



COLORADO

**Governor's Office of
Information Technology**



2020 PERFORMANCE PLAN

oit.state.co.us



Governor Polis' Direction

Be Bold
Be Consistent
No Unforced Errors
Be Joyous

Governor Polis' Vision *The Bold Four*

Economy

Foster an economy that works for everyone

Environment & Renewables

Move to renewable sources and
protect the environment

Health

Save Coloradans money on healthcare

Education

Fulfill every child's potential regardless of their zip code

SUMMARY *FY19 Performance*

OIT continues to make significant improvements in customer service. Our teams 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.

- The Customer Service Index score is 78.2% on average and the Service Desk Customer Satisfaction indicator is 97%, both of which exceed our targets.
- On average, OIT has equipped and maintained 98.6% of the environment with the security tools necessary to reduce cyber risk.
- As of April 30, 2019, 86% of rural areas have access to broadband. The Broadband Office continues to meet with multiple legislators to craft and advise on potential legislation.
- 100% of critical projects submitted through OIT are reviewed as a potential use case for emerging technology to enhance the citizen digital experience.
- Membership in OIT+, our employee engagement community, steadily rose to 477 members, for an increase of 88.5%.

A MESSAGE FROM THE CIO & EXECUTIVE DIRECTOR



It is my honor and privilege to present to you the OIT FY20 Performance Plan in which we identify our key areas of focus and Wildly Important Goals (WIGs) set forth to support Governor Polis' vision.

Since joining OIT as Chief Information Officer and Executive Director in January 2019, I have been in awe of the hard work and dedication demonstrated by our employees to keep state systems running and information flowing, securely. The achievements listed below merely touch the surface of the important work we do every day to serve the state.

Cybersecurity

- Recovered CDOT systems impacted by the ransomware attack to 80% within just four weeks due to strong backups and network segmentation.
- Enabled two-factor authentication for remote access users.

Infrastructure & Operations

- Responded to and resolved 126,685 service tickets with 98% customer satisfaction level.
- Successfully adopted public cloud utilization with over 243 IaaS deployed servers, thus avoiding a multi-million dollar, on-premises infrastructure refresh with an expanded footprint.

Projects & Applications

- Completed 184 agency projects, including e-grants for the Colorado Workforce Development Council (Department of Labor and Employment), Parole Calendaring (Department of Corrections), a new Electronic Health Record system (Department of Human Services), and many more.
- Became the first state in the nation to move an entire integrated eligibility case system to the cloud through the Colorado Benefits Management System (CBMS) modernization project.

Emerging Technology

- Achieved broadband internet access for 86% of rural households and 95% of all Colorado households, and increased broadband connectivity in Colorado schools by 4%.
- Soft launched the myColorado app for residents to renew driver licenses through a mobile device.

I am excited and optimistic about the direction our new mission, vision, values, and WIGs will take us, and I hope you are as well. It is time to take OIT to the next level and continue advancing technology to ultimately achieve our Wildly Important Passionate Purpose (WIPP) of customer delight.

I look forward to working together in the coming year to boldly accomplish our WIGs, support the new administration, and proudly serve Coloradans as we set our sights on being the best public service technology organization innovating today for tomorrow.

Sincerely,

A handwritten signature in black ink that reads "Theresa M. Szczurek".

Theresa M. Szczurek, Ph.D.



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WHO WE ARE

The Governor's Office of Innovation and Technology was created in 1999, and renamed Governor's Office of Information Technology in July 2006, to serve as an advisory organization. At that time, executive branch agencies independently managed their own IT services and support, resulting in disparate infrastructures, inconsistent hardware and software standards, duplicative services, increased security risks, failing projects, and the inability to leverage statewide procurement opportunities. The overwhelmingly bipartisan passage of Senate Bill 08-155 ("the consolidation bill") shifted how IT services would be delivered to Colorado's executive branch state agencies.

In July 2008, IT functions, systems, and assets were consolidated into a single entity - the Governor's Office of Information Technology. In many ways, the consolidation was much like a merger of 17 diverse companies, bringing with it significant challenges but also providing an extraordinary opportunity to plan, enable, and implement lasting change for the State of Colorado. This historic move challenged the status quo and created an enterprise IT organization that is leaner and more effective in delivering technology solutions and services.



MISSION

Together we enhance the lives of all Coloradans.

VISION

Be the best public service technology organization innovating today for tomorrow.

CORE VALUES

Our core values guide us in how we interact with one another and our customers. We encourage our employees to think of the ways they can incorporate the OIT values into their work every day.



SERVICE

We provide value and strive to delight. We seek to understand the needs of our fellow team members, partners, customers, and Coloradans, and then exceed their expectations. We are committed to serving people serving Colorado.



INTEGRITY

We do the right thing in the right way. We communicate with openness, honesty, and authenticity and are accountable for our actions. We deliver on our promises and adhere to an ethical code. We are good citizens in the communities in which we live and work.



TEAMWORK

We work together toward a common purpose, having fun along the way. We foster a collaborative, creative, and inclusive culture. We create an empowering environment where everyone can contribute and reach their full potential.



RESPECT

Our people matter. We value, encourage, reward, and recognize them. We choose to be positive and create meaningful connections every day. We are considerate, helpful, kind, and patient in all situations.



INNOVATION

We foster new ideas. We challenge the status quo and continuously ask, "How can we do this better?" Then we take action and make a difference through novel processes and technology.



COURAGE

We boldly take action on our convictions. We have the moral strength to venture, persevere, and withstand difficulty. We are entrepreneurial and embrace change to better ourselves and the people we serve.

ENVIRONMENT

STRUCTURE

The Governor's Office of Information Technology (OIT) environment is as diverse as the state. We work side-by-side with our customers in state buildings throughout Colorado, and some of our employees are found on top of mountains supporting the Public Safety Communications Network and Digital Trunked Radio System. Our teams work normal business hours, after hours, weekends, and holidays in support of our customers.

