

FY2025-26

Performance Plan



COLORADO

**Governor's Office of
Information Technology**

Serving People. Serving Colorado.

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Message from the State CIO & Executive Director

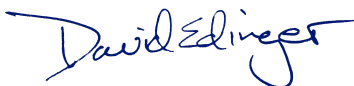
As we embark on a new fiscal year together, I am proud of our past accomplishments and energized by the impactful work that lies ahead, as outlined in this Governor’s Office of Information Technology (OIT) FY26 Performance Plan.

In January 2025, we introduced a purpose statement to answer an important question: Why do we exist? OIT’s purpose—to *ensure an accessible, trustworthy and resilient technology experience for Colorado*—is the pinnacle of our strategic plan, to which all efforts align. Another key change is that one of last year’s WIGs, Building State Digital Service Capacity, became part of Governor Polis’ two-year operational agenda, so we removed it from this year’s OIT Performance Plan to avoid tracking it in separate places.

At OIT, our diverse and talented team serves more than 30,000 state employees across 18 agencies, nearly 6 million Coloradans and even visitors to the Centennial State. Through close collaboration and partnership with agencies, we implement technology solutions and deliver the services that state employees and Coloradans rely on each day. While much of our work is behind the scenes, we take pride in protecting the data entrusted to us and ensuring state systems are secure, operational and accessible to all.

The fiscal year 2025-26 strategies and activities will guide the journey to achieve our goals. We will continue improving technology resilience and reliability, strengthening agency partnerships, boosting customer satisfaction, bringing broadband to the unserved and underserved areas of our state, and improving the accessibility of digital government services for Coloradans.

Sincerely,

A handwritten signature in blue ink that reads "David Edinger". The signature is fluid and cursive, with the first name "David" being larger and more prominent than the last name "Edinger".

David Edinger

Chief Information Officer & Executive Director

Who We Are

Our History

The Office of Innovation and Technology was created in 1999 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”) transformed how IT services would be delivered to Colorado’s executive branch agencies. In July 2008, IT functions, systems, and assets were consolidated into a single entity: the Governor’s Office of Information Technology (OIT). Akin to a merger of multiple diverse companies, the consolidation brought significant challenges and 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 delivering technology solutions and services more effectively.

As technology and customer needs changed over the years, it was evident that OIT’s statutory authority needed refreshing. HB21-1236 removed the operational provisions dictating how our work should be done to ensure that we are not limited to old ways of doing business. It more clearly articulated OIT’s role as the shared technology provider for the state and provided clarity about agencies’ roles as technology business owners.

OIT by the Numbers

- More than 1,000 employees, the majority of whom work remotely from anywhere in Colorado
- Serve more than 30,000 state employees in 1,300 locations across Colorado
- Support more than 1,300 applications
- Manage approximately 250 large projects and 2,500 small projects, including Operations & Maintenance (O&M), at any given time

- Resolve 87,500 Service Desk tickets annually
- Provide self-help support for 31,600 password resets annually
- Support 69,000 self-service requests and 5,500 chatbot resolutions annually

OIT Budget and FTE

This information is based on the funding and FTE appropriated in the Long Bill. It excludes any additional FTE funded by Interagency Agreements or other sources.

Appropriated in Long Bill	FY 2023-24	FY 2024-25	FY 2025-26
Central Administration FTE	131.0	127.5	141.0
Enterprise Solutions FTE	558.7	565.2	483.2
Information Security FTE	66.0	77.0	77.0
Customer Service and Support FTE	307.0	307.0	365.0
Total FTE	1,122.2	1,076.7	1,066.2
Total Budget	\$373,642,693	\$357,665,279	\$388,307,806

Our Culture

Our culture is what makes us unique and an employer of choice within the State of Colorado.

In January 2025, we introduced a Purpose statement, replacing our mission and vision statements, to more clearly articulate who we are and provide a guiding light for where we are going. Our Values, Wildly Important Goals (WIGs) and Strategic Objectives all work hand-in-hand to support our Purpose.

Purpose - why we exist and our desired future state

“To ensure an accessible, trustworthy and resilient technology experience for Colorado.”

Values - how we work together

Integrity, Teamwork, Innovation, Service

Values are core beliefs that guide our actions, behaviors and decision-making in support of our Purpose. We celebrate our values to reinforce the people who make OIT run.

Core Values

COLORADO
Governor's Office of Information Technology
Serving People. Serving Colorado.

INTEGRITY We inspire trust by communicating with openness, honesty and authenticity.

TEAMWORK We achieve more together by collaborating in a flexible and inclusive way.

INNOVATION We challenge the status quo to identify new and better ways of doing things.

SERVICE We build collaborative and consultative partnerships to deliver optimal results.

WIGs & Activities

Wildly Important Goals (WIGs) are measurable targets set to accomplish our Strategic Objectives, achieved through specific Activities. Further information is detailed in the FY 2026 through FY 2027 Wildly Important Goals (WIGs) section of this document.

Strategic Objectives

Our strategic objectives are three distinct outcomes we aim to achieve in support of our purpose. They inform strategic planning efforts and daily operations.

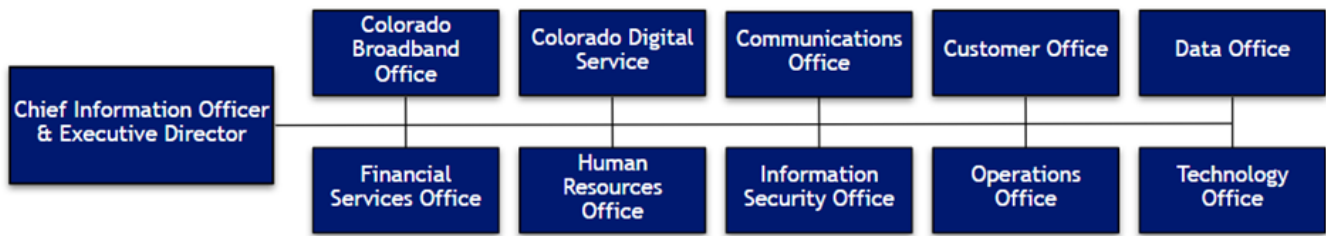
- **Set technology standards and policies and ensure adherence**

- Set up processes required to consistently review, update and maintain our policies and standards.
- **Advance efficient and effective operations and the capabilities of our partners**
 - Drive strategic planning with partners; consult, support and collaborate with partners.
- **Deliver solutions and services efficiently and effectively**
 - Define and roll out clear operating models and frameworks for execution.

Organizational Structure and Teams

At OIT, we support customers who are dispersed in multiple locations throughout Colorado. Most OIT teams work remotely from anywhere in Colorado and work normal business hours, after-hours, weekends, and holidays to support our customers. Our organization is made up of the following offices (with the most recent headcount as of June 2025 in parentheses):

- Colorado Broadband Office (14)
- Colorado Digital Service (19)
- Communications Office (17)
- Customer Office (108)
- Data Office (30)
- Financial Services Office (61)
- Human Resources Office (22)
- Information Security Office (36)
- Operations Office (145)
 - Enterprise Project Management Office (94)
 - Service Management Office (28)
 - Strategy, Performance & Administration Office (23)
- Technology Office (695)



Colorado Broadband Office

The Colorado Broadband Office leads a statewide effort to expand broadband coverage and quality for all Coloradans. Access to affordable and reliable broadband service is critical to advancing Colorado’s economic growth and competitiveness. High-speed broadband can create new jobs and attract new industries, expand markets for new and existing businesses, enable better access to educational opportunities and resources, facilitate the delivery of healthcare services, and support public safety. Broader deployment of broadband infrastructure and services will improve the quality of life for Coloradans and support the state’s global economic competitiveness.

Colorado Digital Service

Formed in 2019, Colorado Digital Service (CDS) is a diverse, cross-functional team of senior technologists within OIT. Using a community-centered and outcomes-based approach, the CDS partners with agencies to design, build, and buy sustainable technologies that help Coloradans thrive. In addition to partnering with agencies, CDS operates the myColorado mobile app. As of December 2024, CDS, in partnership with the Governor’s Operations team, is responsible for delivery associated with Pillars 1 and 2 of the Governor’s 2025-2027 Operational Agenda.

Communications Office

The Communications Office is a creative and collaborative group that provides a full range of internal and external marketing communications (marcom) strategies to tell OIT’s story and support our people, programs, projects, products and services. Uniquely experienced in customer and employee communication, marcom, branding, creative services, and media

relations, this dynamic team plans and executes marcom initiatives to educate and engage a diverse stakeholder group to elevate transparency, trust and satisfaction.

Customer Office

The Customer Office is where OIT technology services and agencies' business needs meet. We are the front door, with IT Directors delivering business relationship management as our customers' strategic partners. As the primary (and often sole) point of contact for over 30,000 state employees, the Service Desk is regarded as the "face" of OIT. We also collaborate closely with the Service Management Office (SMO) throughout the entire service life cycle, from working to develop a detailed Service Catalog to real-time billing.

Data Office

The Data Office is dedicated to harnessing the power of data to improve the lives of Coloradans. We promote data-driven decision-making across state agencies by providing strategic leadership, advanced analytics and data management services. We work to ensure that data is accessible, secure and used ethically to drive innovation and efficiency in public services. We support and drive statewide data strategy, including the responsible use of generative artificial intelligence (GenAI) and legislative directives.

Financial Services Office

The Financial Services Office (FSO) provides strategic support and timely financial services to agency partners. It manages budgeting, accounting, financial planning and analysis, and procurement to ensure fiscal transparency and operational alignment. As a strategic partner, the FSO delivers insights for informed decision-making and oversees IT purchasing and vendor performance for Colorado's executive branch. Through collaboration and stewardship, the FSO supports agency goals and strengthens the financial foundation of statewide technology services.

Human Resources Office

Together with coworkers at all levels, the Human Resources Office (HR) works to foster a culture that inspires employees and prioritizes performance, development and learning for all. Working across OIT's statewide workforce, we facilitate Equity, Diversity & Inclusion (EDI) efforts to ensure all employees have a voice and are heard. We partner with leaders on organizational design and programs to meet business needs while creating the best employee experience that attracts, develops, and retains people who advance our purpose and values.

Information Security Office

Created by statute, the Information Security Office (ISO) protects and defends the State of Colorado from cybersecurity threats. To ensure a secure Colorado, this team is responsible for quickly identifying and responding to cyber threats to reduce the risk and impact on state systems and data. Additionally, the team develops statewide information security policies, directs security audits and assessments in state agencies, and provides information awareness and training programs to help state employees understand their role in securing state assets.

Operations Office

Created in 2024, the Operations Office includes the Enterprise Project Management Office, Service Management Office and the Strategy, Performance & Administration Office.

Enterprise Project Management Office (EPMO)

The Enterprise Project Management Office operates strategically in collaboration with the Executive Staff to provide organization-wide guidance, governance, standardized processes, portfolio, program and project management best practices, tools and techniques.

Service Management Office (SMO)

The Service Management Office designs, packages and manages the life cycle of OIT's services. We develop and manage the processes of how we deliver services, with a focus on

making it easy to do business with OIT, and are responsible for forecasting demand and ensuring the services we offer are financially sustainable.

Strategy, Performance & Administration Office

The Strategy, Performance & Administration Office builds capacity across OIT to ensure our performance is monitored and improved to exceed customer and employee expectations. We engage in strong collaboration with the Executive Staff, OIT teams and employees, our partners and stakeholders, to coordinate agency-wide strategic planning, process improvement and performance management. Additionally, we lead all legislative and policy efforts; coordinate continuity planning; provide office management and administrative support to OIT Executive Staff; and run the Technology Accessibility Program (TAP).

Technology Office

The Technology Office focuses on the delivery and support of technology services, both enterprise and agency-specific, which directly touch every service the state provides. It also ensures a resilient and predictable infrastructure, which includes our data centers, cloud services and operations, state network, database services, and more. Nearly 120 deskside support services personnel support our agency customers by provisioning devices and troubleshooting and resolving problems. We help design, build and support the applications our agency customers rely on to serve the public or their employees. The enterprise architecture team is tasked with defining statewide technology standards. Our platform services team supports OIT's enterprise offerings such as Google Workspace, Salesforce and OnBase. This team is also responsible for provisioning and managing identity accounts and groups throughout the agencies to ensure that only authorized users have access to state systems.

Who We Serve

OIT is the enterprise provider of information technology and communications services for nearly all executive branch agencies. As a result, OIT indirectly serves all Coloradans

through our support of executive branch agencies. OIT also directly serves Coloradans through services such as the Broadband Office and myColorado.






