



**COLORADO**  
Governor's Office of  
Information Technology

# TRANSFORMING COLORADO GOVERNMENT FOR TODAY AND THE FUTURE



**2014 REPORT**  
September 2014



**COLORADO**

**Secretary of Technology &  
Chief Information Officer**

Governor's Office of Information Technology

Suma Nallapati  
601 East 18th Avenue, Suite 250  
Denver, CO 80203

September 2014

I am pleased to present the FY14 Governor's Office of Information Technology Report in accordance with C.R.S. §24-37.5-101 et. seq.

As we look back on FY14, it is clear that OIT leads the nation in several areas of technology that most directly impact the public. While we continue efforts to modernize and standardize IT systems across the state, we are also keeping our promise to deliver more efficient, effective and elegant IT solutions for the State of Colorado.

Here is a look at some of our great accomplishments from FY14: the successful roll-out of the Colorado Operations Resource Engine; the migration of 500+ sites to a more efficient Colorado State Network; a three-phase upgrade for the state's Digital Trunked Radio System, completed ahead of schedule; the historic launch of the Affordable Care Act, and with it, some of the best "Real Time Eligibility" numbers in the country. Eighty percent of the time, anyone applying for Medicaid can find out in real time if they are eligible -- a process that's gone from 45 days to 45 minutes. We also increased collaboration across the state through the proliferation of Google Docs -- more than 3 million to date. Additionally, we have realized cost avoidance of more than \$2.4 million through the increased creation and use of Google Sites.

We have also put substantial resources into the stability and maturation of OIT. In FY14 we hired a Major Incident and Change Manager and initiated the search for a Director of Network Infrastructure. These moves have allowed us to decrease outages across the enterprise. We have also consolidated data centers, reducing our footprint while maximizing our technical resources. Additionally, we initiated a OneView dashboard that will allow our agency customers a transparent view of their IT projects and resources. All of these moves are meant to ensure stable, consistent delivery of IT services that align with our customers' business priorities.

As an organization, we have focused this past year on our employee-driven values, giving voice to those who serve our state every day through their work at OIT. We have promoted our values of Service, Teamwork, Integrity, Courage and Respect. At the same time, we continue to do our "homework" to create a workplace of choice. We initiated two in-depth studies of both our customers and our employees to make sure we are providing IT business solutions that support our customers' highest priorities. At the same time, we want to ensure that we are enabling our employees to deliver those solutions.

During FY14 OIT garnered national awards for several projects, but the reward that means the most to our employees is helping our customers be successful. We look forward to another year of hard work building on collaboration with our agency partners, delivering smart IT solutions, and fortifying our IT teams and infrastructure to ensure stability across the enterprise.

Sincerely,

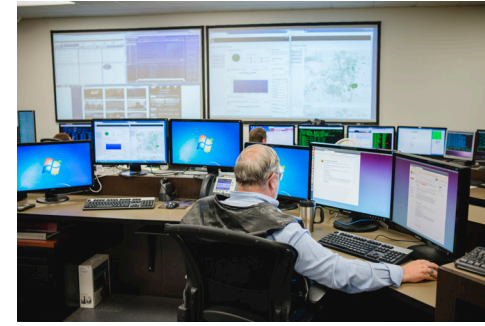
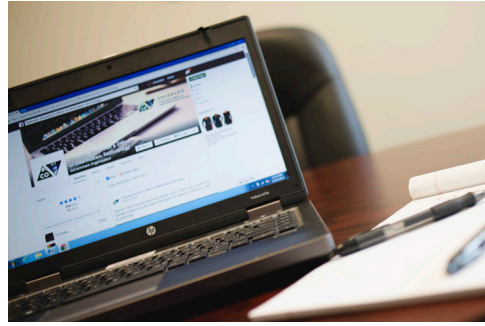
Suma Nallapati





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## INTRODUCTION

*“To enable the effective, efficient and elegant delivery of government services through trusted partnerships and technology.”*

The Governor’s Office of Information Technology (OIT) is responsible for the operation and delivery of all information and communications technology (ICT) services across the Executive Branch agencies in the State of Colorado. OIT’s charge is twofold: (1) to provide best-in-class information technology (IT) services; and (2) to promote Colorado as the ideal location for IT companies and technology based workers.

As the enterprise provider of technology, OIT drives innovative solutions, provides quality service, acts as a broker for new IT services, and supports the agencies whose missions are to serve Colorado’s residents. We do this by overseeing technology initiatives across the state level, recommending strategies and maximizing efficiencies of service delivery. Our enterprise approach facilitates the agile delivery of cost-effective, reliable, accessible and secure IT services to state agencies that improve citizen access and engagement with government services, while increasing accountability and transparency.

Our value proposition is to enable the effective, efficient and elegant delivery of government services through trusted partnerships and technology. We measure our achievements by whether our outcomes are successful and relevant (effective); eliminate waste and duplication and provide the best value at the lowest cost (efficient); and deliver services in a way where the employee and public feel respected and elevated through their experience (elegant).