As the enterprise provider of information technology, OIT spans across the state. Here are a few compelling stats about OIT:

Our Impact by the Numbers

1,000+ employees in 70 locations

Serve more than 31,000 state employees in 1,300 locations across Colorado

Support more than 1,100 applications

Approximately 300 IT projects in flight at any given time

Resolve 336,000 Service Desk tickets annually

Detect and deflect 8.4 million security events daily

INNOVATION

OIT has a unique role in innovating for the State of Colorado. Technology is transforming the world around us from the Internet of Things (IoT) to virtual access anytime and anywhere; every agency and every service is undergoing massive transformation. Our role as a technology provider to the executive branch means understanding and applying these innovations to make government function better. That could

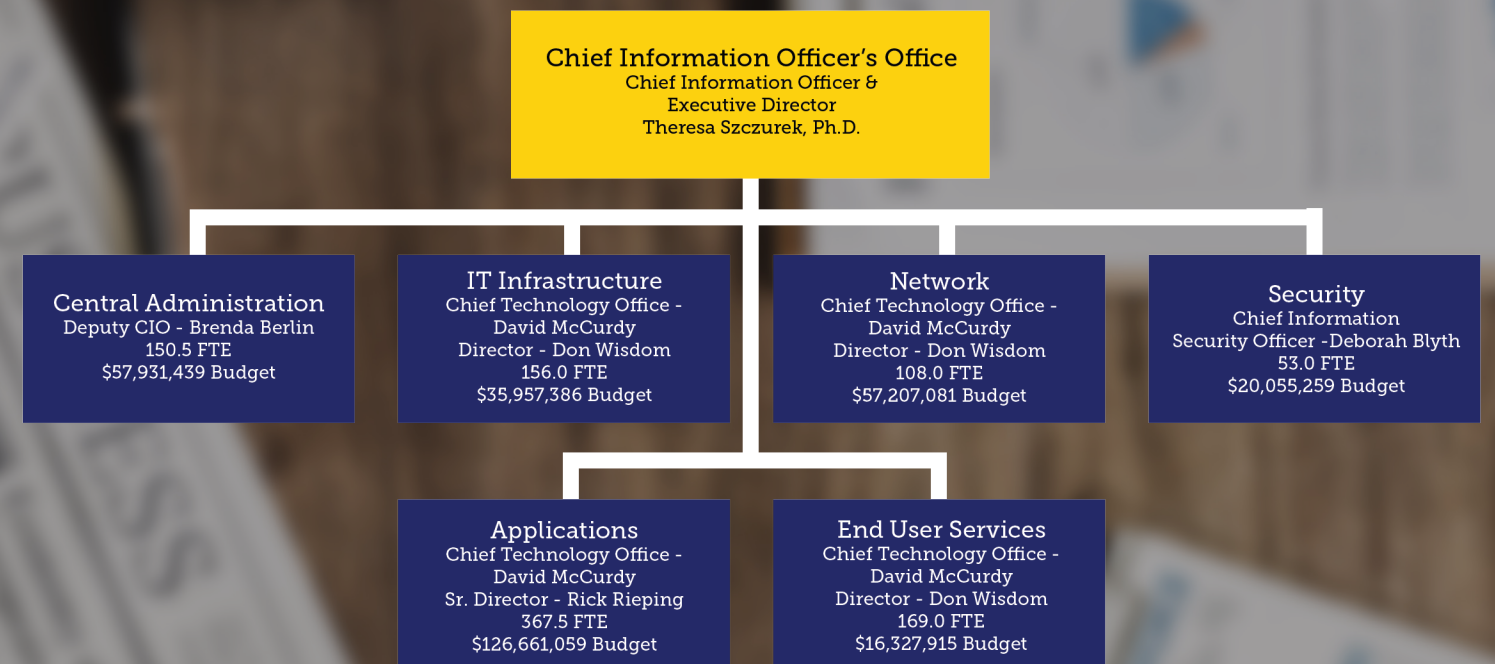


be lower costs, making government easier to access, or providing an entirely new service for our residents and agencies. OIT must continue to innovate to meet expectations of our diverse customer group.

Employees in OIT are empowered to lead innovation. From small enhancements to an IT process or replacing a 20-year old system, every OIT employee plays a role making the state better. To foster this mindset, OIT leadership will continue to champion programs that allow individuals to bring forward new ideas that transform government. From hackathons to innovation week, we want all employees engaged and empowered in transforming government. We will challenge the status quo and continuously ask, "How can we do this better?" and then boldly take action to make a difference through novel processes and technology.

FTE LONG BILL STRUCTURE

Total FY20 Department FTE & Budget Breakdown	
1,004.0	Total FTE*
\$314,140,139	Total funds
\$20,075,710	General funds
\$5,089,678	Cash funds
\$288,853,751	Re-appropriated funds
\$121,000	Federal funds



*Total FTE presented is based on budgeted Long Bill appropriated FTE and excludes any additional FTE funded by Interagency Agreements or other funding sources.

OPERATIONS

OIT drives technology solutions and supports those agencies whose missions are critical to serving Coloradans. Our operational responsibility is vast and includes the development and support of enterprise and agency-specific applications; projects, programs, and services; and the state's IT infrastructure - data centers, servers, mainframe operations, storage, operating systems, local area networks, the Colorado State Network (CSN), and the Public Safety Communications Network (PSCN), which includes the Digital Trunked Radio System (DTRS).



OIT is also responsible for information security governance across the executive and judicial branches of state government. Through our Office of Information Security, we promulgate policies around cybersecurity, risk management, security operations, regulatory compliance, and application security. We monitor and analyze information on cyber threats and proactively manage vulnerabilities that present a risk to the state's information systems or the critical information managed within. We also provide awareness training to state employees so they will be less likely to fall victim to a cyberattack.