Agency Customers

- CDA - Colorado Department of Agriculture
- CDEC - Colorado Department of Early Childhood
- CDHS - Colorado Department of Human Services, which includes the Behavioral Health Administration (BHA)
- CDLE - Colorado Department of Labor and Employment
- CDOT - Colorado Department of Transportation
- CDPHE - Colorado Department of Public Health & Environment
- CDPS - Colorado Department of Public Safety
- DMVA - Department of Military and 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
- Non-consolidated agencies that use OIT services

Statewide Security Customers

In addition to the breadth of security services provided to our agency customers, the Information Security Office, through the Chief Information Security Officer's statutory authority (C.R.S. 24-37.5-401, et seq.), publishes policies and standards that apply to all Colorado agencies in the executive and judicial branches (the Institutions of Higher

Education and the Colorado General Assembly are excluded by statute). These policies and standards also apply to third-party IT service providers and all local governments that have contracted with the state to access state data.

 Chief Information Security Officer (CISO) Authority	 Public Agencies (Executive & Judicial Branches)	 Third-Party IT Vendors	 Local Governments ¹	 Institutions of Higher Education
Implement information security policies, standards & guidelines; promulgate rules	✓	✓	✓	
Direct information security audits & assessments	✓	✓	✓	
Establish & direct a risk management process	✓	✓		
Conduct information security awareness & training programs	✓	✓		
Respond to information security incidents	✓	✓		
Approve, comment and review information security plans	✓			✓
Ensure incorporation & compliance of security policies, standards & guidelines in agency security plans	✓			
Review budget requests related to information security systems	✓			

¹Refers to local governments that have contracted with the state to access state data.

Broadband Customers

The Colorado Broadband Office (CBO) serves a wide variety of customers, including individuals, K-12 distance learners, libraries, state parks, healthcare facilities, prisons, tribes and rural communities. CBO helps to assess needs and gaps and provides resources and coordination to meet those needs.

County Customers

OIT provides various services to county employees in all 64 of Colorado’s counties, including identity provisioning for state systems, technical support for the Colorado Benefits Management System (CBMS) and Colorado PEAK®, Child Care Automated Tracking System (CHATS), the Trails child welfare system, and assistance with computer refreshes.

myColorado Customers

myColorado serves over 1.7 million residents of Colorado as their state-specific digital wallet and mobile app access to state services. The app provides secure access to digital driver licenses or IDs, vehicle registrations and titles, Colorado Parks & Wildlife licenses, and more. It also connects customers with key state services—such as the ability to quickly renew a driver license—directly within the app.

Continuous Improvement

The IT Transformation (ITT) Program, which started in August 2020, has been a large part of improvements at OIT. The statewide IT Transformation (ITT) Program has aligned and standardized OIT's service offerings and processes, fostered greater customer collaboration and empowered agencies to drive their business strategies through high-impact technology. Reimagining IT in Colorado resulted in three distinct outcomes for state IT operations and service delivery: increased efficiency, transparency and customer satisfaction. The [final ITT annual report](#) highlights the work over the last four years, where OIT joined with more than 450 agency and county partners to complete 41 projects.

Additionally, in FY25, several other process improvement projects were completed:

- Updated ServiceHub, OIT's **IT Service Management tool suite**, which includes the ServiceHub Customer Portal, Knowledge Management module, Configuration Management Database (CMDB), Demand and Resource Management, and IT Asset Management.
- The **Google license management** improvement project combined and streamlined multiple data sources related to Google licenses. This provided more transparency to agencies, lowered costs and improved security as unused licenses were more easily detected and removed.
- The **Major Incident Management** project led to process improvements that are using best practices with clearly defined roles and responsibilities for all involved. There are now updated templates, contact lists, communication processes, and user guides.

Training was created and provided to all roles, and now, there is alignment with OIT's Continuity Plan.

- The **Strategic Resourcing** project led to improved coordination across teams involved with hiring and resource management (Human Resources, Finance, Service Management Office, Executive Staff, and hiring managers). A clear and streamlined process was created that has helped ensure resource decisions are made with all of the correct information and people involved.
- The **International Remote Work and Access Process** improvement project helped clarify roles and improved the procedure for OIT's Human Resources and Information Security teams.
- The **Security Configuration Exception Request** improvement project created a formal process to track security configuration exceptions and track the remediation progress using ServiceHub's Policy Exception module.
- The **Accessibility Prioritization, Testing & Remediation** project mapped the end-to-end process for prioritizing the testing and remediation of websites and applications for accessibility.
- The **OEDIT Enterprise Zone Tax Credit Process Mapping** project helped understand and document their process and identify future opportunities for improvement.

OIT's work to modernize government systems, uplevel service delivery and make it easier for Coloradans to access state services will never be finished. Innovation is one of our core values and part of our DNA. We will continue to focus efforts on encouraging a culture of operational excellence and creating efficiencies through bold ideas to meet our WIGs and, ultimately, the Governor's goals, in addition to improving processes used across the agency.

FY 2026 through FY 2027 Wildly Important Goals (WIGs)

Governor Polis has outlined a vision to build increased agency IT accountability and ownership, collaborative IT governance and oversight, and a more nimble and process-oriented IT organization. This work will span through fiscal year 2027, and our WIGs, which span FY26 through FY27, will help further that vision.



WILDLY IMPORTANT GOALS

WIG 1



Improve
Technology
Resilience
& Reliability

WIG 2



Strengthen
Agency
Partnership
& Satisfaction

WIG 3



Expand
Broadband
Internet
Access

WIG 4



Improve
Technology
Accessibility

WIG	Measure	Baseline (end of FY25)	FY26 Goal	FY27 Goal
Improve Technology Resilience and Reliability	Technology life cycle maturity score	3.8 (out of 7)	4.5 (out of 7)	5 (out of 7)
Strengthen Agency Partnership and Satisfaction	% of agency directors satisfied with OIT services	36%	54%	67%
Expand Broadband Internet Access	% of Coloradans with broadband internet access	95.4%	96.8%	99%
Improve Technology Accessibility	% of IT Accessibility Adoption Plans implemented across agencies	94.2%	100%	N/A

WIG #1: Improve Technology Resilience and Reliability

WIG #1: Improve the state’s technology life cycle maturity (based on the National Institute of Standards and Technology NCSR* Framework) from an average score of 3.8 to 4.5 (out of 7) by June 30, 2026.

Why it matters

As the State’s central technology provider, OIT provides transparent, well-configured, secure and effective products and services that meet the needs of our agency partners and the people of Colorado (collectively, our “customers.”) To do this, it is vital to address our aging tech infrastructure and vulnerable systems that threaten security and reduce the reliability of our technology systems. OIT measures the State’s technology life cycle maturity using the [National Cybersecurity Review \(NCSR\)](#), a NIST framework that provides a holistic assessment of five key areas: Identify, Protect, Detect, Respond and Recover. Our current average score is 3.6 out of 7 (indicating work in the key areas is only “informally done,” but an improvement from our score of 2.8 the previous year). Focused efforts related to this WIG will improve the maturity score and ensure we are increasing the resilience and reliability of our technology to reduce technical debt, address aging tech infrastructure, and secure vulnerable systems to better serve agency partners and the people of Colorado.

*The National Cybersecurity Review Framework is a seven-point scale used to assess the overall technological maturity of a government entity. The lowest score is a “1”, which indicates a maturity level of “Not Performed.” Meanwhile, “7” is the highest score at a maturity level of “Optimized.” Our baseline and target score represents a weighted average across the State. The strategies being deployed in this WIG will enable the scores to be 4.5 or above by the end of FY26, with a steady increase anticipated based on the planned activities.

Strategies and activities to achieve WIG #1

Strategy 1.1: Implement Technology Lifecycle Management

Activities:

- Implement the life cycle management framework of technology assets by June 30, 2027.
- In partnerships with the agencies, create a comprehensive IT asset inventory (including hardware and software assets, application portfolio management, and business applications) by June 30, 2027.

Lead measures for WIG 1

- **Updating out-of-date servers:** Decrease the number of out-of-date servers from 367 to 0 by June 30, 2026.
- **Asset refresh plan:** Increase the percentage of OIT-controlled known assets that have a refresh plan in place from 23% to 100% by June 30, 2027.
- **Reduce active audit findings:** Decrease the number of audit findings that are unresolved and over a year old (as of June 30, 2025) from 83 to 0 by June 30, 2026.

Milestone for WIG 1

- **Life cycle management framework implemented:** Implement the life cycle management framework of technology assets by June 30, 2027.

WIG #2: Strengthen Agency Partnership and Satisfaction

WIG #2: Improve service delivery and strengthen partnerships to increase agency directors' overall satisfaction with OIT services from 36% to 54% by June 30, 2026.

Why it matters

State governments depend on technology to deliver high-quality services to their constituents, and OIT is at the heart of those technologies. State agencies are held accountable by state leaders, voters and legislators to deliver services to their customers. Therefore, it is imperative that OIT has strong partnerships with agencies to provide effective, efficient and high-quality services that support them. The current customer satisfaction survey shows the lowest scores are from agency directors and IT decision-makers, those who are best positioned to evaluate OIT as a strategic partner.

Historically, the customer satisfaction score has shown a correlation between focusing on delivery and improving customer satisfaction. The plan's strategies and activities aim to strengthen partnerships and deliver services that specifically target the areas frequently

interacted with by the directors (projects, strategic initiatives, technology that directly impacts agency missions, etc.). This goal is truly “wildly important” because it either pushes OIT to achieve its potential in its current organizational form or catalyzes a reevaluation of the way in which OIT delivers enterprise IT to our agency partners.

Strategies and activities to achieve WIG #2

Strategy 2.1: Understand agency business and engage differently.

Activities:

- Continue Quarterly Business Reviews (QBRs) with agencies to set mutually agreed upon priorities and establish escalation and remediation pathways by June 30, 2026.
- Create the funding model to determine potential solutions in Concept to Completion (C2C) without directly charging the agencies for that work by June 30, 2026.
- As part of continually improving the Concept to Completion (C2C) process, complete a repository of agency technology and business operations landscape to inform better solutioning in alignment with agency business priorities and performance by June 30, 2026. [This includes clearly documenting the technology landscape and relevant user journeys, and analyzing the solution space to recommend enterprise platforms and innovative technologies that enhance service delivery and user experience].

Strategy 2.2: Improve service delivery.

Activities:

- Create a service list distinguishing between foundational and elective services (stack rank services to start working on strategy) by June 30, 2026.
- Develop a strategy for service (based on the stack ranking above) by June 30, 2026.
- Clarify and leverage partnerships with the Colorado Statewide Internet Portal Authority (SIPA) and vendors to ensure security and contract standards are met while enabling innovation by June 30, 2026.
- Review how we hold vendors accountable by June 30, 2026.
- Identify clear roles and responsibilities for who is responsible for service strategy and who is accountable for service delivery by June 30, 2026.

- Establish a framework for determining whether we will add, expand, sustain, outsource or retire a service by June 30, 2026.
- Streamline our business processes, implement module integration in ServiceHub that leads to positive customer experience, ease in data workflow, and improvement in operational efficiency and service delivery by June 30, 2026.

Strategy 2.3: Improve OIT operations.

Activities:

- Review the ticket-solving and incident management processes by June 30, 2026.
- Review our financial and strategic planning processes, including how we plan with agencies and make required changes to align them to purpose (and to be aligned with each other) by June 30, 2026.
- Review how we quote, bill and fund for projects and services, and make necessary changes to streamline in alignment with purpose to: a) put strategy and service ahead of billing (move away from the current tactical vendor type relationship with agencies), and b) create the ability to pay for foundational work like infrastructure and for agencies to be able to pay for that use by June 30, 2026.
- Connect the Concept to Completion (C2C) process with agile procurement and standards by June 30, 2027.
- Provide an accurate method to estimate, budget and allocate OIT service consumption to improve pricing and service offering decisions by Jan. 31, 2026.
- Provide multi-year funding to support continuous service improvement while also creating a contingency fund to assist with responding to Service Level Agreement (SLA) violations by Jan. 31, 2027.

Strategy 2.4: Increase accountability.

Activities:

- Set accountability and performance management expectations at every level so that each leader is accountable for all leaders who report to them by June 30, 2026.

- Determine how we will enable our performance enablement program and platform to meet the performance-based culture goals by June 30, 2026.

Strategy 2.5: Define a statewide data strategy.

Activities:

- Define and articulate a statewide data strategy and architecture to OIT and agencies by June 30, 2026.

Strategy 2.6: Improve workforce planning and role clarity.

Activities:

- Get clear on what everyone is responsible for, has authority over, and who to work with to get alignment of levels of roles, titles, and work scope by June 30, 2027.
- Create a new strategic workforce plan to assess current skills and predict future skills to address OIT's demand-focused business model and practices by June 30, 2027.

Lead measures for WIG 2

- **Customer incident ticket status:** Increase the percentage of incident tickets that have been updated within the last five business days from 72% to 80% by June 30, 2026.
- **Increase planned change success rate:** Increase the success rate of planned (scheduled and approved by the Change Advisory Board) system hardware and software changes from 95.7% to 97% by June 30, 2026.

Milestone for WIG 2

- **Develop operating model measure:** Determine how to measure step completion time in C2C by October 1, 2025.
- **Improve OIT's Operating Model:** Create the process to determine the funding model to support solutioning by June 30, 2026.