## A Brief History

The Governor’s Office of Innovation and Technology was created in 1999 (and renamed Governor’s Office of Information Technology [OIT] in July 2004) to serve as an advisory organization to the Governor and state agencies. At that time, information technology services and support were provided by each state agency in an independent, and at times, redundant manner. The result was a disparate infrastructure, duplication of functions and services, increased security risks, failing projects, and the inability to leverage statewide procurement opportunities.

Beginning in 2007, several events occurred to coalesce the decentralized IT operations into OIT. These events culminated in 2008 with the overwhelming bipartisan passage of SB08-155<sup>1</sup> and a considerable shift in how IT services would be delivered to Executive Branch agencies in the state of Colorado. As a result of this legislation, in July 2008 all IT functions, systems, and assets were consolidated from 17 executive branch agencies into a single organization - 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 truly transformative and lasting change for the state of Colorado. OIT took this historic opportunity to challenge the status quo and create an enterprise IT organization that is leaner and more effective in the delivery of a full range of technology solutions and services, not only for today but for the future.

Recognizing the important role information technology plays in the state’s economic development efforts, in 2011 Governor John W. Hickenlooper adjoined the role of Secretary of Technology to the state’s Chief Information Officer (CIO) responsibilities. Sumana (Suma) Nallapati was appointed to this dual role in June 2014 and has oversight of the ICT services and functions for the Executive Branch as well as promoting Colorado as the ideal location for IT companies and technology-based workers in conjunction with the Office of Economic Development and International Trade (OEDIT).

<sup>1</sup> Codified in C.R.S. §24-37.5-101 et seq.

### Strategic Planning

The Governor’s Office of Information Technology Playbook is our strategic and operational roadmap which defines our value proposition, strategic priorities -- Customer Success, People, Innovation, Service Excellence, Trusted Partnerships, and Information Security -- and specific key initiatives we want to accomplish during the course of the fiscal year.

As a natural successor to FY13’s “Year of the Customer”, which was focused on improving service delivery, OIT’s mantra for fiscal year 2013-14 (FY14) was “Achieving More Success”. A primary goal of Achieving More Success was to deliver more for our customers to enable both their success as well as our own. In FY14, OIT also focused on making OIT a compelling place to work. These concepts were incorporated into the OIT FY14 Playbook<sup>2</sup> with initiatives to:

- Continue building relationships with our customers and aligning our work with their goals and priorities;
- Leverage our consolidated, shared services environment through implementation of enterprise service delivery management; and
- Employ our strengths to compel IT talent to join and/or stay with our organization.

The FY14 Playbook was developed using OGSM (Objectives, Goals, Strategies, Measures), a strategic planning framework used by many Fortune 500 companies. OIT leveraged a combination of a top down and bottom up approach for this strategic planning process which allowed for OIT’s various functional teams to create strategic plans that aligned with the enterprise plan and vice versa as well as create a “line of sight” from the enterprise and team plans to individual employees’ performance plans.

<sup>2</sup> The OIT FY14 Playbook is available on OIT’s website at [www.colorado.gov/oit](http://www.colorado.gov/oit)

### FY14 Playbook Results

Quarterly operations reviews are held to track and measure our progress towards achieving Playbook initiative goals, and in some cases the Playbook is adjusted and “get well” plans are developed as necessary. A year-end review was conducted at the close of FY14 and of the 37 initiatives, 59 percent were successfully completed with another 19 percent on track for completion in FY15.

## FY14 Playbook | Year in Review



### Color Legend

- Blue: Initiative completed and closed out
- Green: Initiative on track for completion in FY15
- Red: Not completed or one or more major components delayed due to external factors
- Grey: Initiative removed or merged with another initiative

1,700 projects across 17 agencies 28,000 state employees served

### Performance Measures (Balanced Scorecard)

In addition to the targets defined in the Playbook, OIT annually develops a more tactical and operational set of performance measures that are integral to the day-to-day service delivery management and align with OIT’s value proposition. This complete set of metrics is called the OIT Balanced Scorecard.

This internal Scorecard provides an executive summary aligned to OIT’s strategic direction and robust metrics on financial performance, customer service delivery, personnel, information security and IT economic development. In all, more than 50 performance measures are managed and maintained for each of these performance-based areas<sup>3</sup>. Produced monthly, the Scorecard identifies trends, target metrics and actual performance metrics. The Scorecard has helped OIT achieve consistency of performance expectations against strategic priorities and has helped ensure organizational alignment to our core objectives. In short, it tells us how we are doing and whether we are improving over time.

In addition, the Scorecard provides a foundation for data-driven decision making and creates transparency and focus across the organization. The status of various metrics is shared with our customers and the Governor’s Office as well as with legislative subcommittees during publicly held meetings.

