OIT FY20 Q4 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: Complete - 100% of milestone achieved
Progress: IT Directors worked with their agencies to develop NPS improvement plans to set a clear path for improved customer service.

Work is proceeding on process improvements and establishing the plan to increase Net Promoter Score.

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.
Status: Complete
Progress: OIT has completed the IT Financial Management implementation and development of a data visualization website for improved transparency and reporting, and shared with customers to review and submit questions and corrections regarding their utilization. The Real-time Billing Working group met on June 3 to discuss progress on the website, progress on division level data, and discuss the dispute process to establish a dispute guidance document.

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.
Status: Complete - Exceeded goal
Progress: The fiscal year ended with a 16.67% reduction in contract issues when we exclude cybersecurity issues. The area where the largest improvement occurred was in contract processing and negotiation, which had a 75% reduction in issues from the previous year. OIT heightened reviews of cybersecurity compliance this year, which resulted in a large jump in related issues. OIT's continued efforts to improve contracts, enhance our vendor management program, and scrutinize vendor security practices will continue to improve the quality of goods and services procured.

Strategy 3: Develop Strategic Workforce Alignment Plan by September 30, 2019. Fully implement plan by June 30, 2020.
Status: Partially complete, rest underway
Progress: The plan was put in place September 27. Work continues on our five workstreams: Workforce Assessment; Leadership Assessment and Practice; Culture and Organization

Structure and Processes; Facilities and Flex Policy; and Communications and Training.

Workforce Assessment: (at-risk): Documented Quote (DQ) for "IT Workforce Assessment and Development" funded and approved. This DQ was posted on VSS on February 7, however, the award was placed on hold due to the COVID-19 State of Emergency. While we reengaged negotiations with the single vendor submitting a proposal, we were unsuccessful in achieving agreement on the work scope. We posted another DQ in May and received three proposals in June- each significantly out of the intended scope of this work. An updated DQ to best represent this work during the fiscal emergency will be posted in July and we hope to achieve a plan to begin work in August. This work was not fully implemented by June 30, 2020.

Leadership Assessment and Practice: The Chief People Officer (CPO) and Deputy Chief Strategy Officer (CSO) completed their study of OIT's results in the *2019 Statewide Employee Engagement Survey*. High level results, along with recommendations for action planning, were presented to CIO/ED and Chief Operations Officer (COO) in February. Due to the COVID-19 State of Emergency, the planning session with Executive Staff was not able to be held until May 26 with follow-up sessions in June and July. Due to COVID-19, the March in-person *Crucial Accountability Training* for all leaders session was canceled.To accommodate social distancing, a live, virtual delivery offering was introduced in April with sessions offered through June 30. Based on exceptional participant feedback, we updated vendor licenses to continue offering this content through the end of calendar year 2020.

Culture and Organization Structure and Processes: CPO launched the work of the Meaningful Change Team, a group of more than two dozen OIT employees with energy to co-create new EDI practices and cultural milestones for OIT's workplace. The first meeting is scheduled for July 7. CPO launched the "21 Day Racial Equity Habit Building Challenge" with the ED, executive staff, and HR team. This important work invites participants to do one action during each of the 21 days for further understanding of power, privilege, supremacy, oppression, and equity. The challenge includes suggestions for readings, podcasts, videos, observations, and ways to form and deepen community connections. Within each group, the CPO is facilitating weekly dialogue about new habits. CPO continuously engaged with CSO regarding "new normal" practices.

Facilities and Flex Policy: Training for the revised Flex Place Policy was complete in January and implemented on February 3. CPO and team continuously engaged with CSO and team for "new normal" facilities and future return to work planning. CPO provided feedback and participated in a DPA-led meeting regarding priorities for "Flexible Work Arrangements & Standardized Work Week."

Communications and Training: Work complete for a July roll-out and marketing campaign of OIT's new Learning Management System (LMS) for OIT employees. The LMS, powered by Cornerstone, includes *New Employee Onboarding Program* to better acclimate employees to state service, OIT values, and practices, and in July will include leading content from LinkedIn Learning. *New Leader Onboarding* and *New Leader Skill Building* programs, with guidance from DPA. The HR/Learning and Development Team will launch this work together with the new LMS in July.

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.

Status: <mark>Complete - Exceeded goal</mark>
Progress: Projects completed in June met the performance and value metric 93.33% of the time and the cumulative score for FY20 is now 96.32%.

WIG 1 Summary

Measure	Baseline	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.	N/A	On Track	50%	65%	100%	100%	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.	N/A	On Track	On Track	On Track	Com-plete	--	--
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	0	0	19%	16.67%	5%	15%
Strategy 3: Develop Strategic Workforce Alignment Plan by September 30, 2019. Fully implement plan by June 30, 2020.	N/A	On Track	On Track	Off Track	Partially complete	--	--
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.	88%	97%	94.4%	96.14%	96.32%	91%	95%

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: <mark>Complete - Exceeded goal</mark>
Progress: We finished FY20 with the security metric at 89! This represents a 75% security improvement during FY20.

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

2020.

Status: Complete

Progress: The plan was enhanced with strengths and vulnerabilities identified and submitted by July 15. This part of Strategy 1 is complete. Implementing recommended security controls for FY20 is complete.

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

Status: Goal not met

Progress: The BitSight score is currently at 590, which is a 10 point improvement over the rating that has held steady for the past several months. While we didn't hit our goal, we came within 10 points and made significant progress and improvements in our external security health.

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

Status: Complete - Exceeded goal

Progress: 100% of the agencies are meeting or exceeding the minimum compliance threshold. We have exceeded our target for the year!

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

Status: Complete - Exceeded goal

Progress: 87% of open OSA and IRS audit findings have been remediated during FY20.