WIG #3: Expand Broadband Internet Access

WIG #3: Increase the percentage of Colorado households with access to reliable broadband internet (minimum 100/20 Mbps) from 95.4% to 96.8% by June 30, 2026.

Why it matters

Fast, reliable and affordable broadband service is essential for participation in today's economy. Equitable online access enables more opportunities for work, education and connection to jobs and people; breaking down barriers for many low-income and marginalized people in rural communities is required if we are to achieve a Colorado for all. The Colorado Broadband Office (CBO) created a statewide plan detailing broadband needs for the state. Colorado has received more than \$1 billion from state and federal funding sources, including the American Rescue Plan Act (ARPA) and the Infrastructure Investment and Jobs Act (IIJA). We are leveraging this critical investment to ensure all Coloradans have access to robust and scalable broadband infrastructure.

Strategies and activities to achieve WIG #3

Strategy 3.1: Prioritize broadband deployment and target funding in areas where a negative business case for investment for the unserved and underserved exists. Consider greenfield deployment to reduce the costs of investment and increase competition.

Activities:

- Complete revision of the Broadband Equity Access and Deployment (BEAD) 2.0 program by June 30, 2026 (subject to NTIA approval).
- Open Advance State and Local Broadband grant application by April 2026.

Strategy 3.2: Grow workforce development programs to prepare and support the industry in addressing labor shortages that are barriers to deployment.

Activities:

- Form two new partnerships to focus on training Coloradans in telecommunication construction trades by Dec. 31, 2026.

Strategy 3.3: Link the operations of infrastructure and public, private and community broadband networks to encourage collaboration and ensure resiliency.

Activities:

- Complete the middle-mile statewide strategy and publish it on CBO's website by Dec. 31, 2026.
- Explore middle mile inventory assessment and feasibility, and create a plan to address gaps and where to leverage infrastructure and technology by December 31, 2026.

Strategy 3.4: Leverage open access deployment and ensure that connectivity to network infrastructure is available during emergencies.

Activities:

- Create a middle mile funding strategy using the Advance State and Local Funding by Dec. 31, 2026.

Lead measures for WIG 3

- **Rural households served:** Increase broadband access (minimum 100/20 Mbps) for rural households from 77.7% to 78.5% served by June 30, 2026.
- **Broadband Equity Access and Deployment (BEAD) investment:** Obligate up to \$800 M (subject to National Telecommunications and Information Administration (NTIA) approval) into last mile infrastructure through Broadband Equity Access and Deployment (BEAD) funding by June 30, 2026.

WIG #4: Improve Technology Accessibility

WIG #4: Increase the average percent completion of IT Accessibility Adoption Plans implemented across the consolidated agencies from 94.2% to 100% by June 30, 2026.

Why it matters

As 20% of Colorado’s population lives with a disability, access to government services is a significant problem and one that has, unfortunately, existed for many years. HB21-1110 was passed in 2021 and codified in C.R.S. 24-85-103. One of the Bill’s requirements was for all state agencies to create IT Accessibility Adoption Plans by June 30, 2022. The collective work of the IT Accessibility Adoption Plans revealed critical information about the large amount of work needed to bring state websites, applications, and IT systems into compliance. Historically, the state has not invested the resources needed for robust and mature processes that would have adequately tested and ensured accessibility was built in

at the start. We have identified the deficit as it relates to the accessibility of our digital products and are addressing these issues and improving our processes and governance to prevent creating additional inaccessible services and tech debt moving forward.

OIT's Technology Accessibility Program (TAP) supports state agencies in implementing their IT Accessibility Adoption Plan and provides guidance in core areas such as governance, procurement, skills and training, communications and support, accommodations, and evaluation. Additionally, the state has invested funding to support OIT and agencies in implementing their plans, which address identified issues and gaps.

Strategies and activities to achieve WIG #4

Strategy 4.1: Support agencies to achieve 100% completion of Agency Accessibility Plans.

Activities:

- OIT will complete process improvement efforts related to the software development and project life cycles to ensure accessibility is built into OIT's systems by Dec. 31, 2025.
- OIT will complete process improvement efforts related to the public-facing OIT accommodations by Dec. 31, 2025.
- OIT will complete all funded accessibility testing and remediation of applications by June 30, 2026.
- OIT will collect accessibility documentation and/or create undue burden documentation for 100% of identified systems/applications by June 30, 2026.

Strategy 4.2: Improve Technology Accessibility Program (TAP) operations and customer support.

Activities:

- Establish a TAP Accessibility Consulting service and subservices in ServiceHub by Dec. 31, 2025.
- Build a formal accessibility champions program that will provide professional tools, skills and certification to agency accessibility professionals by June 30, 2026.

Lead measures for WIG 4

- **Average accessibility score:** Maintain an average score for all OIT websites (using Siteimprove) above 90 (the government benchmark is 86.4) by June 30, 2026.
- **Accessibility information in ServiceHub:** Increase the percentage of OIT-managed applications that require accessibility documentation in the Business Applications ServiceHub module from 74% to 100% by June 30, 2026.
- **OIT Accessibility Adoption Plan completion:** Increase the percentage of OIT's IT Accessibility Adoption Plan implemented to operationalize accessibility from completion from 94.3% to 100% by June 30, 2026.

Milestone for WIG 4

- **Accessibility consulting services in ServiceHub:** Establish the Technology Accessibility Program (TAP) Accessibility Consulting service and subservices in ServiceHub by Dec. 31, 2025.

Supporting the Governor's Operational Agenda

OIT also supports the [Governor's Operational Agenda](#), which has five key pillars: 1) Digital Government, 2) Contact Center Experience, 3) Greening Government, 4) Workforce of the Future, and 5) Reduce Physical Footprint. Specifically, OIT is helping lead the work related to:

- [Digital Government](#) to simplify interactions for Coloradans
- Transforming the [Contact Center Experience](#)

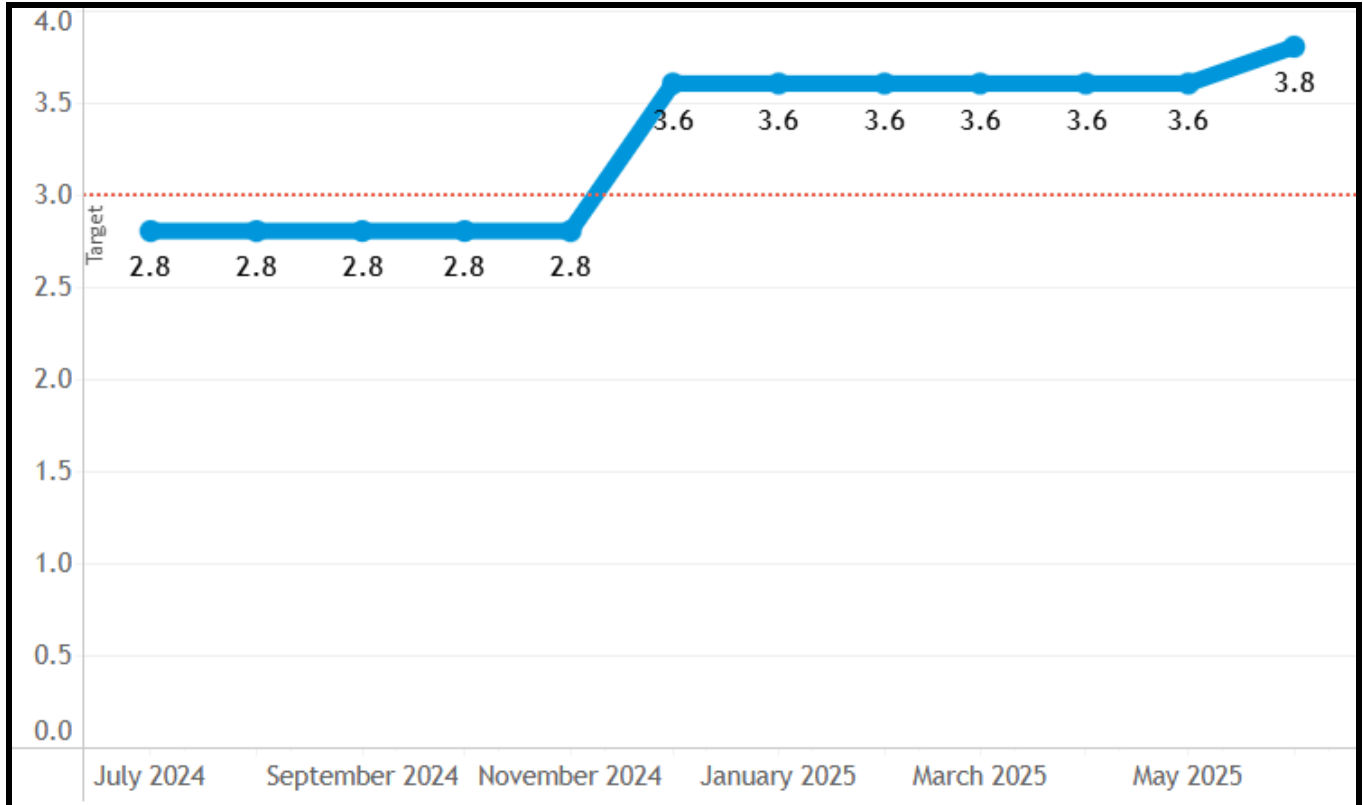
FY 2024-25 Performance Summary

View more via [Governor Polis' Dashboard](#) and the [OIT Strategic Plan Dashboard](#).

FY25 WIG #1 - Improve Technology Resilience and Reliability

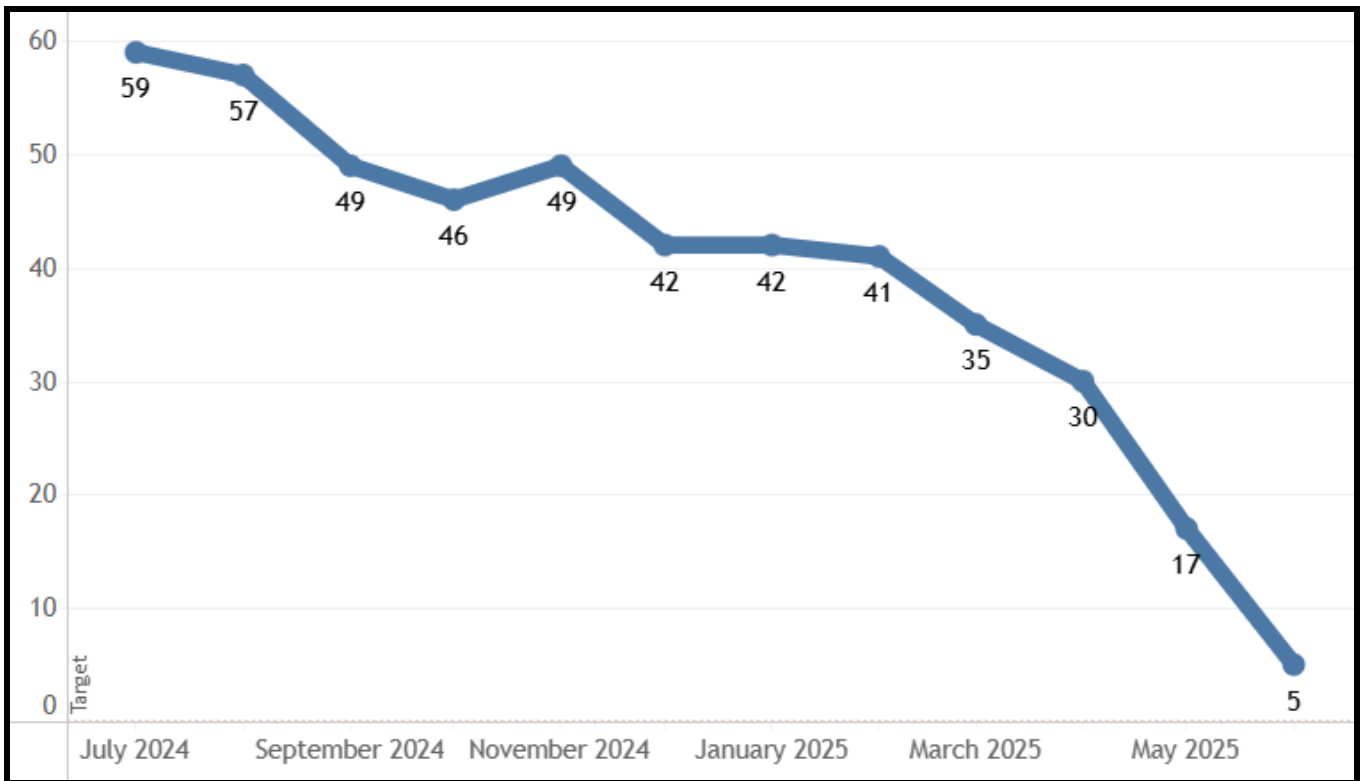
Measured by improving the state's technology life cycle maturity from an average score of 2.8 to 3 (out of 7) by June 30, 2025.