### OIT Values

Having clearly defined and communicated core values that are known and internalized by all employees can be incredibly powerful to help an organization shape its culture, increase employee satisfaction and influence business performance. With employees in 71 different physical work locations throughout the state, it is important to have bottom up and top down values to help drive a consistent organizational culture. To that end, an employee focus group from across OIT’s functional areas and physical work sites came together in FY13 and worked diligently for more than six months to develop and recommend a set of clearly defined core values. OIT adopted the values of Service, Courage, Teamwork, Respect and Integrity.

These Values were integrated into the FY14 performance planning cycle<sup>4</sup> to underpin their importance. Additionally, to help bring the Values to life, OIT implemented “OIT Values and Work: Through Your Eyes”. Through this successful campaign, employees shared their stories about how they demonstrate or have witnessed the highlighted monthly Value in action. Through these Values, OIT employees are helping to create a workplace environment of choice.

<sup>3</sup> Examples include: Cost Savings and Avoidance, Number of Days to Complete a Contract, Employee Attrition, Mean Time to Total Resolution, System Availability, Project Health, and Statewide Security Awareness Training.

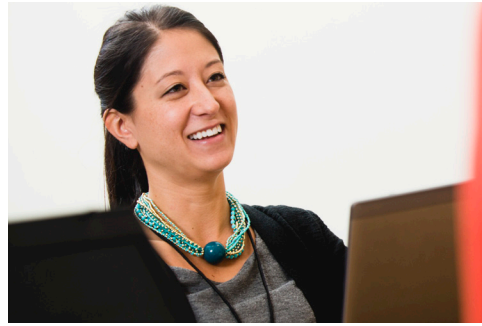
<sup>4</sup> The state’s Performance Plan cycle is from April 1 to March 31 of the following year; the fiscal year is from July 1 to June 30.

## OIT VALUES



900+ OIT employees in 70 locations  
600,000+ security threats thwarted daily

28,000 service tickets monthly 1,300 locations supported in CO



## Realigning to Achieve More Success

As a natural consequence of consolidation, OIT is maturing towards a more highly integrated service management operation. With this evolution, it was evident that organizational refinements were necessary.

In our continued quest to create partnerships with our customers and better align with their priorities and goals, OIT created the Chief Customer Office. This team, which has filled an identified customer relations gap, is focused on the direct customer-facing aspects of IT and includes the Service Desk, the Enterprise Portfolio Project Management Office, and IT Directors who act both as liaisons between their assigned agency and OIT and as consultants to their agency's leadership teams. Additionally, a Client Experience Team was formed in May 2014 with representatives from nine agencies. This OIT-led team meets quarterly to learn more about our customers' needs and experiences and to collaborate on ways to strategically apply their feedback.

To deliver seamless end-to-end support and services, the infrastructure, applications and operations teams were collapsed into the Chief Technology Office. This change is creating a more tightly aligned and collaborative internal environment, allowing the teams to focus on driving our strategic initiatives in a cohesive manner and ensures the appropriate accountability for day-to-day services. A Major Incident and Change Manager position was created to bring more rigor to our processes around IT change management and incidents that impact our customers and we are already seeing positive results.

Additionally, a Business Operations team was formed to improve internal cross-functional collaboration and better manage and measure our performance through the use of data. This has also allowed for better overall strategic planning and operational reporting across the organization.

## Information Security

Safeguarding Colorado's vast network, diverse systems, and the critical data entrusted to state government from the more than 600,000 malicious attacks attempted daily is a tremendous responsibility that OIT does not take lightly. In June 2013, OIT's Office of Information Security (OIS) published a three year strategic plan titled **Secure Colorado**<sup>5</sup> to achieve a sustainable reduction in risk while promoting an environment of technological innovation. A key component of the plan is the phased implementation of the SANS Twenty Critical Security Controls. The first phase was completed in February 2014 when the "First Five" of the Twenty Controls were implemented at the network layer, resulting in a 75% reduction in the average number of malware infections experienced monthly.<sup>6</sup> Colorado is believed to be the first state in the nation to have successfully implemented the "First Five".

OIS has a legislative mandate to implement statewide security policies to be followed by all state agencies, not just those supported by OIT. The existing State Cyber Security Policies<sup>7</sup> were reviewed and rewritten where needed to ensure consistency with the National Institute of Standards and Technology (NIST)<sup>8</sup> framework and thus ensure they reflect best practices for minimizing cyber risk.

Just as important to putting effective security controls in place is creating an informed employee body. To that end, OIS offered its annual online cyber security awareness training to 27,000 state employees during FY14; 91.7 percent completed that essential training within three months.

<sup>5</sup> Available on the Colorado Information Marketplace at [data.colorado.gov](http://data.colorado.gov) (specifically, <https://data.colorado.gov/Colorado-OIT-Technology-Standards/Strategic-Plan-Secure-Colorado/m7hs-7343>).