Chief Technology Office

Strategic Objective

Delivers effective, elegant, and efficient delivery of end user services to statewide customers. Explores new and emerging technologies to support our agency customers' missions. Supports more than 1,100 applications across the executive branch, providing reliable service to critical and essential business functions. Develop and support agencies by managing all physical and virtual technology, including more than 30,000 workstations; over 3,500 servers, and our hybrid and public clouds. Develops, defines, and implements enterprise technology standards and oversees the Government Data Advisory Board to define a statewide data strategy for transparency and sharing of information.

Functions

- Agency (Business) & Enterprise Applications Services, Development & Support
- Colorado Benefits Management System (CBMS)
- Chief Data Office
- Data Center Services
- Database Services
- Deskside Support & Services
- Digital Transformation
- Enterprise Architecture
- Geographic Information Systems (GIS)
- Google Apps for Government
- Mainframe, System & Server Administration
- Network & Voice Services
- Public Safety Communications Network (includes the Digital Trunked Radio System [DTRS])
- Security Operations & Access Control
- Services Engagement

Chief Customer Office

Strategic Objectives

Provide continuous value through enduring partnerships, strategic alignment, and ownership of end-to-end service delivery. Enable effective cross-functional teamwork resulting in the ability to deliver IT solutions that reflect our mission to support our customers' success. Enable and encourage the reuse of existing IT solutions to achieve enterprise efficiency. Strive for first call resolution and implement repeatable, consistent, and dependable customer request handling to ensure our ability to plan, budget, and deliver key program services. Consistently deliver projects of any size on time, within scope, and within budget (our overall project portfolio encompasses more than 300 initiatives and \$500m in both operating and capital efforts).



Functions

- Agency IT Directors
- Business Relationships
- IT Agency Roadmaps & Service Level Commitments
- IT EcoSystem & Customer Service Portal
- Major Incident/Change Management
- Project Management & Business Portfolio Alignment
- Service Desk Customer Experience

Colorado Broadband Office

Strategic Objectives

Create and support strategic opportunities for our employees, business operations, industry, and communities that enhance the efficient, effective, and elegant delivery of government services.

Functions

- Community Education & Outreach
- Critical Communications Program
- Federal Funding Enablement
- Public Safety Technology Program
- Strategy, Policy, and Advocacy

Chief Information Security Office

Strategic Objectives

Protect state information and information systems according to its criticality to the agency. Assess risk and partner with agencies to continually and consistently reduce risk across the state. Participate with project teams to ensure the design and implementation of cost effective security solutions. Continue to evolve the cybersecurity strategy, ensuring alignment with agency needs, incorporating emerging technologies, supporting and enabling innovation, and addressing and mitigating current threats. Partner with state, local, and tribal governments to improve cybersecurity for all residents of the state of Colorado.

Functions

- Office of Information Security
- Security Risk & IT Compliance
- Security Governance
- Security Architecture Planning & Review

Chief Financial Office

Strategic Objectives

Supports OIT and Executive Branch agencies in the delivery of enterprise information technology services from a financial management perspective. Oversees all financial activities of OIT and all IT-related financial activities for the Executive Branch and develops and administers the OIT Controls Program, which includes financial planning, budgetary controls, grants management, procurement (purchasing and contracting, contractor compliance, and vendor services), accounting, auditing, and reporting.

Functions

- Asset Management
- Budget Office
- Business Operations
- Continuous Improvement
- Contracts & Compliance
- Controller
- Financial Planning & Operations
- Legislative Affairs & Policy
- Organizational Strategy
- Procurement
- Vendor Services

Chief Communications Office

Strategic Objectives

Create a clear picture of OIT's objectives for both customers and employees by relaying OIT's successes, challenges and long term strategies to stakeholders including lawmakers, agency leaders, OIT's employees, the media, and our community.

Functions

- Customer Communications
- Digital Media
- Health IT Communications
- Internal Communications
- IT Economic Development / Industry Relationships
- Marketing & Branding
- Media Relations

Human Resources Office

Strategic Objectives

Be results driven and people focused and embody the OIT values in our daily work. Build partnerships with management at all levels of the Office of Information Technology to create a culture that values all employees.

Functions

- Benefits and Compensation
- Employee Relations
- Learning and Development
- Performance Management
- Rewards and Recognition
- Talent Acquisition

OIT Customers

Our Agency Customers

OIT is the enterprise provider of information technology and communications services for the executive branch agencies listed below. They are our strategic agency partners delivering on the Governor's vision. Ultimately the state agencies and all Coloradans are our customers.

CDA - Colorado Department of Agriculture

CDHS - Colorado Department of Human Services

CDLE - Colorado Department of Labor and Employment

CDOT - Colorado Department of Transportation

CDPHE - Colorado Department of Public Health and Environment

CDPS - Colorado Department of Public Safety

DMVA - Department of Military & Veterans Affairs

DNR - Department of Natural Resources

DOC - Department of Corrections

DOLA - Department of Local Affairs

DOR - Department of Revenue

DORA - Department of Regulatory Agencies

DPA - Department of Personnel & Administration

GOV - All Offices of the Governor, which include the Colorado Energy Office (CEO), Office of State Planning & Budgeting (OSBP), Office of Economic Development & International Trade (OEDIT), and Office of Information Technology (OIT)

HC - History Colorado

HCPF - Health Care Policy and Financing

Our Statewide Security Customers

Through our Office of Information Security and the Chief Information Security Officer, our customers are all state agencies in the executive and judicial branches. Institutions of Higher Education and the Colorado General Assembly are excluded by statute.