- Goal Achieved

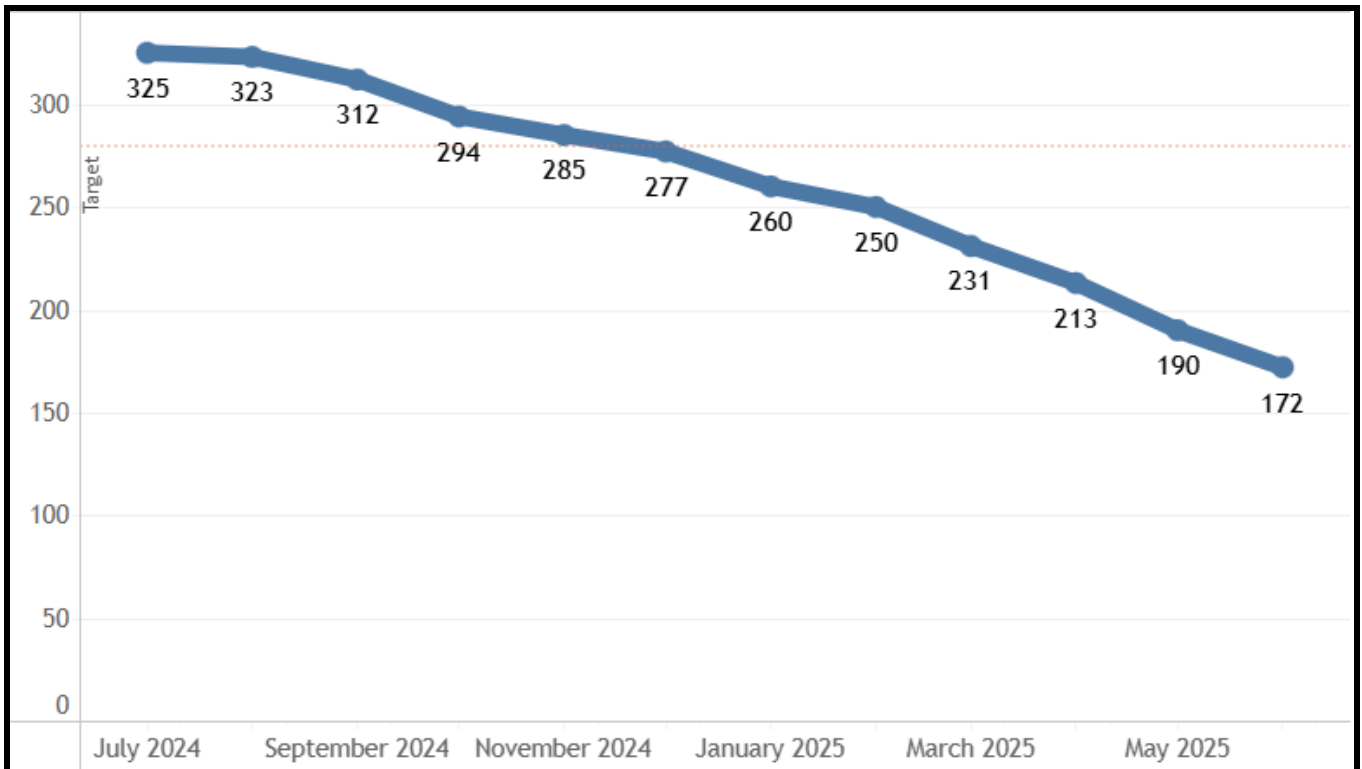


Lead measures for FY25 WIG 1

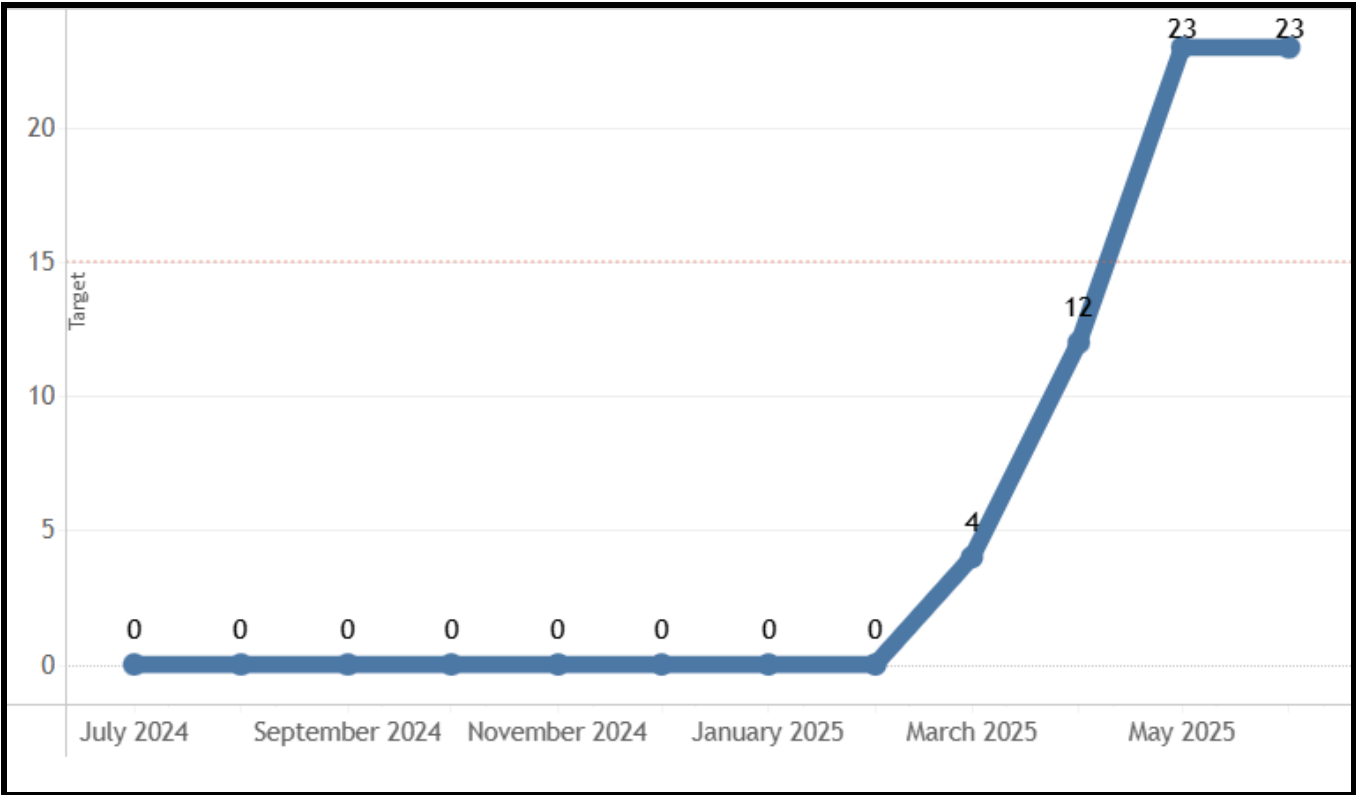
- Decrease the number of Eide Bailly Office of the State Auditor (OSA) active audit findings from 60 to 0 by June 30, 2025.
 - Goal Not Achieved
 - Details: OIT expects to fully implement 55 of 60 findings by June 30, 2025; the remaining five will be completed by December 2025. Additional time was needed to collaborate with agencies to properly roll out the associated changes, and one needed longer-term funding to address the finding properly.



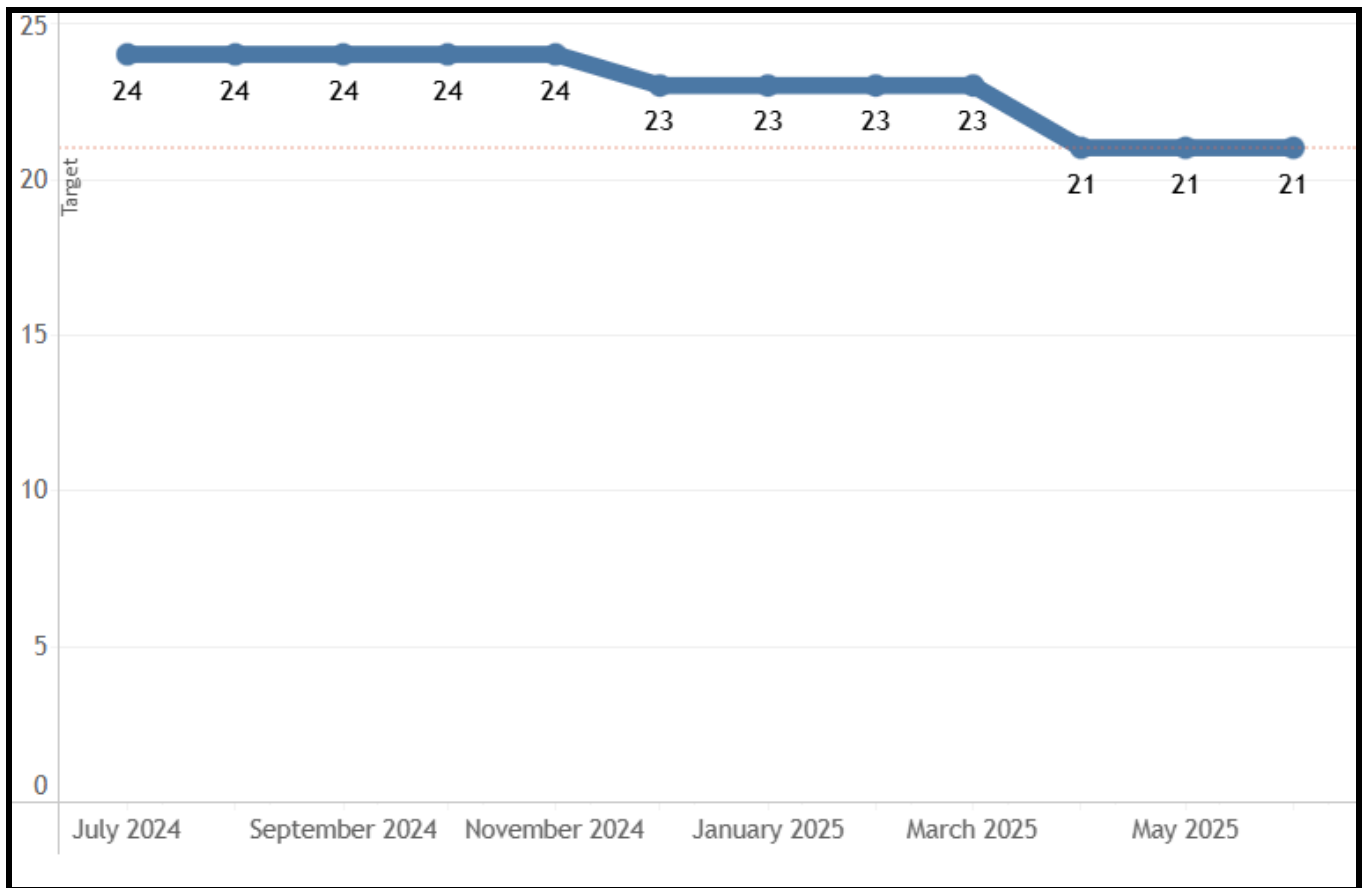
- Decrease the number of servers that are out of date (2012 or older) from 331 to 280 by June 30, 2025.
 - Goal Achieved



- Increase the percent of OIT controlled, known assets that have a refresh plan in place from 0% to 15% by June 30, 2025.
 - Goal Achieved