<sup>6</sup> In 2013 alone, there were 30 million new malware strains in circulation, at an average of 82,000 per day." Source: Panda Security. 2014. Annual Report PandaLabs 2013 Summary. [online]. Available at [http://press.pandasecurity.com/wp-content/uploads/2010/05/PandaLabs-Annual-Report\\_2013.pdf](http://press.pandasecurity.com/wp-content/uploads/2010/05/PandaLabs-Annual-Report_2013.pdf).

<sup>7</sup> Available at [www.colorado.gov/oit/cyber](http://www.colorado.gov/oit/cyber)

<sup>8</sup> NIST is a leading organization to promote best practices in cyber security. NIST created the framework in response to Executive Order 13636 to develop "set of standards, methodologies, procedures, and processes that align policy, business, and technological approaches to address cyber risks."



### Information Security Accomplishments

Many other accomplishments to strengthen our security posture were realized in FY14, including the following.

- More than 98%<sup>9</sup> of known systems are being managed by OIT's security team, thereby allowing for near real time monitoring and management. Through this continuous evaluation, OIT is able to address issues before critical systems suffer an outage or data loss.
- The number of data breaches across the nation in 2013 was 62% higher than in 2012 according to Symantec's "2014 Internet Security Threat Report, Volume 19"<sup>10</sup>. With 80 percent of breaches due to known vulnerabilities, OIS requested an independent assessment of Colorado's internet accessible systems to evaluate Colorado's exposure. Additionally, a Risk and Audit Committee was established to regularly review risk and compliance metrics and remediate vulnerabilities<sup>11</sup> in order to reduce risk.
- With government being uniquely targeted, OIT has partnered with the Colorado Information Analysis Center (CIAC) and the Colorado National Guard to develop a cybersecurity task force to collaborate and share strategies to thwart, respond to and mitigate cyber security threats as well as for prosecuting cyber security crimes.
- In the spirit of giving back to the community and promoting October as Cyber Security Awareness Month, OIT partnered with the Colorado National Guard and Regis University to provide free resources to individuals and businesses interested in learning how to protect themselves from cyber crimes, cyberbullying and scams designed to obtain personal information. This entailed, among other things, setting up a call line to answer questions and providing a wealth of information on our website at [www.colorado.gov/cybersecurity/help](http://www.colorado.gov/cybersecurity/help).

<sup>9</sup> Against a goal of 90%!

<sup>10</sup> [http://www.symantec.com/security\\_response/publications/threatreport.jsp](http://www.symantec.com/security_response/publications/threatreport.jsp), Accessed September 5, 2014.

<sup>11</sup> <http://www.state.gov/documents/organization/156896.pdf>, Accessed September 5, 2014.

### Engaging the Community in Innovation

Since 2011, OIT has entered into collaborative public-private partnerships to maximize information technology best practices in all sectors. In FY14, OIT expanded on this and entered into unique "one-time" partnerships to engage Coloradans in creating solutions using IT.

- In May, a GovDev Challenge was hosted by Google in collaboration with the states of Colorado and Wyoming to find solutions for common public sector problems. The Colorado challenge involved 145 developers across 35 teams in coding and finding creative solutions to "Disaster Assistance Center Automation" and "Disaster Assistance Center Materials Management" in just 24 hours. The challenge was a tremendous success and the winning applications<sup>12</sup> are being considered for viability within existing state technology.
- In another statewide apps challenge, the Secretary of State launched Go Code Colorado with the support and assistance of the Governor's Office, the Statewide Internet Portal Authority (SIPA), the Office of Economic Development and International Trade (OEDIT) and OIT. In this challenge, teams composed of developers and entrepreneurs used public data found on the Colorado Information Marketplace to create apps to solve business problems.

<sup>12</sup> See <http://www.govdevchallenge.com/> for a list of winning teams





# SECTION III

## Operations Financial Review

OIT's Financial Services team oversees the financial activities of OIT. They also oversee all IT-related financial activities for the Executive Branch and assist with IT financial planning, budgeting, procurement, contracting, accounting, and reporting. Specific duties also include:

- Management of enterprise budget, accounting, procurement and contracting processes
- Capital investment planning, financial modeling and cost reduction/containment activities
- Administration of the Vendor Management Office
- Maximizing IT spend across the state
- Consolidation of enterprise-level contracts and procurements
- Financial analysis and trending

### Cost Savings / Cost Avoidance

Consolidation and implementing newer technologies has afforded OIT the opportunity to attain substantial cost savings through such activities as renegotiation and/or consolidating enterprise contracts, consolidating and/or decommissioning hardware and software licenses and moving to cloud-based services. Through these deliberate actions, in FY14 OIT achieved more than \$3.36 million in cost savings / cost avoidance; nearly \$39 million in cost savings / cost avoidance have been realized since fiscal year 2009-10.

