was made. Strategic initiatives are underway for assessments, billing and contracting, project value, and workforce alignment.

Strategy 1: Assess OIT's scope, capacity, and funding to improve efficiency, transparency, and customer satisfaction. Measured by creating a reform recommendation, obtaining buy-in from the IT steering committee and approved by the governor, and taking action by June 30, 2020.

Progress: OIT Executive Staff identified six top opportunities for improvement based on the assessments. The six opportunities are:

1. Process - OIT and customers need to consistently adhere to defined product, project, and service life cycle processes.
2. Ownership - IT governance between OIT and customers must be better defined to reduce confusion and friction between organizations.
3. Resource Management - OIT resource management process needs increased rigor to ensure reasonable employee workload while delivering on-time and on-budget for our customers.
4. Customer Alignment - Allocate dedicated resources for strategic customer projects and initiatives to ensure mutual accountability and clear role alignment.
5. Clarity - OIT internal roles, responsibilities, accountability, and hand-offs require better definition to improve org efficiency and customer relationships.
6. Investment Priority - Aligned with the state IT strategy, define the process for funding OIT and customer priorities to improve transparency.

Strategy 2: Improve OIT contracting by implementing a new agile contracting and procurement process resulting in a 'reduction of contract issues with vendors' by 5 percent by June 30, 2020.

Progress: OIT has multiple solicitations in flight that will employ Agile contracting and an Agile development model for the resulting work. Procurement leadership signed up for the Agile Contracting Training offered by the Governor's Office.



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Strategy 3: Develop Strategic Workforce Alignment Plan by September 30, 2019. Fully implement plan by June 30, 2020.

Progress: As part of the Strategic Workforce Alignment Plan, OIT Executive Staff completed a detailed study of customer and employee feedback, current and future business needs, and organizational structure. This product of this research was a change management plan announced on September 30 to all OIT employees as an organizational realignment. A summary of the changes announced:

- Alignment of Security Operations + Identity & Access Management in Security Office
- Alignment of Services Engagement in Customer Office
- Alignment of Test Team + Applications in Technology Office
- Alignment of Database Services + Applications in Technology Office
- Alignment of Data Integration Services in Data Office
- Redefined Chief Operations Office
- Redefined Chief Strategy Office

We are on target with the five goals of the Strategic Workforce Alignment Plan with the expectation it remains a living document as work progresses through the fiscal year.

Postings for [Chief Technology Officer](#) and [Chief Strategy Officer](#) are live. Press release was issued on 10/10/2019. CIO blog going live 10/11/2019.

Job postings, initial hirings, and launch of Colorado Digital Service (including a video by Governor Polis) are in progress with 10/17/2019 press release schedule.

Strategy 4: Establish a 'project value and performance' measure baseline addressing meeting customer schedule, business outcomes, and budget expectations, and move it from 88% to 91% by June 30, 2020.

Progress: August was 95% and September was 97%.

Note: this metric is a rolling average across all projects as they complete. Schedule and budget data is pulled from the project tracking tool. Scope is confirmed by the project sponsor. Each area receives either a yes or no as having met original expectations and then an average is determined across all project delivery.



WIG 1 Summary

Measure	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY 20	1-Year Goal	3-Year Goal
WIG 1: Establish a Net Promoter Score baseline to measure OIT customer service by December 31, 2019 and implement a plan to increase that baseline by June 30, 2020.	On Track				TBD	A+
Strategy 1: Assess OIT's scope, capacity, and funding to improve efficiency, transparency, and customer satisfaction. Measured by creating a reform recommendation, obtaining buy-in from the IT steering committee and approved by the governor, and taking action by June 30, 2020.	On Track				--	--
Strategy 2: Improve OIT contracting by implementing a new agile contracting and procurement process resulting in a 'reduction of contract issues with vendors' by 5 percent by June 30, 2020.	0				5%	15%
Strategy 3: Develop Strategic Workforce Alignment Plan by September 30, 2019. Fully implement plan by June 30, 2020.	On Track				91%	95%
Strategy 4: Establish a 'project value and performance' measure baseline addressing meeting customer schedule, business outcomes, and budget expectations, and move it from 88% to 91% by June 30, 2020.	97%				82.5%	85%

Ensure a Secure Colorado by evaluating and improving statewide cybersecurity practices

WIG #2: Ensure a Secure Colorado by evaluating and improving state wide cybersecurity practices. Measured by increasing the State of Colorado's security metric by 26 points for an increase from 51 to 77 by June 30, 2020.

Status: On Track

Progress: The security metric is at 71 points. This represents an 8% improvement over last month, and a 39% improvement from our initial measurement (51).

Strategy 1: Enhance the statewide security plan by identifying strengths and vulnerabilities, making necessary modifications, and implementing recommended security controls by June 30, 2020.

Progress: The plan was enhanced with strengths and vulnerabilities identified, and submitted by July 15, 2019. This part of Strategy 1 is complete. Implementing recommended security controls is underway and will be completed by June 30, 2020.



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Strategy 2: The BitSight rating will be improved by 50 points for an increase from 550 to 600 by June 30, 2020.

Progress: The BitSight score has increased 30 points as of October 4 from 550 to 580; the performance indicator is on target to achieve and even exceed the goal of 600 by June 2020.

Strategy 3: The McAfee Compliance score will increase from 60% of agencies meeting the minimum compliance threshold to 85% by June 30, 2020.