Our Public Safety Communications Network Customers

OIT maintains the Public Safety Communications Network, which includes the Digital Trunked Radio System (DTRS). The more than 1,000 state, local, county, federal, and tribal agencies using the network are also our customers

Our IT Economic Development & Broadband Customers

OIT helps local communities to identify their broadband resources, needs, and gaps, and works with them to find solutions. Additionally, we support the Colorado technology industry by linking companies to supportive networks and providing them with information about state incentives.

Our County Customers

OIT provides varied services to 30,000 county employees in all 64 of Colorado's counties, including security risk and compliance, technical support for CBMS, PEAK, CHATS, and Trails, and assistance with computer refreshes.

Our Strategy Stakeholder Partners

OIT partners with Statewide Internet Portal Authority (SIPA), the legislative branch, and the Department of State to provide services to Colorado's residents.

Strategic Planning Methodology

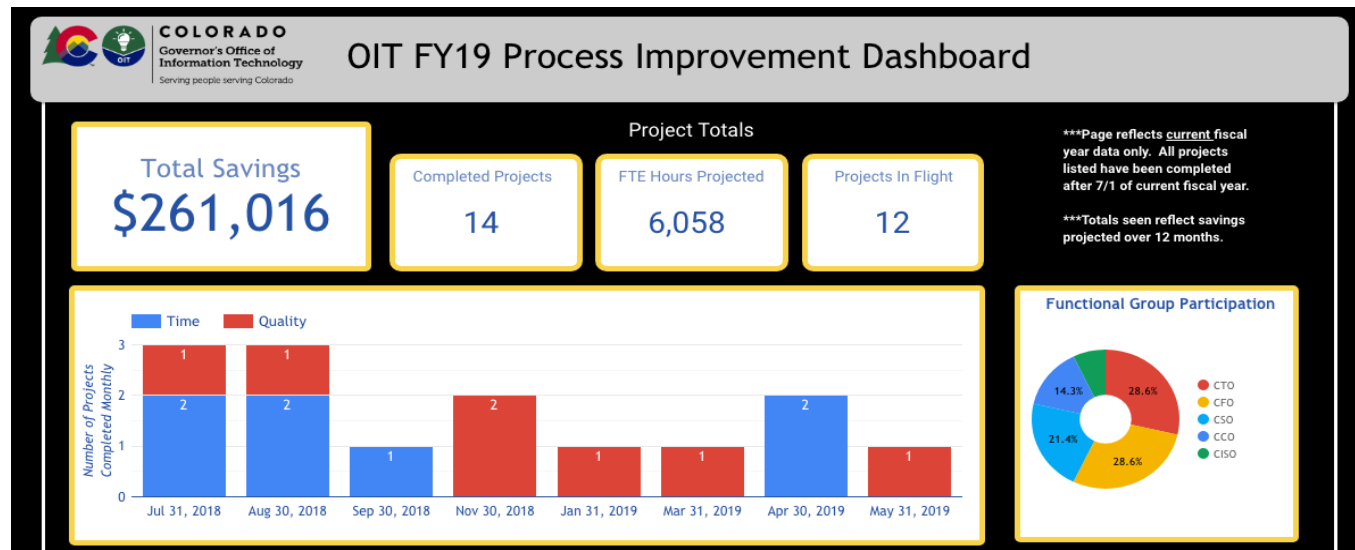
In May 2014, the Governor's Office selected a new strategic planning methodology. The *4 Disciplines of Execution*¹ (4DX) has been instrumental in providing the executive branch with a common language and consistent method for developing and measuring strategy execution. OIT quickly adopted this methodology and has been pleased with the process and results. This methodology employs four concepts to align and progress an organization toward common goals. These four disciplines, which specifically target the routine and behavioral change necessary to drive organizational improvement, are: (1) Focus on the Wildly Important; (2) Act on the Lead Measures; (3) Keep a Compelling Scoreboard; and (4) Create a Cadence of Accountability.

¹McChesney, Chris, Sean Covey, and Jim Huling. 2012. The 4 disciplines of execution: achieving your wildly important goals.

Continuous Improvement

OIT's Lean program is centered around encouraging a culture of operational excellence and creating efficiencies through bold ideas to meet our WIG's and ultimately the Governor's goals. This benefits our customers and all of Colorado. With a continued focus on efficiency and transparency, our Lean efforts will be instrumental in freeing up resources to meet the demands of our customers. This will also allow our employees to have more time to be innovative and deliver a better customer experience.

while finding ways to prove our value and exceed expectations. We strive to be easy to work with while keeping systems, information, projects, and programs running smoothly and securely. We want to remove obstacles to create a low-effort customer experience, minimize confusion to ensure mutual understanding, streamline processes to meet customer needs faster, improve transparency of our operations and billing to prove our value, and quickly handle issues to get customers back to work delivering programs to Coloradans. We want our customers to say good things about OIT.



Current and Completed Continuous Improvement Initiatives

FY 2019-20 Wildly Important Passionate Purpose (WIPP)

Customer Delight

Customer delight is surprising a customer by exceeding his or her expectations and thus creating a positive, joyous reaction.

Our goal is to delight customers, strategic partners, and stakeholders in all their interactions with OIT. This includes agency customers, employees, vendors, and ultimately all Coloradans. We want to ensure customer needs are met in a timely, cost-effective manner

To achieve these outcomes, we will establish satisfaction-related metrics and listen to customers to ensure we understand what they truly need. Overall outcomes from our strategic partnership with customers include:

- Promote teamwork and collaboration across agency business programs and technology aligning around a common mission.
- Prioritize strategic technology direction for Colorado initiatives and enhance ability for agencies and OIT to plan .
- Improve operations and customer satisfaction, and thereby delight.
- Ensure widespread adoption of standards and best practices.
- Achieve role / responsibility clarity between IT and agency business partners.