### Appropriation Structure

OIT operates solely as an internal service organization, and as such, is almost 100% funded via re-appropriated funds, and bills 100% of its costs and activities to users in accordance with federal and state governmental accounting standards and guidelines. OIT calculates its services rates on an annual basis and bills its services to departments on a cost reimbursement basis. OIT is not a profit center.

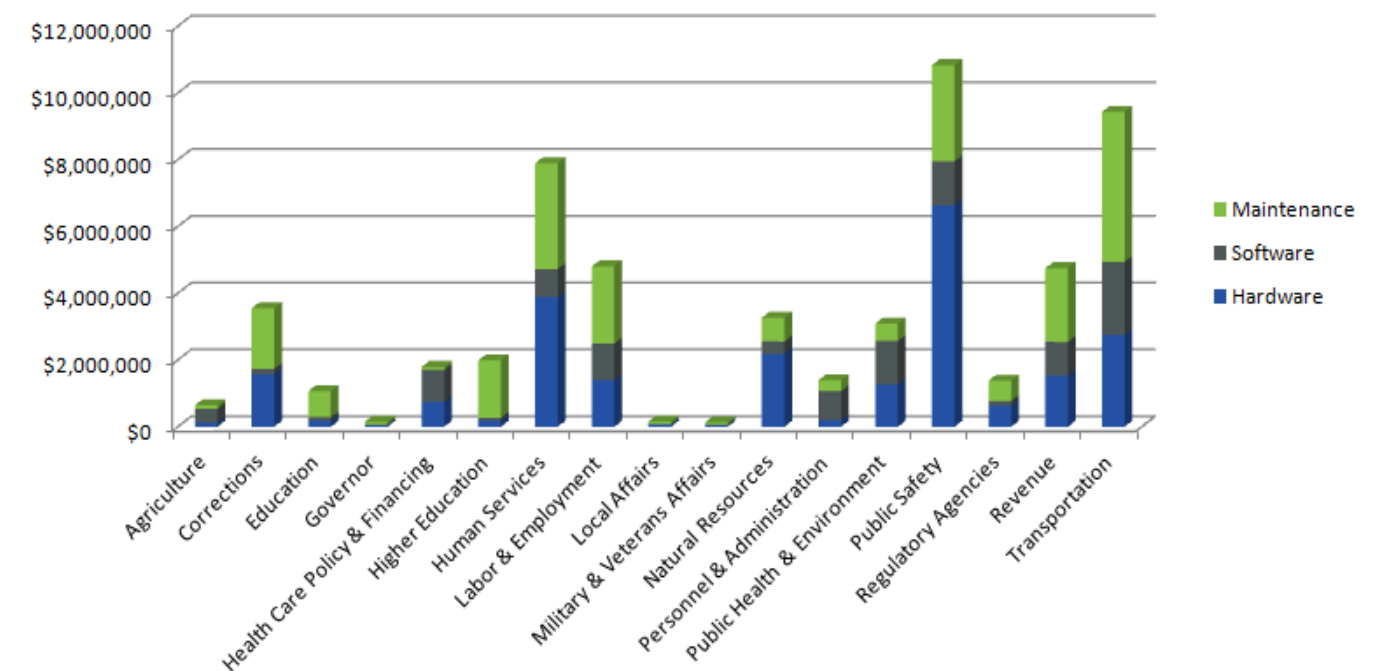
### Oversight

OIT is audited annually by the Office of the State Auditor (OSA) and the U.S. Department of Health and Human Services, Division of Cost Allocation (DCA). The OSA audits OIT's financial transactions and controls as part of the state's annual financial statement audit. Additionally, OIT's billing methodology is audited every year by DCA to ensure that our rate setting methods are sound, that OIT is billing each department in accordance with set rates, and that federal funds are not being used to subsidize state general or cash funded programs. OIT is proud of the fact that we have had no major findings from this annual federal review!

### Information Technology Budget

The bar graph below identifies the distribution of \$56.3 million in FY14 hardware, software and maintenance expenditures by department.

**Executive Branch**  
Hardware, Software & Maintenance Spend  
Fiscal Year 2013-14



## IT Spend in Fiscal Year 2013-14

The total IT spend across Executive Branch departments has averaged nearly \$300 million in each of the past three fiscal years. These expenditures include costs that departments dedicate annually to OIT services (e.g., data center, network connectivity, long distance, etc.) as well as additional and significant costs associated with hardware, software (including lease costs, purchases, maintenance, support and licensing) and IT professional services. The following table summarizes FY14 IT spend by department.