WIG 2 Summary

Measure	Baseline	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.	51	71	68	81	89	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.	N/A	On Track	On Track	On Track	Com-plete	--	--
Strategy 2: The BitSight rating will be improved by 50 points for an increase from 550 to 600 by June 30, 2020.	550	580	580	590	590	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.	60%	100%	100%	100%	100%	85%	95%

Strategy 4: 75% of open audit findings as of the beginning of FY20 will be remediated by June 30, 2020.	56%	51%	45%	62%	87%	75%	90%

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: <mark style="background-color: #00FF00">Complete - **Exceeded the goal with increase of eight (8) virtual services!**</mark>

Progress: We continue to build and deploy solutions that increase the number of virtually accessible government services for the state. This increase includes new virtual channels for existing services such as accessibility via an app, chat, or interactive voice response (IVR) system. Eight virtual services have been implemented including myColorado app with Digital ID, myColorado help desk (via voice and email), myDMV integration, myColorado Chat, Virtual Call Centers for myColorado, DNR/CPW, CDPS/State Patrol, and COVID-19. Digital Transformation remains a key focus as collaboration with state agencies drives innovation.

> **Strategy 1:** Rollout of Release 1 of myColorado Mobile App to include Colorado Digital ID this fall and other capabilities by June 30, 2020.
> **Status:** <mark style="background-color: #00FF00">**Exceeded the goal!**</mark>
> **Progress:** Integrated with three new agency services, CDPS pilot starting in July.
> Two minor releases deployed in April, including the new DL/ID personalization look and other enhancements and integrations with support agencies such as CDPHE and HCPF.
>
> We have had to modify plans as a result of COVID-19 and deployed links to resources. New integrations to support agencies will be deployed including sex offender search and the capability to leverage myColorado to send non-mobile messaging (SMS and email) broadly for the entire state. Minimum Viable Product (MVP) should be available for preview in June.
>
> Note: The myColorado app decision item did not receive FY21 funding through the Long Bill.
>
> **Strategy 2:** Increase broadband access for rural households from 83% to 92% by June 30, 2020.
> **Status:** <mark style="background-color: #FF0000">Goal not met</mark>
> **Progress:** There is no update from the previous report. The current measure is 87% (November 2019), which represents a one point improvement from May 2019. Cycle-to-cycle, the measure has never improved more than three points. The FY20 goal of 92% by 6/30/20 was estimated in March 2019 based on the last recorded measure of 83% (November 2018). The assumption at that time was that over an 18-month period and previous trends, we could anticipate an average increase of two to three points cycle-to-cycle. As of November 2019, we are not achieving the estimated trend line; the current forecast projects we might achieve 88-90% by the end of the fiscal year. See the [Broadband Update](#) for more information.

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.

Status: Goal not met due to COVID-19

Progress:

- The Digital Transformation Plan is delayed due to COVID-19. Due to spending cuts and the SB-251 requirement to use a vendor to support this work, we have put this item on hold and are realigning the work with internal resources as part of IT Transformation in FY21.
- Implementing solutions within the innovation group listed in Strategy 5 below.

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.

Status: Complete - Exceeded goal

Progress: Ten (10) applications that have been deployed include Blue Team (CDPS), CaseConnect (DORA), ClearView (HCPF), IAPro (enterprise-wide), LEDClerk (OIT), Offender Lab Modernization (DOC), PowerDMS (DOR), Sales Tax Analysis (DOR), SharePoint (CDA -Animal Health Labs), and TaxWebForm (DOR). These activities were completed pre-COVID-19.

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.

Status: Complete - Exceeded goal

Progress:

- Pivoted from Genesys IVR to Amazon Connect (cloud-based IVR) for myColorado. Complete Sept. 2019
- Chromebook pilots for the Governor's Office and DOR successfully deployed, thereby lowering costs, increasing customer delight, and reducing headcount required for our customers. Complete Nov. 2019
- New AWS Greenfield environment was set-up, allowing for faster, automated deployment to test and production. Complete Nov. 2019
- Participated in the EthDenver Blockchain developer conference, which generated five potential starts for state blockchain solutions. Complete Feb. 2020
- Google Drive approvals pilot for COVID-19 time reporting expanded to include DPA and CDLE. Complete March 2020.
- Five Google Voice pilots in conjunction with remote workers to lower costs, take better advantage of office space, and make employees happier. Complete April 2020
- Zoom and Cisco Audio Visual Proof of Concept rooms at Pearl Plaza - OIT's headquarters location. (Some delay due to COVID-19). Cancelled due to COVID May 2020
- Three Amazon Connect Virtual Call Center pilots (DNR/CPW, CDPS/State Patrol, COVID-19). Complete May 2020

- Amazon Chime and Cisco Jabber telephony pilot for COVID-19 Alternate Care Sites (ACSs). Complete June 2020
- Virtual Fax, Email-to-fax, Fax-to-Google Drive pilot in development for DOR. **In-Process**
- Cloud DNS pilot in process to move public DNS to AWS. **In-Process**
- Statewide URL shortener pilot. **Started**

WIG 3 Summary

Measure	Baseline	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.	0	0	2	5	8	5	15
Strategy 1: Rollout of Release 1 of myColorado Mobile App to include digital Real ID and other capabilities by June 30, 2020.	N/A	On track	On track	On track	Com-plete	Rollout of digital Real ID	Add'l function-ality
Strategy 2: Increase broadband access for rural households* from 83% to 92% by June 30, 2020.	83%	86%	87%	87%	87%	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.	N/A	On track	On track	Off track	Not met	--	--
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	0	6	10	10	5	15
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.	0	0	0	5	8	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.*