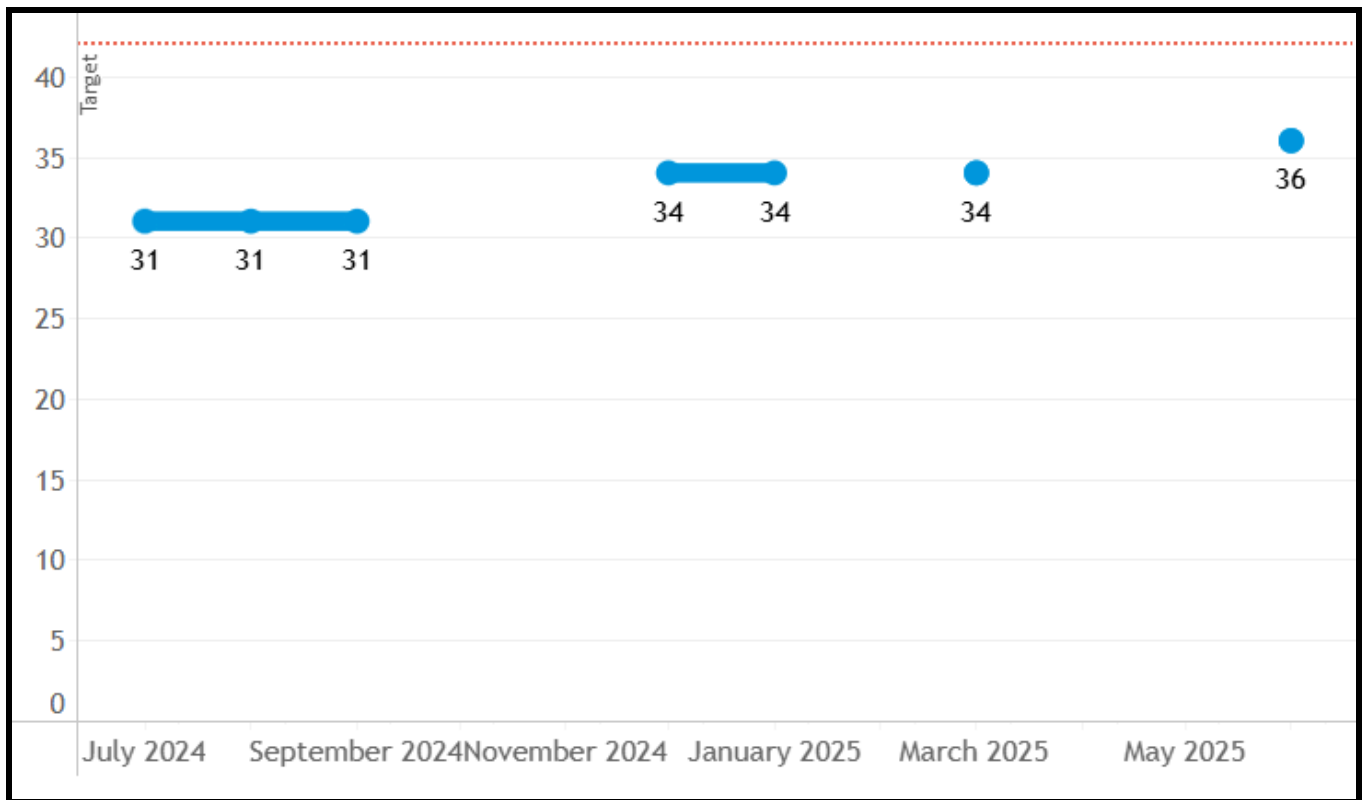
- Reduce the number of data centers from 24 to 21 (a 12% decrease) by June 30, 2025 in order to reduce exposure risk, improve efficiency and consolidate separate locations.
 - Goal Achieved



FY25 WIG #2 - Strengthen Agency Partnership and Satisfaction

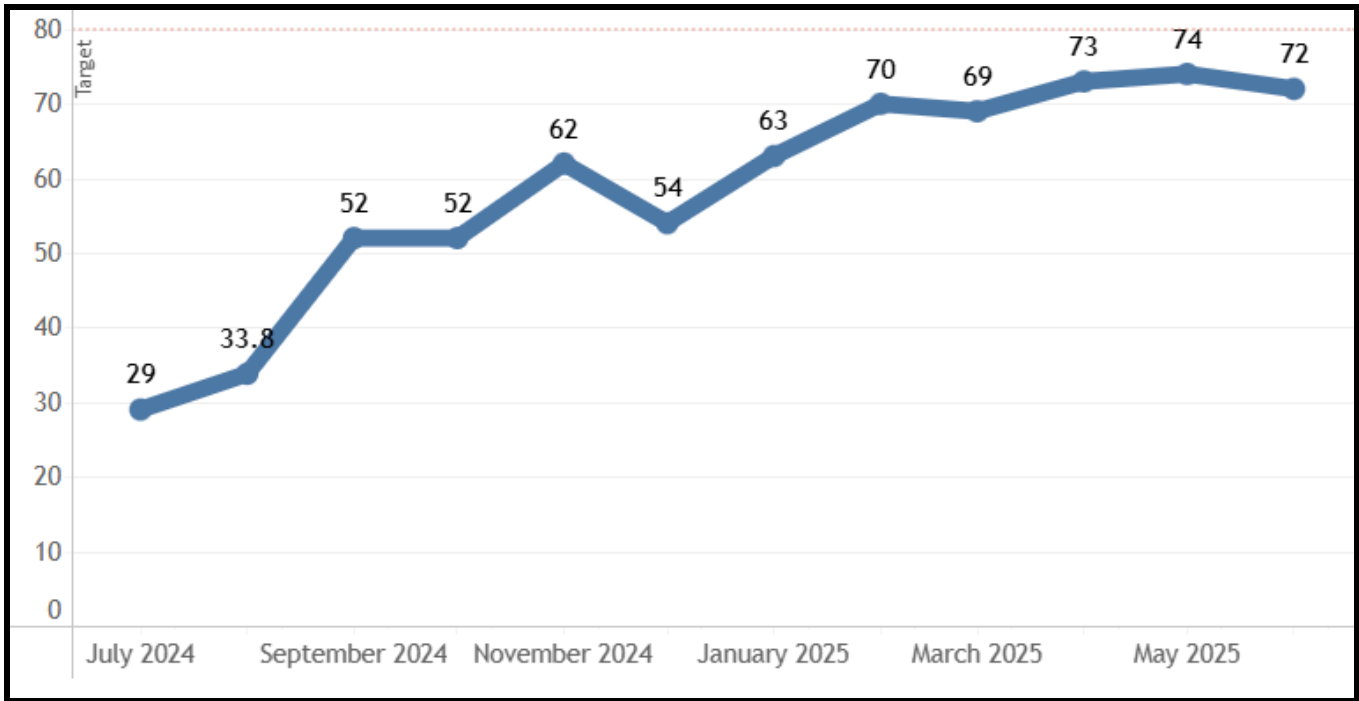
Measured by Improving service delivery and strengthening partnerships in order to increase agency directors’ overall satisfaction with OIT services from 31% to 42% by June 30, 2025.

- Goal Not Achieved
- Details: The stakeholder survey closed in late June, and the final FY25 measure is at 36%. The operational activities to improve service delivery will span multiple years, making it challenging to achieve this goal within a one-year timeframe.



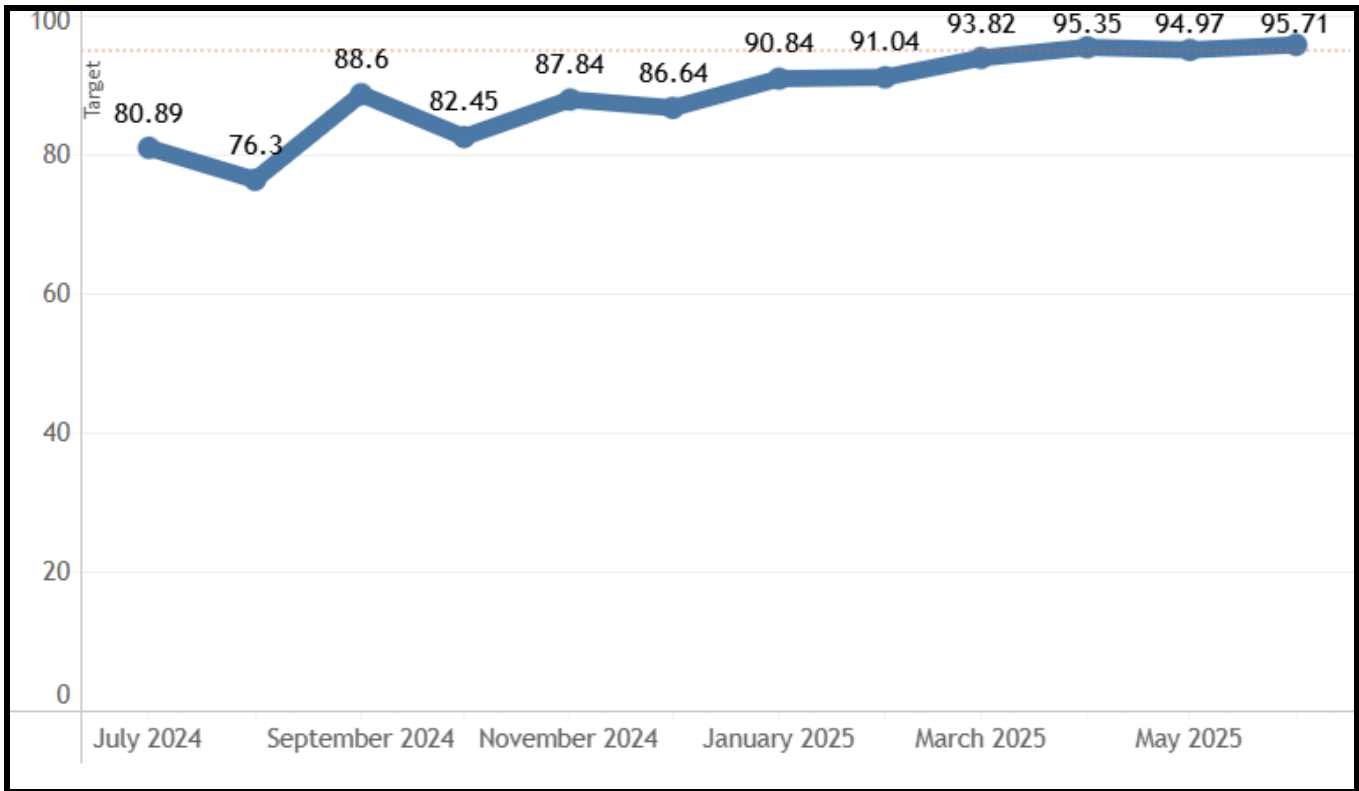
Lead measures for FY25 WIG 2

- Increase the percent of incident tickets that have been updated within the last 5 business days from 59% to 80% by June 30, 2025.
 - Goal Not Achieved
 - Details: While there was a steady increase all year, at the current level of 72%, we will not hit the 80% target. Efforts to improve included ensuring data accuracy from ServiceHub and the Incident Governance Program (IGP) rollout, which has helped drive progress with support teams and ongoing customer communication on issue status.

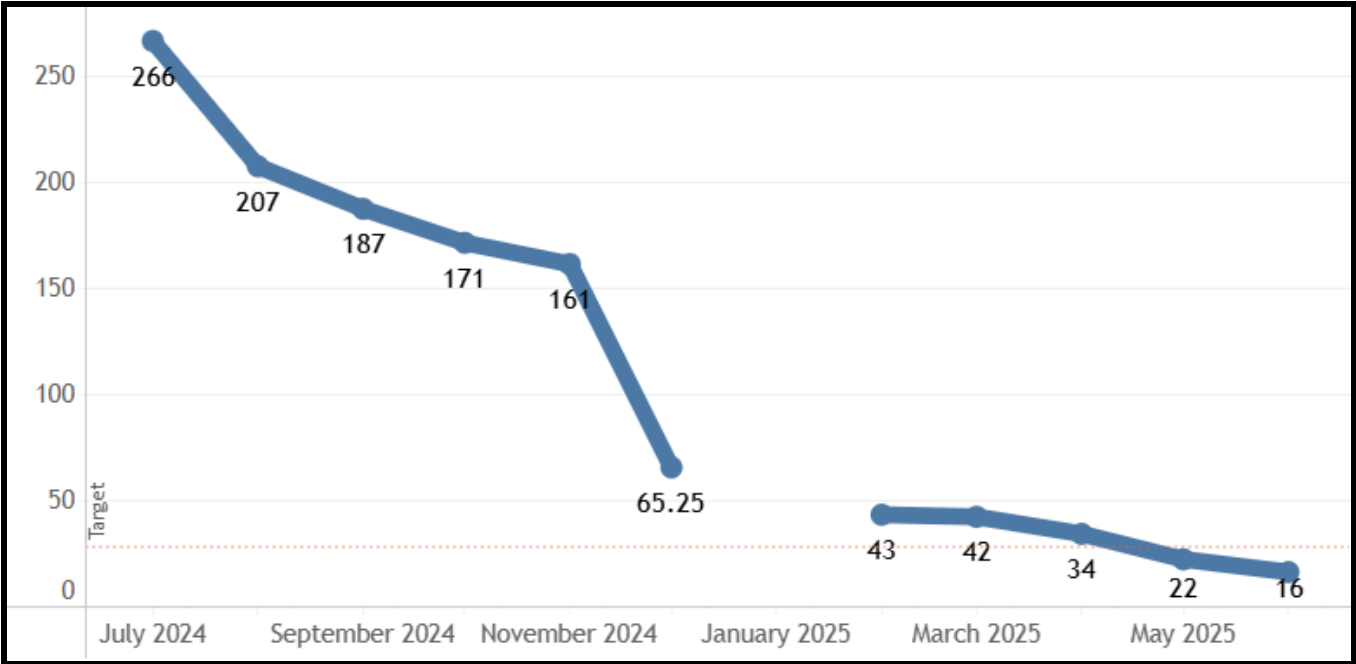


- Increase the success rate of planned (scheduled and approved by the Change Advisory Board) system hardware and software changes from 90% to 95% by June 30, 2025.