### Information Technology Expenditures Fiscal Year 2013-14

Department	State FTE Personal Services	Contracted Professional Services	Operating*	Total Spend
Human Services	\$0	\$5,972,753	\$69,945,675	\$75,918,428
Revenue	\$0	\$4,779,618	\$26,366,110	\$31,145,728
Transportation	\$0	\$535,586	\$23,708,707	\$24,244,294
Higher Education	\$0	\$0	\$22,625,745	\$22,625,745
Public Safety	\$0	\$1,107,018	\$19,403,883	\$20,510,901
Corrections	\$0	\$58,907	\$20,165,807	\$20,224,714
Natural Resources	\$0	\$1,063,915	\$15,801,010	\$16,864,925
Labor	\$0	\$419,551	\$14,894,172	\$15,313,723
Public Health	\$0	\$1,718,934	\$11,074,938	\$12,793,872
Health Care Policy	\$0	\$66,400	\$6,035,122	\$6,101,522
Personnel	\$0	\$73,234	\$5,801,248	\$5,874,483
Education	\$0	\$2,476,740	\$3,120,951	\$5,597,691
Reg Agencies	\$0	\$155,182	\$3,805,717	\$3,960,899
Governor	\$0	\$670,745	\$1,816,572	\$2,487,317
Agriculture	\$0	\$1,189,229	\$926,359	\$2,115,588
Local Affairs	\$0	\$0	\$1,602,484	\$1,602,484
Military Affairs	\$0	\$20,000	\$721,851	\$741,851
<b>Totals FY14 (Though Period 12)</b>		<b>\$20,307,814</b>	<b>\$247,816,352</b>	<b>\$268,124,166</b>
<b>Office of Information Technology**</b>	<b>\$81,388,714</b>	<b>\$15,264,200</b>	<b>\$60,216,298</b>	<b>\$156,869,212</b>

\*Operating includes billings to departments for OIT staff, telecomm & Capital Construction

\*\*Department's Operating Spend includes OIT Common Policy charges



# CORE

Colorado Operations Resource Engine

## CORE

In 2012, OIT embarked on a project with the Department of Personnel & Administration (DPA) to replace the state's aging accounting and financial management system of final record known as the Colorado Financial Reporting System - or COFRS. This system, used by more than 2,500 state employees across nearly every state agency, processes approximately \$70 billion in annual expenditures and revenues as well as an average of 1.65 million general ledger records and 300,000 financial documents each month.

The multi-year, multi-phased project was completed in June 2014 when the Colorado Operations Resource Engine (CORE) was implemented. CORE replaced the 24-year-old "green screen" system with a modern, web-enabled, vendor-hosted Enterprise Resource Planning (ERP) financial system that enables greater transparency and reporting of fiscal data than its predecessor. On its first day alone, CORE processed more than \$73 million in transactions. CORE integrates budget and purchasing functions - functionality that was not previously available. Other enhancements include the ability of vendors to use CORE's no-cost Vendor Self Service module to view solicitations and register to receive notifications.



## CBMS

The Colorado Benefits Management System (CBMS) is the essential system that determines eligibility and manages benefits such as food, health and housing assistance for our state's most vulnerable residents. OIT has made great strides since FY12 to modernize this critical system and increase system timeliness.

In FY14, we focused on enhancing the client experience of the award-winning Program Eligibility and Application Kit (PEAK) by making services more accessible and anticipating their needs. PEAK allows Coloradans to screen themselves and apply for Medicaid, Food Assistance, Colorado Works, Adult Financial Assistance and the Children's Basic Health Plan from a home computer, library, kiosk or anywhere the internet can be accessed. PEAK also enables individuals to easily check their application status and benefits and update their client information, including address changes and contacts.

In October 2013, a significant update was made that allows PEAK to determine eligibility for Medicaid applicants in real time. In the past, applicants had to wait several days or even weeks for a determination; now they receive their determination immediately after submitting their application. In addition, during the Medicaid application process, the PEAK system scans CBMS to determine whether the applicant is receiving other benefits and if not, and if eligible, the system suggests other programs the applicant may qualify for. This service was further expanded in April 2014 when a program change was made to allow clients easier online access to benefits and assistance options. Rather than waiting to receive information via the U.S. Postal Service, clients now have the option to access their personal PEAK Mail Center and receive information about their benefits, search for their historical Client Correspondence (which they previously had to request), choose a paperless option for assistance and benefits management and track the status of their applications online.

Since the launch of PEAK, nearly 509,000 accounts have been created and nearly 300,000 screenings (Am I Eligible) have been completed with 68 percent determined in Real Time. This has saved approximately \$1 million in operational costs while reducing application enrollment wait times by over 30 percent, and in many cases trimming a 45-day eligibility determination process to 45 minutes.

## Cloud Services

Just as with the private sector, cloud services enable government entities to decrease their costs, simplify processes and deploy new systems more rapidly. OIT has placed an emphasis on utilizing the cloud to meet those needs and more.

### *State Private Cloud*

After launching the Colorado Cloud, the state's first internal private cloud in June 2013, OIT began offering Shared Cloud Hosting services within the state's two enterprise data centers. Servers are now housed in a multi-tenancy cloud platform, unless there are specific requirements for a physical deployment, where customers benefit from shared security filtering and enterprise anti-virus services. The Colorado Cloud has significantly improved the IT infrastructure and provides benefits that include enhanced quality of service; the ability to rapidly provide data and file storage to agency customer; allows for virtual environments as landing zones for applications that can be turned up in days; eliminates the support of disparate systems; and enables routine task automation.