STRATEGIC GOALS FOR FY 2019-20

OIT provides support and services that help further Governor Polis' vision around the Economy, Environment & Renewables, Health, and Education. That vision was in the forefront as we developed our Wildly Important Goals for the coming fiscal year. These goals were not created in a vacuum - nearly 250 OIT employees and customers/partners contributed to developing our FY20 goals.

1-Year Goals

- Increase OIT's organizational efficiency, transparency, and customer satisfaction. Measured by establishing a baseline in Net Promoter System by December 31, 2019 and implement a plan to increase that baseline by June 30, 2020.
- 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.
- 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.

3-Year Goals

- Be known as a state leader in providing advanced information technology services. Measured by receiving an "A" rating in the Center for Digital Government's 2022 Digital State Survey by June 30, 2022.
- Ensure a Secure Colorado by evaluating and improving statewide cybersecurity practices. Measured by increasing the State of Colorado's security metric by 50 points for an increase from 51 to 101 by June 30, 2022.
- Expand virtual access to government services anytime and anywhere. Measured by increasing the number of government services virtually accessible to Coloradans by 15 no later than June 30, 2022.

FY 2019-20 Wildly Important Goals (WIGs)

WIG #1

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

Measured by establishing a baseline in Net Promoter System by December 31 and implement a plan to increase that baseline by June 30, 2020.

Delivering a consistent, high quality experience to our customers is our priority. This includes reviewing our service ticket handoffs, clarifying expectations and processes, and equipping our technology professionals with the tools they need to best serve the customer. We will also improve our process and quality of our contracts. We will have a focus on ensuring we have the right people, with the right skills, at the right time in alignment with our operational plans, overall strategic direction, and business needs. Along with delivering projects that meet the performance and expectations of our customers, we are creating a more positive end-to-end customer experience across all channels.

OIT assesses service excellence using a widely adopted best practice measurement called the Net Promoter System (NPS). Every six months, we ask 2,000 randomly selected customers, "How likely are you to recommend OIT's services to a colleague or other agency?"

Why it is emphasized

Our primary goal is to meet the needs of our customers. Our customers and partners must have a solid IT foundation in order to deliver government services to Coloradans. We are committed to being the reliable backbone of support and service for our customers, from the current to the most emerging technologies.

How we achieve it

Our teams are committed to tracking and improving service delivery metrics so that we can make data-driven decisions that make the biggest impact on improving our service excellence.

Processes and activities to achieve our goals

Assess OIT's scope, capacity, and funding to improve efficiency, transparency, and customer satisfaction.

Utilizing the outputs of a thorough organizational assessment, OIT will establish recommendations for improvement. These reforms, once implemented, will positively affect OIT's efficiency, transparency, and customer satisfaction. The end result is customer delight.

Many elements contribute to customer satisfaction. We must continue to keep the systems on (KSO), ensure the infrastructure is running smoothly, applications produce needed outputs, data is safely stored, new employees are quickly provisioned, questions are addressed by our service desk, change requests are evaluated and prioritized by the agencies before they are implemented, assets are appropriately refreshed, and much more. Satisfaction comes from actively listening to our customers and working to meet their needs while balancing their demands with our resources. Satisfaction comes from:

- Actively listening to our customers and working to meet their needs while balancing their demands with our resources;
- Delivering the right solutions as promised on time and on budget;
- Ongoing post-delivery support and maintenance of systems;

Increase OIT's organizational efficiency, transparency, and customer satisfaction.				
Increase OIT's organizational efficiency, transparency, and customer satisfaction. Measured by establishing a baseline in Net Promoter System by December 31 and implement a plan to increase that baseline by June 30, 2020.				
Team WIG	Measure	Baselines	1-year goal	3-year goal
Customer excellence	NPS	TBD	TBD	A*
Agile contracting and procurement process	% Increase	0%	5%	15%
Project value and performance	% Increase	88%	91%	95%
Customer service rating	Customer Service Index	80%	82.5%	85%

**Measured by Center for Digital Government's 2022 Digital State Survey*

- A secure and protected Colorado; and
- Incubating emerging technologies to creatively resolve our customers' pain and that produce proven case studies.

Improve OIT Procurement and Contracting

OIT will establish improved procurement processes that provide agencies with technology solutions in a timely, cost-efficient manner, and consistent with what our vendor partners have promised to deliver. The OIT Procurement team will work closely with the Technology and Customer Offices to improve our ability to identify desired customer outcomes and to better solicit for solutions based on those outcomes. We will continue to research and apply contracting best practices such as using smaller, more iterative engagements to reduce risk and align with project management goals. Using technology like our newly deployed contract and vendor management systems, we can improve the speed of our processes and spend more time focusing on quality.

Develop Strategic Workforce Alignment Plan

To develop a strong workforce, we will focus on key areas of strategic staffing, career learning, development and training, and valuing our employees through rewards and recognition.

We will start by creating a defined workforce plan and strategic staffing model that will allow OIT to understand our bench strength and fill any gaps so we have the ability to deploy the right people, with the right skills, at the right time in alignment with our operational plans, overall strategic direction, and business needs. We will continue to foster a learning culture. We will have a focus on a well-trained and knowledgeable workforce, which requires the intentional, proactive, and ongoing development of our team members, and thus will broaden the role of our Learning & Development Council. Lastly, we will continue to look for opportunities to reward and recognize our employees through OIT's robust Rewards & Recognition Program.

Establish a project value and performance measure addressing meeting customer schedule, business outcomes, and budget expectations.

Improving customer delight is about being a valued partner in how we deliver project services. This focus will encompass Demand and Resource Management, how we interact with our customers to understand their IT project needs, and show value for IT projects implemented for agencies to benefit Colorado's residents. We will establish a feedback mechanism for our agency customers to report on their overall satisfaction with projects.

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.

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.