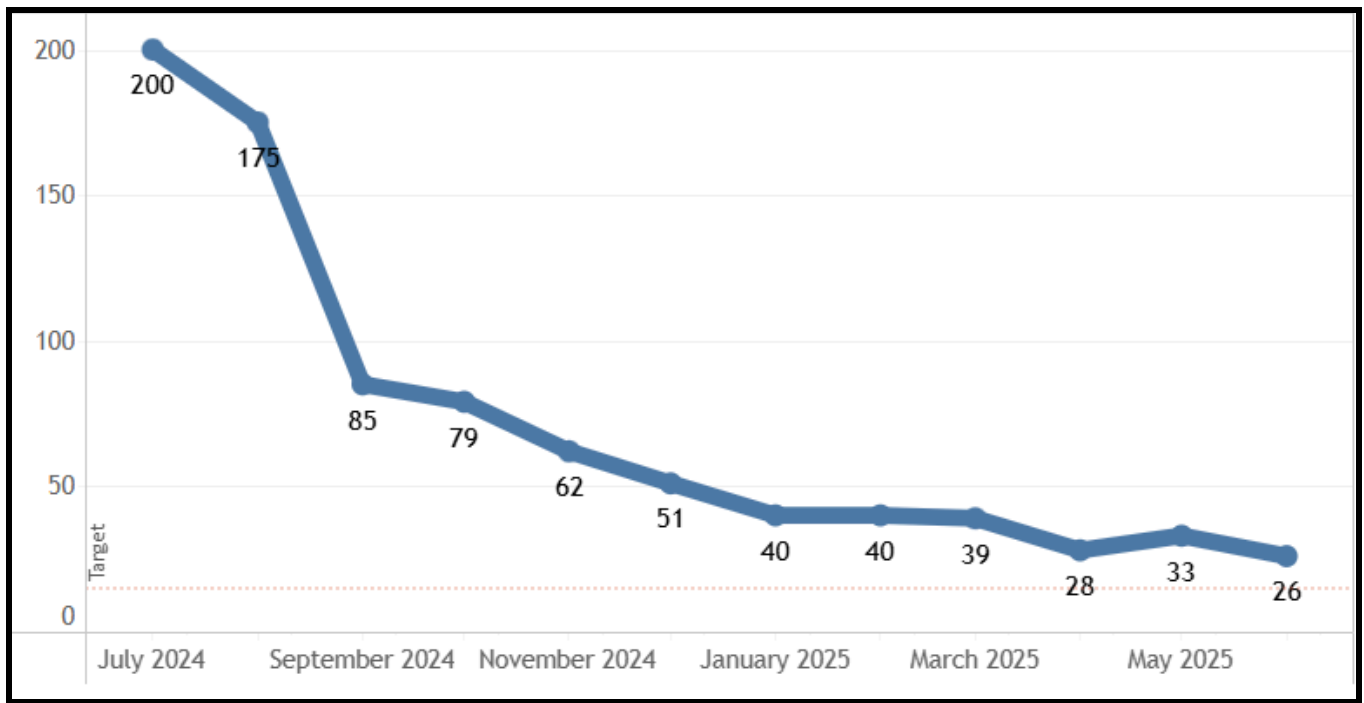
- Goal Achieved



- Decrease the average time to initiate a project (the first stage in the project management lifecycle) from 125 days to 28 days by June 30, 2025.
 - Goal Achieved



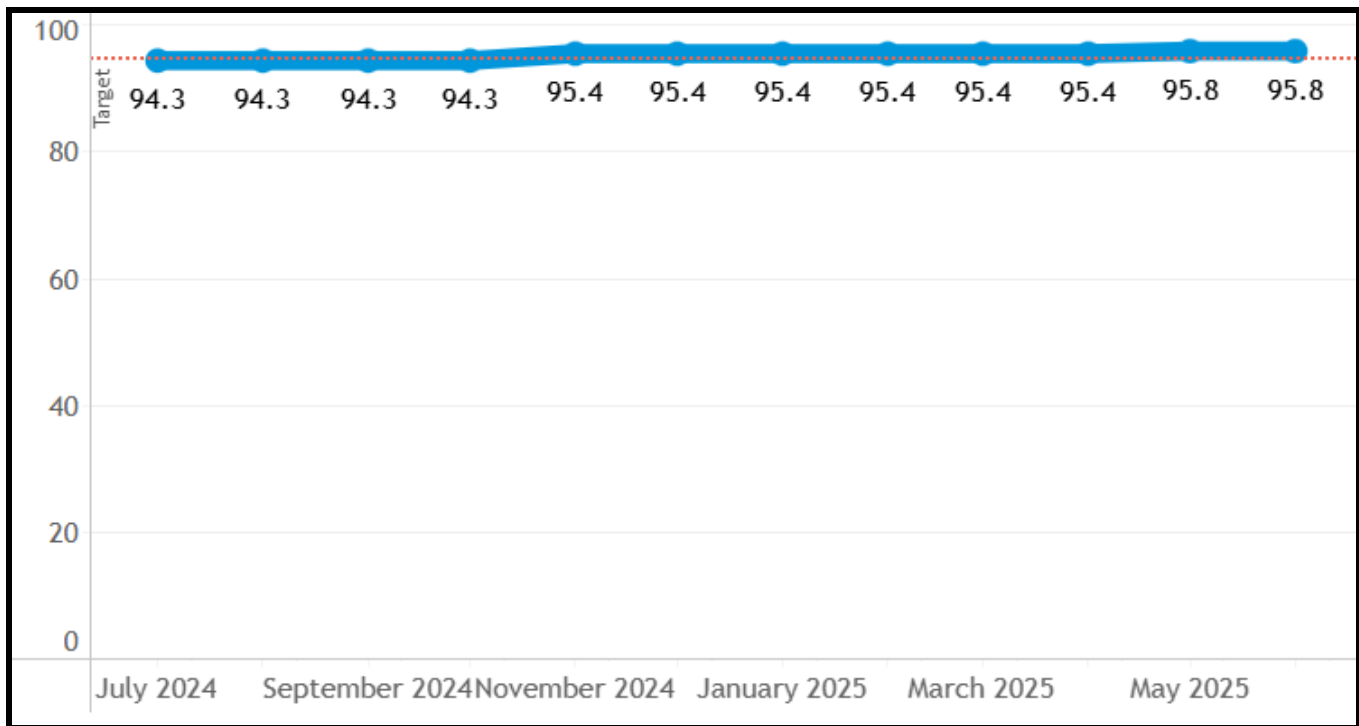
- Decrease the time to complete the planning phase (the second phase in the project management lifecycle) from 175 days to 15 days by June 30, 2025.
 - Goal Not Achieved
 - Details: While there was a steady decrease all year, at the current level of 26 days, we will not hit the 15 day target. More projects entered into the planning phase in May, which was a higher ratio than in past months. Improvements to the project lifecycle will continue into FY26.



FY25 WIG #3 - Expand Broadband Internet Access

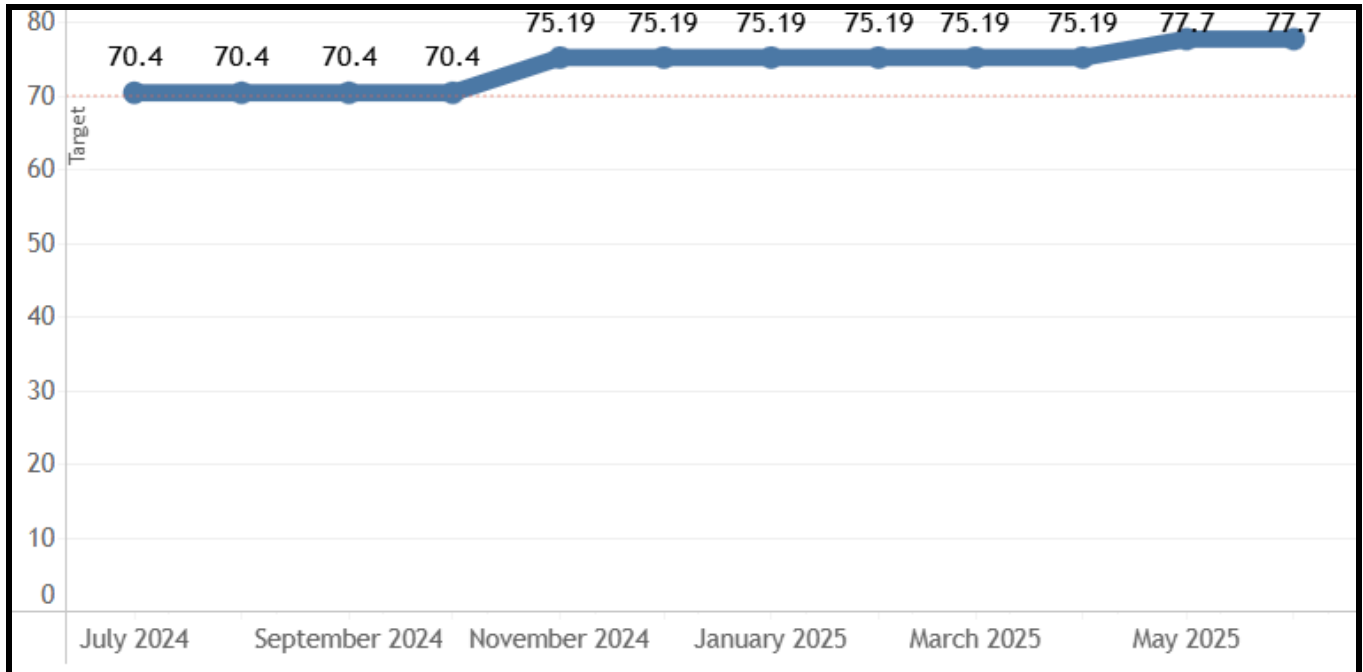
Measured by Increasing the percentage of Colorado households with access to reliable broadband internet (minimum 100/20 Mbps) from 93.3% to 94.8% by June 30, 2025.