With the widespread adoption of this virtual environment, OIT has a solid foundation upon which to grow. It further enables more robust disaster recovery and application high availability capabilities. Additionally, virtualization orchestration and automation functionality has been added, moving the state data centers closer to true Private Cloud capabilities of self-service and rapid provisioning.

### *Federated Cloud*

In August 2013, OIT executed a contract for Colorado's first ever government cloud computing environment (Platform as a Service). The federated cloud, known as Cloud First, provides the state with a highly reliable and securely managed, hosted infrastructure computing platform that provides advanced system security, monitoring and support with comprehensive reporting capability, and real-time dashboard statistics on systems and application performance. Applications demanding the additional security, monitoring, reporting and enhanced Oracle database services will be among the first to take advantage of the new environment beginning in FY15.

Through this hybrid private and secure cloud solution, OIT is able to leverage the shared services capabilities available in the state data centers with those which can only currently be provided by an external vendor, and cost efficiencies have already been realized.

## Google Apps for Government

In October 2012, OIT replaced the state's 15 siloed and disparate email systems with Google Apps for Government, a single, cloud-based email and calendar platform. Having passed this initial intent, OIT continues to leverage the applications and services available on this platform at no additional cost. In FY14, we saw a significant increase in the internal "market share" for such applications as Google Hangouts on Air, Collaboration Sites and Google Docs.

- OIT worked with the Colorado Department of Transportation (CDOT) to test and implement Google Hangouts to create a video conference system used to communicate with CDOT's 3,000+ employees across the state. This "skip the trip" solution has enabled a cost-effective way for CDOT's regional locations to effectively communicate and collaborate.
- Colorado state agencies are taking advantage of Google Sites to create their intranet and public sites either independently or through engagement with OIT. This includes the Department of Public Safety's Division of Fire Prevention and Control<sup>14</sup>, the first agency to create its extranet on this platform, as well as the Colorado Department of Public Health and Environment's (CDPHE) [tobaccofreecolorado.org](http://tobaccofreecolorado.org) site, which saved the state approximately \$300,000 and provided a template that other agencies can leverage. Indeed, CDPHE subsequently developed [www.colorado.gov/marijuana](http://www.colorado.gov/marijuana) on this template, saving them both time and money. Overall, the state has avoided more than \$2.4 million in costs through the increased creation and use of Google Sites.
- More than 3 million Google Docs have been created as state employees are taking advantage of the real-time collaboration functionality this application provides.
- The benefit of Google Sites was abundantly evident after the unprecedented flooding in September 2013. OIT's Google and GIS teams worked with local, state and federal incident response agencies as well as Google's Crisis Response team to develop [ColoradoUnited.com](http://ColoradoUnited.com), the Official State of Colorado Website for Recovery Information and Resources. The site includes recovery news, current information about impacted areas, information and forms for getting help as well as how to provide help. The site also provides a map with information about road closures, shelters, weather conditions and current traffic conditions in addition to links to traffic cams and dozens of pictures taken by the Civil Air Patrol. As a result of OIT's mapping services, Colorado received a 2014 Consumerization of IT in the Enterprise (CITE) Award for the Best Use of GIS.

<sup>14</sup> Accessible at <http://dfs.state.co.us/>

Regardless of the platform, securing Protected Health Information (PHI) under the Health Insurance Portability and Accountability Act (HIPAA) is of paramount importance. The State of Colorado was the first entity worldwide to obtain Google's HIPAA Business Associate Agreement (BAA). This ensures that PHI is being properly safeguarded when using Google's core applications (e.g., email, calendar, drive). Further, OIT's Google team, in close cooperation with the Office of Information Security, created a Private Chrome Store as a repository for third party applications and extensions that have been vetted for appropriateness, functionality and security. State employees can download these applications and extensions with the assurance that they been approved for safe use in our environment.



 Logged >500 hours supporting flood relief efforts  
Provided 24/7 support to the State Emergency Operations Center  
Provided CDOT with 800 mhz repeaters for the restoration of US 34

## Consolidation

The 2008 consolidation of information technology services and functions into a single organization is not a one-time event. OIT continues to pursue opportunities to consolidate and centralize IT services in order to achieve cost savings and improve service and operational delivery. Consolidation activities have resulted in a total cost savings and cost avoidance to the State of Colorado of more than \$38.8 million over five years.

### Data Center Consolidation

Reducing the state's data center footprint is a complex, multi-year effort. As of June 2014, OIT has migrated or terminated 20 of the 40 data centers found in a 2007 study<sup>15</sup>, and plans have been completed to consolidate the remaining data centers over the next two years. Additionally, more than 814 of 1,909 servers have been decommissioned, virtualized or migrated to the cloud. As a result of these efforts, more than 4,798 feet of space have now been recovered, resulting in nearly \$76,000 in annual energy savings and more than \$800,000 in annual operating costs.