A new State of Colorado composite security metric (0-100) will be created from three data points that include a weighted average of an external rating, internal rating, and audit remediation:

- External Rating is generated from an objective external analysis of Colorado's risk posture and is acquired from multiple external data points. This rating is similar to how an individual credit score indicates credit risk.
- Internal Rating is a compliance score, which is generated by a toolset that is installed on all workstations and servers across the State of Colorado. This measurement indicates how compliant each system is with State of Colorado security policies.
- Audit (IRS and the Office of the State Auditor [OSA]) remediation efforts in clearing outstanding audit findings according to set timeframes.

Why it is emphasized

The state's dependence on information systems is ubiquitous, and as the technology landscape expands, the need for information security continues to intensify. OIT's Office of Information Security is the single source for the State of Colorado's cybersecurity readiness and awareness, and is responsible for reducing the state's exposure to data breaches and related cyberattacks. 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.

How we achieve it

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.

Processes and activities to achieve our goals

Information security is a shared responsibility - it belongs not only to security professionals, but also to all those working within an organization, large or small. We have designed an educational security awareness program that gives state employees the information they need to avoid potential information security threats.

OIT External Security Rating

More than 1,500 organizations are using external Security Ratings to continuously monitor cyber risk in their business ecosystem. External Security Ratings are similar to consumer credit scores with a higher rating indicating better cybersecurity performance (the range is 250-900 points). Security ratings also take into account historical security performance. Alerts are generated upon significant changes in ratings, and actionable information is provided to mitigate the specific risk.

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.				
Team WIG	Measure	Baselines	1-year goal	3-year goal
State of Colorado's security score	Composite security metric (0-100)	51	77	90
BitSight rating (External Security Rating)	Colorado's risk posture	550	600	650
McAfee compliance score (Internal Security Rating)	McAfee Policy Auditor	60%	85%	95%
Audit (IRS and OSA) remediation	% Increase	56%	75%	90%

OIT's Internal Security Rating

We recently updated our internal rating toolset, providing an enhanced capability to measure system hardening against a standard measurement - the Center for Information Security (CIS) Benchmarks. The CIS Benchmarks are the only consensus-based, best-practice security configuration guides both developed and accepted by government, business, industry, and academia. OIT policies require all state systems to comply with the CIS Benchmarks. OIT will focus on improving the CIS Benchmark score for each agency.

Audit Findings

The Security Risk and Compliance (SRC) team utilizes a systematic and disciplined approach to track and reduce audit findings. Inputs include external audits and internally performed risk assessments, and the results are documented, analyzed, and communicated to all stakeholders. SRC will partner with OIT teams and the agencies to clearly define ownership and roles for remediating

audit findings and reducing risk while broadening the knowledge of the agencies we serve to form solid and deeper trusted partnerships.

SRC utilizes an enterprise risk management strategy to implement a holistic approach to addressing audit findings and to discover those instances where numerous audit findings may be remediated simultaneously by identifying a common fix. SRC will work with teams to suggest methodologies to address audit findings for both the short term and long term.

SRC incorporates knowledge of industry, and the current threat landscape continuously informs the risk management strategy.

To facilitate these efforts, SRC plans to implement automated processes to be more efficient in tracking audit findings, remediation status, and to foster accountability for risk mitigation across the state.

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.

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 technologies including artificial intelligence, distributed ledger technology, machine learning, mobile accessibility, expanded self-service capabilities, multi-modal collaboration, and more. We also continue to focus on providing access to reliable broadband throughout the state including our rural communities. We look at strengthening technology in the state through an advanced digital transformation program.

OIT will measure success by evaluating the landscape of legacy applications and transitioning of systems to modern standards that meet mobile, API-driven, cloud, and accessibility standards.

Why it is emphasized?

It is important that we use current and emerging technologies to provide reliable government services that are accessible to all populations. As OIT continues to progress our mobile, accessibility, and cloud smart vision, we need to delve further into advanced technology options including machine learning, artificial intelligence, and blockchain. In collaboration with our agency partners, we will bring an advanced customer experience to the residents of Colorado.

How we achieve it

We achieve this in collaboration with our agency partners and key stakeholders, with an aggressive focus on driving the citizen experience by advancing the state’s adoption of emerging technologies including artificial intelligence, distributed ledger technology, machine learning, mobile accessibility, expanded self-service capabilities, multi-modal collaboration, and more. OIT will measure success by evaluating the landscape of legacy applications and transitioning of systems to modern standards that meet mobile, API-driven, cloud, and accessibility standards. We continue to work with broadband providers and community members to map coverage and drive grant opportunities, and support county and regional representatives in developing active broadband plans. Bolstering broadband coverage across Colorado will provide our state’s rural areas with improved opportunities to conduct business online. We are also working directly with current and prospective Colorado companies to provide them with resources and connections that make it easier for them to do business in the state.

Processes and activities to achieve our goals



myColorado mobile app

The myColorado mobile application will continue to be a focus area for digital transformation, centralizing services for

Coloradans into easy to consume workflows. Users will be able to access an array of services, information, resources, and support provided by multiple state agencies in a one-stop location that can be accessed anytime, anywhere, from their mobile device. The myColorado app will provide a convenient way for residents to interact with government such as renewing a vehicle registration, registering to vote, and storing state digital ID’s.

Increase broadband access for rural households

The Colorado Broadband Office will prioritize working with the Broadband Deployment Board to ensure grants for last mile projects are targeting areas with the greatest need. We will continue to collaborate to increase broadband availability by working with broadband providers, community members, and other key stakeholders to assess needs/requirements, capabilities, map coverage; drive state and federal grant opportunities; and support county and regional representatives in developing and implementing active broadband plans. Bolstering broadband coverage across Colorado will provide our state’s rural areas with improved opportunities across multiple industries, including economic development, education, health care, transportation, and public safety.

Digital transformation of state government

We will 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. This goal encompasses the increase of virtual access and use of emerging technology to reduce costs, improve consistency and efficiency within the state, and lower energy consumption.