Progress: As of October 9, 2019, 100% of the agencies are meeting the minimum compliance threshold.

Strategy 4: 75% of open audit findings as of the beginning of FY20 will be remediated by June 30, 2020.

Progress: As of October 4, 2019, 51% of OSA and IRS open audit findings have been remediated during FY20. We are currently on track to meet 75% by June 2020.

WIG 2 Summary

Measure	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY 20	1-Year Goal	3-Year Goal
WIG 2: Ensure a Secure Colorado by evaluating and improving statewide cybersecurity practices. Measured by increasing the State of Colorado's security metric by 26 points for an increase from 51 to 77 by June 30, 2020.	71				77	90
Strategy 1: Enhance the state-wide security plan by identifying strengths and vulnerabilities, making necessary modifications, and implementing recommended security controls by June 30, 2020.	On Track				--	--
Strategy 2: The BitSight rating will be improved by 50 points for an increase from 550 to 600 by June 30, 2020.	580				600	650
Strategy 3: The McAfee Compliance score will increase from 60% of agencies meeting the minimum compliance threshold to 85% by June 30, 2020.	100%				85%	95%
Strategy 4: 75% of open audit findings as of the beginning of FY20 will be remediated by June 30, 2020.	51%				75%	90%



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Expand virtual access to government services anytime and anywhere

WIG #3: Expand virtual access to government services anytime and anywhere. Measured by increasing the number of government services virtually accessible to Coloradans by five no later than June 30, 2020.

Status: On Track

Progress: OIT continues to work with DOR toward Release 1 of the myColorado mobile app that will support two major features: Digital ID and driver license renewal.

Strategy 1: Rollout of Release 1 of myColorado Mobile App to include Colorado Digital ID this fall and other capabilities by June 30, 2020.

Progress: On track for a fall 2019 release. Meetings with law enforcement, agencies, and merchants are in process. Opened a beta testing program for state employees. mDL standards are expected by the end of the year. No word on when Real ID will address digital identity but we will be ready when they do.

Strategy 2: Increase broadband access for rural households from 83% to 92% by June 30, 2020.

Progress: On track. Following the recent appointments by the Governor, the Broadband Deployment Board will have all seats filled. The initial grant review for the Fall 2019 Broadband Fund cycle was held on October 9. The Board provisionally awarded eight (8) grant applications totalling \$6.2 million. A total of 1,987 potential rural households will be served when finalized.

Strategy 3: Develop and implement phase one of a Digital Transformation Plan that encompasses emerging technologies, system modernization efforts, and multi-modal unified collaboration strategies (including, as appropriate, data, voice, chat, video, visuals, etc.) to enhance the experience of OIT customers and Coloradans by June 30, 2020. This goal encompasses the increase of virtual access and use of emerging technology to reduce costs, improve consistency and efficiency, and lower energy consumption.

Progress: On track. OIT has worked to identify Colorado blockchain companies to work with state agencies to find blockchain technology solutions. In February, OIT will run a bounty-based, month-long competition to encourage agencies and businesses to work together.

Strategy 4: Evaluate the landscape of legacy applications and transition 5 systems to modern architecture that meets mobile, API-driven, cloud, accessibility, and other standards by June 30, 2020.

Progress: On track. OIT is tracking more than 10 legacy applications that are being modernized this year. OIT's API-driven services have expanded in CDOT and all the health services stacks. Joint Agency Interoperability (JAI) is going live this month. The State of Colorado still leads other states in all phases of cloud IaaS, SaaS, and PaaS. In September, CBMS Transformation Phase II successfully went live in the Salesforce cloud. The state has more than 400 servers in AWS cloud and growing.



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Strategy 5: Develop an incubator group to focus on innovation with a goal of at least one pilot innovation project in collaboration with an agency partner completed with a case study by June 30, 2020.

Progress: On track. We are recruiting the team. Multiple pilot projects have been identified and are in progress including an AWS (Amazon Connect) IVR (interactive voice response) for OIT Service Desk and myColorado and Chatbots for CBMS / Peak.

WIG 3 Summary

Measure	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY 20	1-Year Goal	3-Year Goal
WIG 3: Expand virtual access to government services anytime and anywhere. Measured by increasing the number of government services virtually accessible to Coloradans by five no later than June 30, 2020.	On Track				5	15
Strategy 1: Rollout of Release 1 of myColorado Mobile App to include digital Real ID and other capabilities by June 30, 2020.	On track				Rollout of digital Real ID	Addt'l functionality
Strategy 2: Increase broadband access for rural households* from 83% to 92% by June 30, 2020.	86%				92%	100%**
Strategy 3: Develop and implement phase one of a Digital Transformation Plan that encompasses emerging technologies, system modernization efforts, and multi-modal unified collaboration strategies (including, as appropriate, data, voice, chat, video, visuals, etc.) to enhance the experience of OIT customers and Coloradans by June 30, 2020.	On track				--	--
Strategy 4: Evaluate the landscape of legacy applications and transition 5 systems to modern architecture that meets mobile, API-driven, cloud, accessibility, and other standards by June 30, 2020.	0				5	15
Develop an incubator group to focus on innovation with a goal of at least one pilot innovation project in collaboration with an agency partner completed with a case study by June 30, 2020.	0				1	5

*Represents the best estimate of rural household coverage based on the quality of the data available.

**The state has set an aggressive goal of 100% of rural household access.