- Goal Achieved

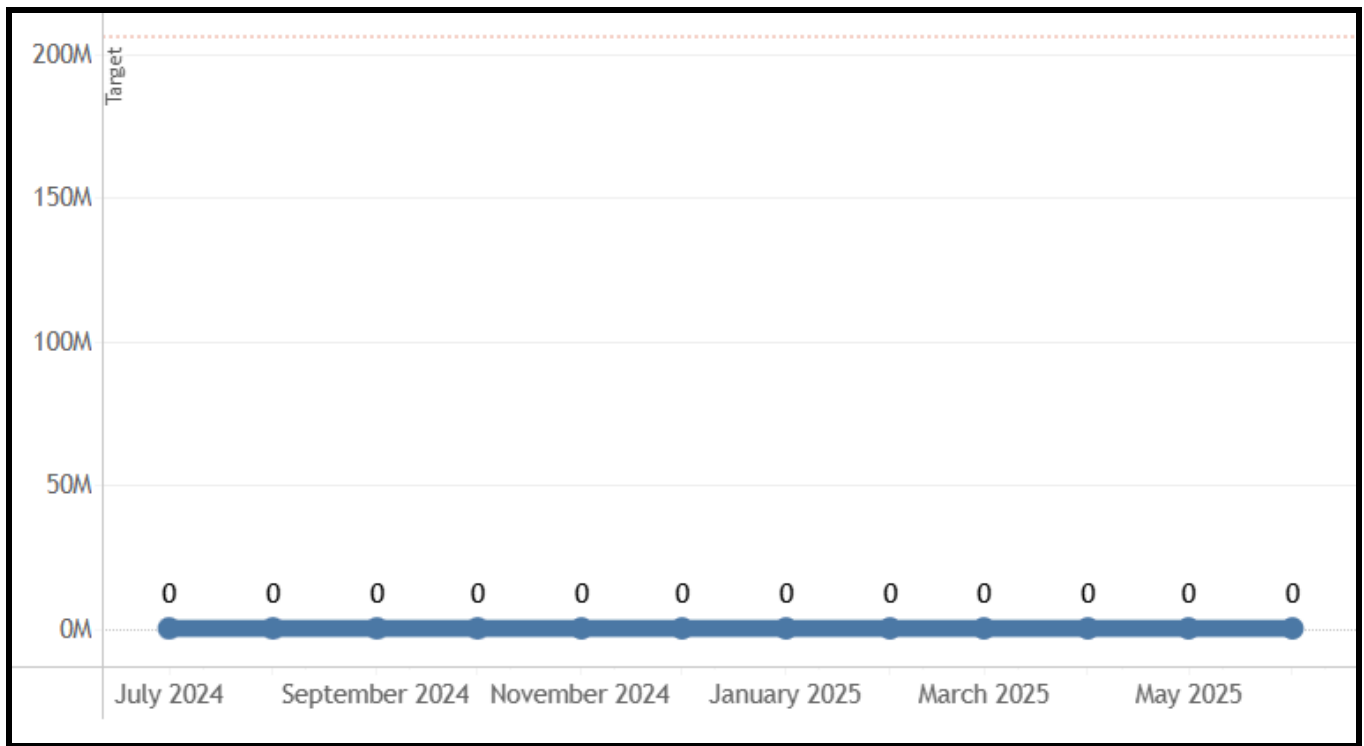


Lead measures for FY25 WIG 3

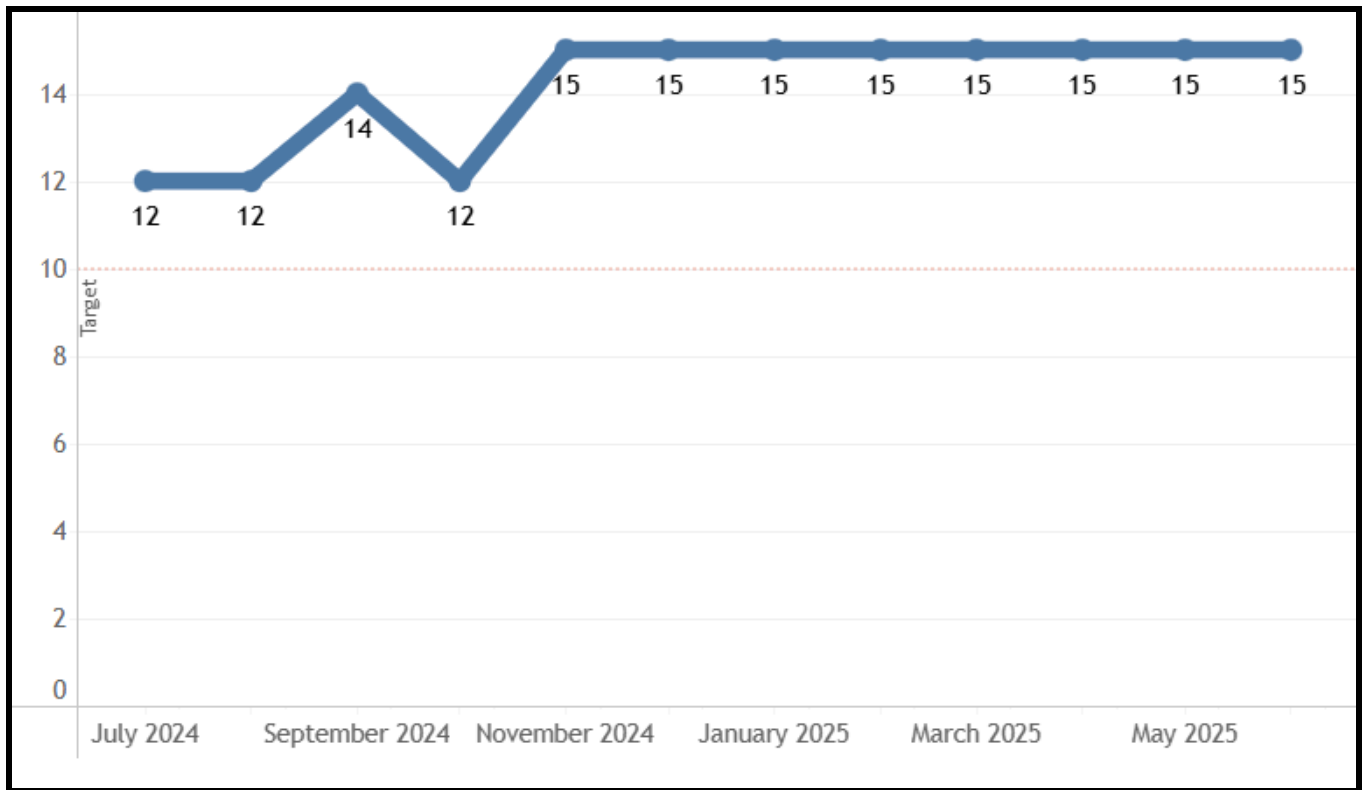
- Increase broadband access (minimum 100/20 Mbps) for rural households from 64.7% to 70% served by June 30, 2025.
 - Goal Achieved



- Invest \$206M into last mile infrastructure through Broadband Equity Access and Deployment (BEAD) funding by June 30, 2025.
 - Goal Not Achieved
 - Details: The CBO was on track to submit a final list of provisionally awarded applicants to the National Telecommunications and Information Administration (NTIA) for final review in June, but was delayed by the 90-day extension notice in late April and additional alerts regarding upcoming changes coming from the federal level. On June 6, the NTIA released the [“BEAD Restructuring Policy Notice,”](#) which dramatically alters the composition of and process for reviewing and awarding BEAD applicants. The CBO will adjust to meet the requirements and is developing an action plan to award funding for applicants across Colorado, which will be delayed until mid-Y26.



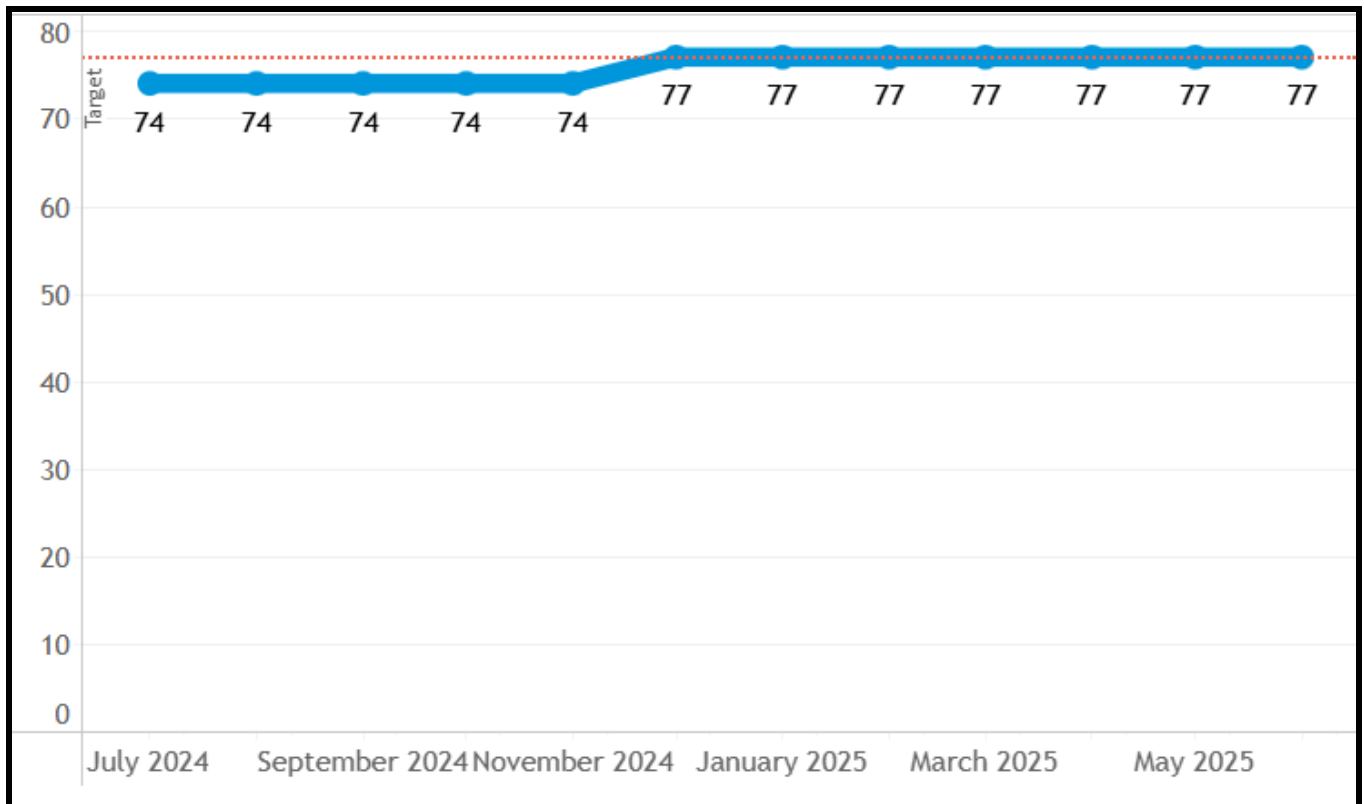
- Conduct at least 10 community and industry stakeholder engagements per month by June 30, 2025.
 - Goal Achieved



FY25 WIG #4 - Build State Digital Service Capacity

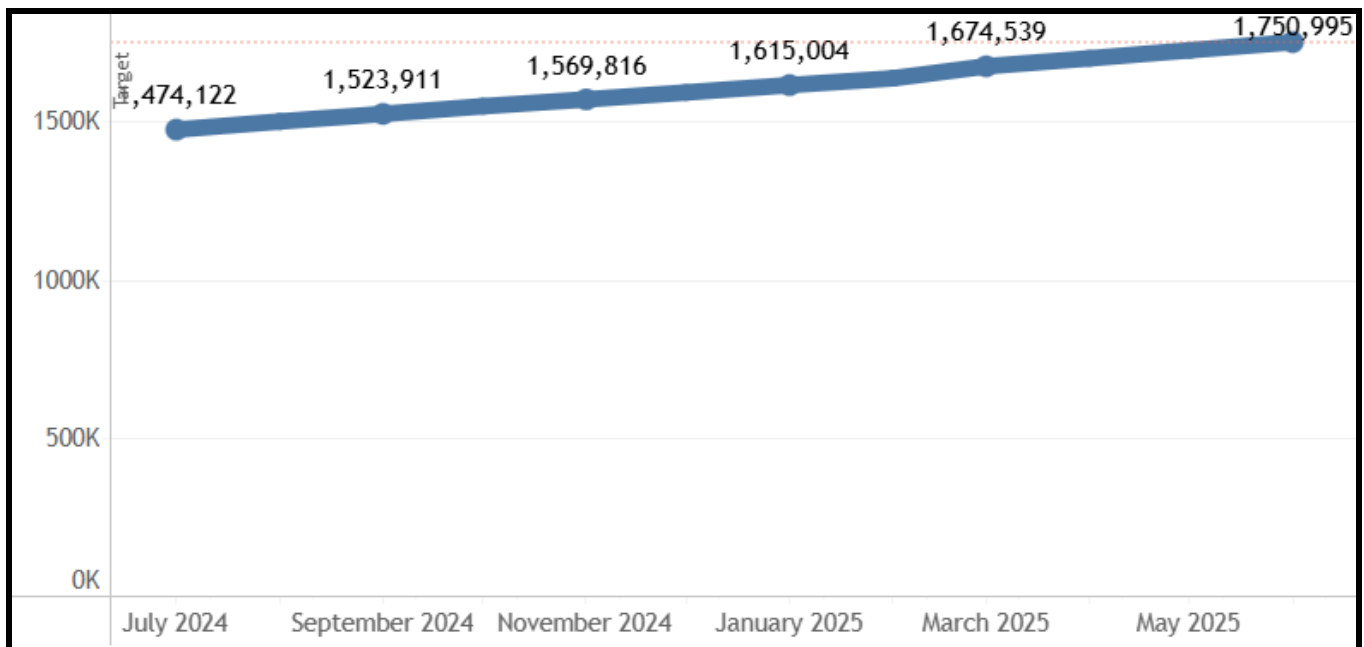
Measured by Increasing the percent of Coloradans who report in surveys that they are "satisfied" with state digital services from an average of 74% to 77% by June 30, 2025.