Evaluate the landscape of legacy applications

We will transition systems to modern architecture that increase mobility and accessibility of government services to drive a better overall experience for all Coloradans. Through innovation and the use of current and emerging technologies, the State of Colorado will advance digital transformation of our services.

Focus on innovation with the development of an incubator group

We need an environment where we can have rapid innovation and test out exciting new technology without the fear of adversely impacting the business. With the development of OIT’s first incubator group, we will set a goal of at least one pilot innovation project in collaboration with an agency partner completed with a case study by June 30, 2020. This will allow OIT to rapidly develop emerging technology and provide new options for our customers.

Expand virtual access to government services anytime and anywhere.				
Measured by increasing the number of government services virtually accessible to Coloradans by 5 no later than June 30, 2020.				
Team WIG	Measure	Baselines	1-year goal	3-year goal
myColorado mobile app to include digital REAL ID	Mobile App	Current Capabilities	Rollout of digital Real ID	Additional functionality
Rural households with access to basic broadband	% of rural households with access*	83%	92%	N/A
Landscape of legacy applications	Mobile, API-driven, cloud, accessibility	N/A	5	15
Incubator group to focus on innovation	Pilot innovation	0	1	5

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

PERFORMANCE TRENDING

Just as important as it is to look to the future, it is important we look at our past performance to ensure we are focused on the right goals and trending upwards.

FY 2015-19 WIG Summary

WIG #1 Delivering smart solutions and reliable customer service

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

Final Status for FY 2015-19: 78.2% average performance

We have maintained a performance score with our Customer Service Index that meets or exceeds our target goal. This ambitious goal is based on seven key measures for success. OIT was required to achieve target goals in all seven measures to meet the 75% or higher Customer Service Index rating.

Delivering smart solutions and reliable customer service						
Achieve and sustain 77% customer satisfaction, as measured by the Customer Service Index consistently through June 30, 2018.						
Team WIG	Target Goal - FY19	FY15	FY16	FY17	FY18	FY19*
Customer Service Index**	77%	--	--	76%	75%	86.6%
Service Desk customer satisfaction	≥97%	95%	96%	97%	97%	95.9%
Deskside Service Level Agreement (SLA)	98%	98%	99%	99%	96%	97%
Network, server and data center availability	≥99.9%	99.4%	99.9%	99.9%	99.9%	99.96%
Uptime for critical & essential applications	≥99.9%	99.9%	99.9%	99.9%	99.8%	99.68%

*Performance as of May 31, 2019

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

WIG #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.

Final Status for FY 2015-19: 570 State of Colorado's external security rating

We set an aggressive goal to monitor and improve our external security presence. We have seen improvements, however, due to various malware incidents, we have not impacted this number as much as we planned. We continue to monitor our internal security posture; on average 98.8% of the environment is equipped with the security tools necessary to reduce risk. We set this aggressive goal to encourage a granular focus on each specific agency to improve system hardening for preventing attacks. The Information Security team continues to work on ensuring that all state assets are monitored real-time through

discovery efforts, and they are committed to continuing to drive risk posture down.



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.						
Team WIG	Target Goal - FY19	FY15	FY16	FY17	FY18	FY19*
External security rating	580	--	--	--	550	570
% systems evaluated/monitored in real-time	≥97.5%	96.2%	96.4%	99.7%	98%	98.1%
Maintain less than 2.5% unmanaged systems	2.5%	3.8%	3.6%	.3%	2%	2%

*Performance as of May 31, 2019

WIG #3

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

85% of rural households have access to broadband by December 31, 2019.

Final Status for FY 2015-19: 86% of rural households have access to broadband

The state has seen an increase in rural household broadband access from 59% to 86% in the past three years. 96% of all households have access to broadband. Colorado is one of six states in the initial implementation of the national verifier program for the Lifeline Program. This is the first step towards implementing new program rules to facilitate low-income individuals to more efficiently qualify for a \$10/month subsidy for their broadband bill. The new program began in early 2018.

Through successful interagency collaboration between OIT, DORA, OEDIT, DOLA, and CDOT, our Broadband Development Program focuses on rural household availability and institutional

connectivity, with the aggressive goal of 100% universal broadband access by 2020.

- DOLA, in partnership with local governments, has completed 20 regional broadband plans through an investment of \$2.9 million with a local matching investment of \$2.2 million.
- DOLA has granted \$20 million for 17 middle mile infrastructure projects with a 50/50 local matching investment.
- The DORA Broadband Fund has granted \$25 million for 22 last mile infrastructure projects with a minimum 25% matching private investment to deliver broadband to 15,000 households and businesses when all projects are completed.
- The Broadband Office supported passage of SB18-002, which will provide approximately \$115 million dollars over five years beginning July 2019 to fund rural broadband last mile expansion without new taxes or fees.

Kids Link Colorado, a partnership with the Office of the Governor, OIT, and the EducationSuperHighway, was created in 2016 to improve broadband access in Colorado's classrooms. Through the Kids Link Colorado effort, 98% of all school districts meet the current national standard for connectivity. In an example of the success of this program, the Julesburg school district increased its broadband bandwidth 200%, bringing its students high-speed internet while decreasing the district's monthly bill by \$1,400.

Ensure All Coloradans Have Access to Reliable, Cost-Effective Broadband Internet						
Ensure all Coloradans have access to reliable, cost-effective broadband internet. 85% of rural households have access to broadband by December 31, 2018.						
Team WIG	Target Goal - FY19	FY15	FY16	FY17	FY18	FY19*
Rural households with access to basic broadband	85%	--	71%	77%	85%	86%
Statewide households with access to basic broadband	96%	--	94%	96%	96%	96%
Schools with access to 1 Gbps service	100%	--	--	4%	94%	98%

*Performance as of May 31, 2019

WIG #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.