- Goal Achieved

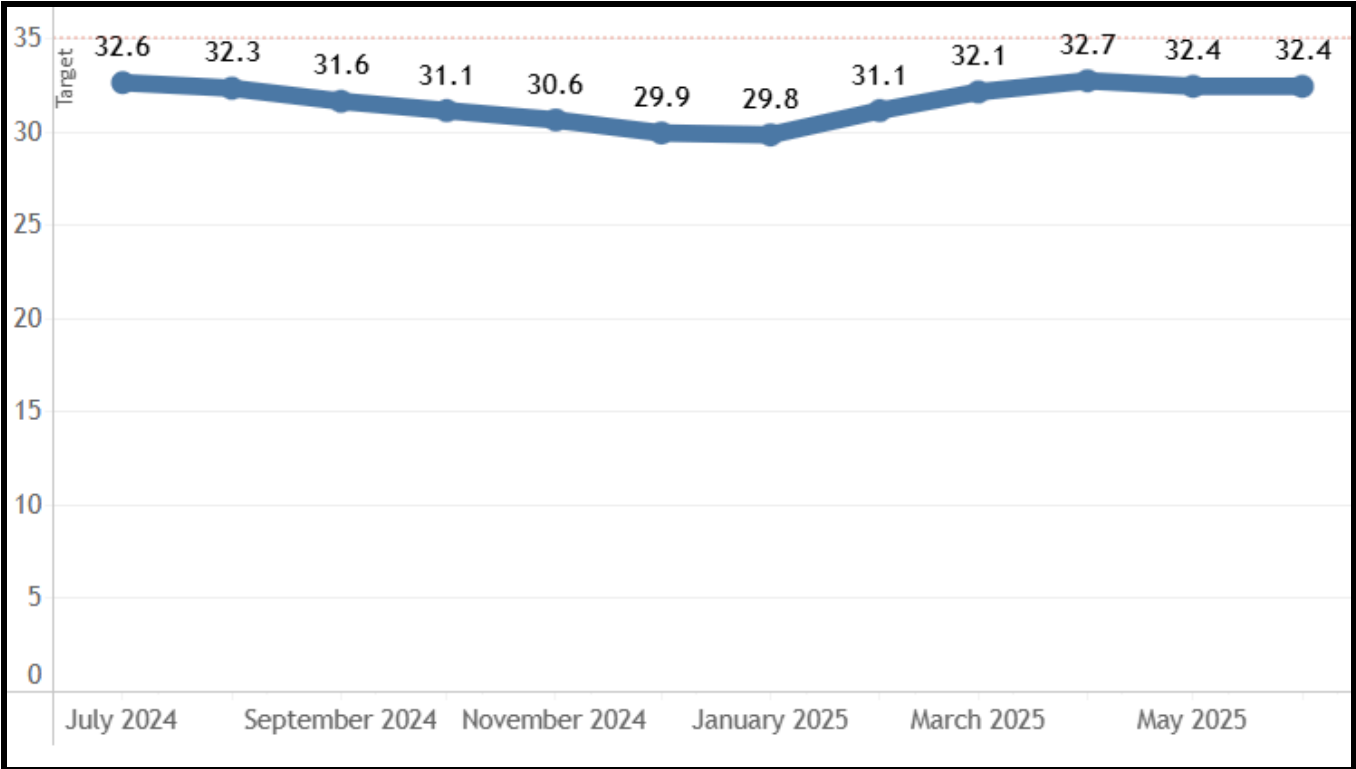


Lead measures for FY25 WIG 4

- Increase the number of registered users for the myColorado app from 1.4M to 1.75M by June 30, 2025.
 - Goal Achieved



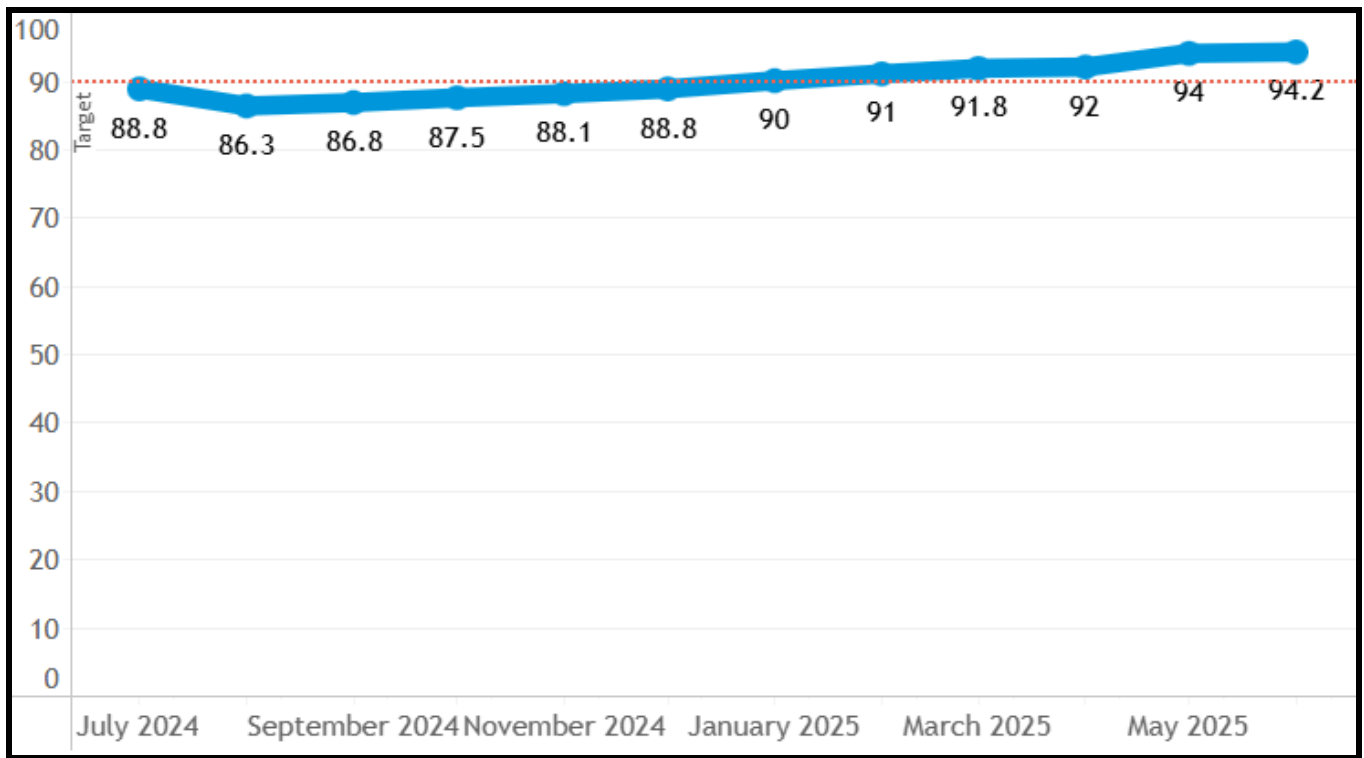
- Increase the percent of total myColorado mobile app registered users that have used the app in the past 30 days from 31% to 35% by June 30, 2025.
 - Goal Not Achieved
 - Details: The stretch target of 35% was based on a roadmap that included integrating the Family and Medical Leave Insurance (FAMLI) Program into myColorado and beginning work on using myColorado as “your single account to access all state services.” These initiatives were delayed but are expected to be executed in FY26.



FY25 WIG #5 - Improve Technology Accessibility

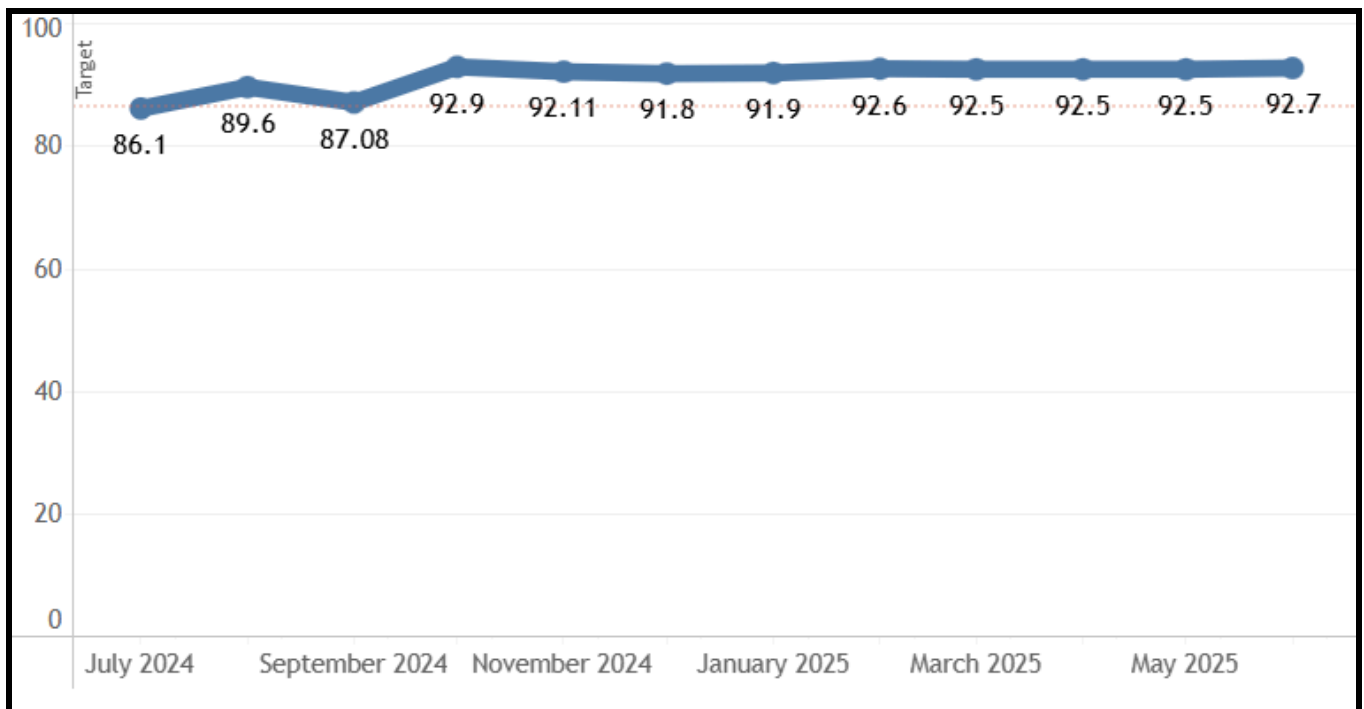
Measured by Increasing the percent of IT Accessibility Adoption Plans implemented across the consolidated agencies to operationalize accessibility, from 85% to 100% by June 30, 2026.

- Goal On-Track to be achieved.

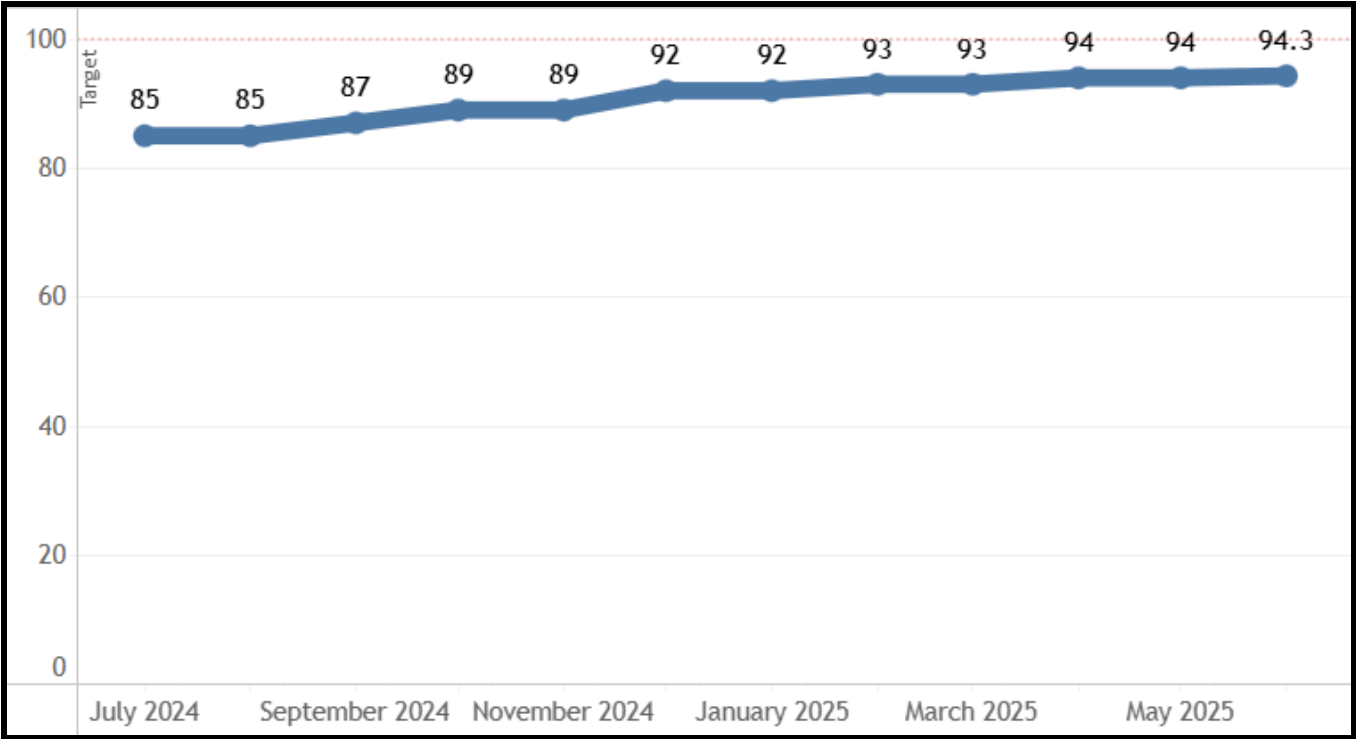


Lead measures for FY25 WIG 5

- Maintain an average score for all OIT websites (using Siteimprove) above 86.4 (the government benchmark) by June 30, 2025.
 - Goal Achieved



- Increase the percent of OIT's IT Accessibility Adoption Plan implemented to operationalize accessibility from completion from 85% to 100% by June 30, 2025.
 - Goal Not Achieved
 - Details: Process improvement projects are in progress to complete the last section of OIT's IT accessibility adoption plan and will be completed by this fall.



- Increase the percentage of applications that have accessibility documentation in the Business Applications ServiceHub module from the 1% to 80% by June 30, 2025.
 - Goal Not Achieved
 - Details: This work has taken longer than expected, but is progressing steadily and will be completed in FY26. The accessibility documentation is also being aligned to the recent rulemaking amendment to capture the overall accessibility status of these applications.