Final Status for FY 2015-19: 100% of critical projects submitted through OIT are reviewed as a potential use case for emerging technology to enhance the citizen digital experience.

We accomplished our goal. This goal was important as the use of emerging technologies in state government is rooted towards improving the citizen or user experience and has two layers of technology implementation. First is improving internal operations through the use of technology. This includes replacing legacy systems with cloud platforms and using machine learning around the wealth of data stored in government systems to improve operations. Our next steps will be to

collaborate with our agency partners to develop use cases of projects using emerging technologies to enhance the citizen experience.

- Hired the state's first ever Blockchain Solution Architect
- Created a myColorado mobile application for a seamless user experience interaction with state agencies.
- Ensured all applications were developed with mobile accessibility as a requirement.
- Placed a focus on improving technology accessibility for the blind and visually impaired (BVI) community.
- Explored the use of artificial intelligence and machine learning for responding to inquiries via chatbot technology.
- Provided a Smart Directory of the state's online footprint. This structured index of all known and official online services, websites, and social accounts across state agencies incorporated Google's Custom Search engine to provide mobile-friendly search returns
- Communicated user experience standards and practices for sites/apps by standardizing language and familiarity (e.g., training and resources) with user experience design principles.

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.						
Team WIG	Target Goal - FY19	FY15	FY16	FY17	FY18	FY19*
Critical projects reviewed for emerging technology	95%	--	--	--	--	100%
Online services, official and affiliated websites, and social accounts indexed (Smart Directory)	95%	--	--	--	100%	100%
# of IT jobs in Colorado across all industries	114,924	105,346	111,924	122,949	112,949	128,074

*Performance as of May 31, 2019

WIG #5

Advancing a culture of employee support and collaboration to drive customer service improvement to deliver superior performance.

Final Status for FY 2015-19: 88.5% Increase

We had an incredible 88.5% increase in our adoption of OIT+, our collaboration site to share information and ideas across functional teams to improve how we deliver services to our customers. We are excited about this amazing increase and celebrate additional accomplishments. Our Rewards & Recognition program continues to grow, and includes monthly and quarterly recognition of OIT employees who exhibit our core values. In 2018, we introduced traveling leadership coins to recognize exceptional leadership qualities of our employees, regardless of their position. As of May 2019, there are 361 coins in circulation, with some coins paid forward as much as six times. For the second consecutive year, more than \$256,000 has been dedicated to training focused on improving employee skill sets, ensuring OIT can meet the current and future needs of our customers.

To foster a loyal, collaborative, and customer-centric culture, increase employee participation in the OIT+ digital community by 25% (from 253 to 316) by June 30, 2019. Engagement communities drive employee retention, involvement, and knowledge sharing across OIT resulting in better customer satisfaction.

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% (from 253 to 316) by June 30, 2019. Engagement communities drive employee retention, involvement, and knowledge sharing across OIT resulting in better customer satisfaction.						
Team WIG	Target Goal - FY19	FY15	FY16	FY17	FY18	FY19*
OIT+ digital community	25%	--	--	--	97.7%	84.6%
Employee engagement	71%	62%	67%	63%	72%	--
Employee retention (60 day)	90%	--	87%	84%	100%	100%
Training budget spent	\$256k	--	--	\$256k	\$256k	\$266k

*Performance as of May 31, 2019

OIT's Executive Leadership Team



Brenda Berlin
Chief Financial Officer
& Deputy CIO

brenda.berlin@state.co.us

- Asset Management
- Budget Office
- Business Operations
- Continuous Improvement
- Contracts & Compliance
- Controller
- Financial Planning & Operations
- Legislative Affairs & Policy
- Organizational Strategy
- Procurement
- Vendor Services



William Schoeppner
Deputy Chief Strategy Officer

william.schoeppner@state.co.us



Anthony Neal-Graves
Executive Director

Colorado Broadband Office
anthony.neal-graves@state.co.us

- Community Education & Outreach
- Critical Communications Program
- Federal Funding Enablement
- Public Safety Technology Program
- Strategy, Policy, and Advocacy



Bob Nogueira
Chief People Officer

- Benefits and Compensation
- Employee Relations
- Learning and Development
- Performance Management
- Rewards and Recognition
- Talent Acquisition



Theresa Szczurek, Ph.D.
Chief Information Officer &
Executive Director

theresa.szczurek@state.co.us



William Chumley
Chief Customer Officer

william.chumley@state.co.us

- Agency IT Directors
- Business Relationships
- IT Agency Roadmaps & Service Level Commitments
- IT EcoSystem & Customer Service Portal
- Major Incident/Change Management
- Project Management & Business Portfolio Alignment
- Service Desk Customer Experience



Deborah Blyth
Chief Information Security Officer

deborah.blyth@state.co.us

- Office of Information Security
- Security Risk & Compliance
- Security Governance
- Security Architecture Planning & Review



David McCurdy
Chief Technology Officer

david.mccurdy@state.co.us

- Agency (Business) & Enterprise Applications Services, Development & Support
- Colorado Benefits Management System (CBMS)
- Chief Data Office
- Data Center Services
- Database Services
- Deskside Support & Services
- Digital Transformation
- Enterprise Architecture
- Geographic Information Systems (GIS)
- Google Apps for Government
- Mainframe, System & Server Administration
- Network & Voice Services
- Public Safety Communications Network (includes the Digital Trunked Radio System [DTRS])
- Security Operations & Access Control
- Services Engagement



Dan Santangelo
Chief Operating Officer & Deputy CTO

daniel.santangelo@state.co.us



Brandi Simmons
Chief Communications Officer & PIO

brandi.simmons@state.co.us

- Customer Communications
- Digital Media
- Health IT Communications
- Internal Communications
- IT Economic Development / Industry Relationships
- Marketing & Branding
- Media Relations



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Colorado Governor's Office of
Information Technology