In a similar vein, OIT recognized a need to reduce the overall count and complexity of the enterprise application portfolio. OIT manages approximately 1,200 applications, nearly 16% of which are in the sunset stage of their lifecycle. Over the course of the fiscal year, 120 applications have been either decommissioned or eliminated due to other project consolidations and data cleansing. This successful proof of concept has been formally expanded into a program that will begin in FY15 to Reduce Redundant Applications (RRA).

<sup>15</sup> The study originally found 38 data centers that were being managed by 23 state agencies and that more than one data center was housed in each of three separate locations. Two additional data centers were subsequently discovered bringing the total to 40. An entity the size of Colorado's Executive Branch should not require more than two to three data centers.

## Big Data

Just as with the private sector, cloud services enable government entities to decrease their costs, simplify processes and deploy new systems more rapidly. OIT has placed an emphasis on utilizing the cloud to meet those needs and more.

### *Colorado Information Marketplace (CIM)*

State agencies collect massive amounts of data that beg for a platform that can store, catalog and share public data. Out of this need, the Colorado Information Marketplace at [data.colorado.gov](http://data.colorado.gov) was born in June 2012. CIM aims at halting the collection of redundant information by providing a secure, standard data sharing platform for collaboration and integrating information among government entities. The Marketplace offers such things as maps, datasets, charts, documents and more that the public can rate, download, sort and/or share. OIT continues to grow this award winning framework; in FY14, there was a 214% increase in the number of page views from the prior year, 308 new datasets were posted and 190 new maps added.

As a convenient statewide central repository for open data, CIM not only advances data sharing between agencies and the public, but enables the public to access and use the data to create new tools and applications. The platform was an integral component of the aforementioned Go Code Colorado initiative. In this statewide apps challenge, competitors used public data accessible from CIM to create mobile and online business applications that solve actual business problems.<sup>13</sup>

### *Data Insights Platform*

Colorado is doing groundbreaking work in the area of data management. In a natural extension of CIM, OIT used big data technologies to create the Data Insights Platform (iData Platform) which is designed for state data analytics and support for operations. It encompasses data and information governance, data integration from disparate systems and identity resolution of the information across all contributing organizations through big data analytics. The iData Platform allows for the storage, integration and processing of data from a variety of different source systems in a multitude of formats using an agile approach that delivers results more quickly and is much more responsive to changing analytics and operational needs of the state. It will reduce Colorado's state operational costs by creating an agile and reusable analytics framework around information standards and services, reduce the redundant capture of data and reduce training of analysts around information interpretation. Although less than one year old, the iData Platform is already receiving nationwide attention and was awarded StateScoop's State Innovation of the Year in 2014. This platform also received a CIO 100 Award from CIO magazine.

<sup>13</sup> Information about the winning teams and their apps can be found at <http://gocode.colorado.gov/>.

## Colorado State Network (CSN)

The critical project to replace the Multi-Use Network (MNT), the state's aging wide area network, was completed in December 2013. The project began in June 2011 when OIT entered into a managed service contract to upgrade, modernize and improve the state network, which touches all 64 counties and connects nearly 100 public-sector entities. The outcome is the Colorado State Network (CSN) which provides state of the art technology and scalable bandwidth that is more reliable, redundant, secure and sustainable. CSN also offers the flexibility and capability necessary to meet the state's needs by providing a vital foundation for future services and upgrades. The project impacted over 518 sites across the state and is providing users with more solid network performance with greater application speed, reduced error rates and increased system availability.

## WyCAN

Colorado continues to lead the four state consortium known as WyCAN (Wyoming, Colorado, Arizona and North Dakota). The consortium is focused on a multi-year effort to create the nation's first ever multi-state Unemployment Insurance (UI) cloud-based platform. The new multi-tenant UI Tax and Benefits system will allow business owners, rather than developers, to make changes. It will also allow any state to join for a fraction of the cost of building their own new UI solution. Indeed, four states have already approached Colorado to do just that. WyCAN is expected to be complete in December 2016.



# SECTION IV

## IT Economic Development

*Through private and public partnership, Colorado will be recognized as a nucleus for innovation, technology, and economic growth. - the “Silicon Mountain of the IT Community.”*

In 2011, the state CIO took on the added responsibility of becoming Secretary of Technology. This new dual-role was created to provide specific industry focus on attracting, growing and retaining information technology jobs and businesses in Colorado, in addition to being responsible for overseeing all information technology services for the state. This move recognized the importance and strategic prominence that the technology industry has to the state’s economic future. The Secretary of Technology builds economic development opportunities for IT businesses by promoting Colorado as a headquarters location for new and existing technology companies and by attracting technology companies of all sizes to relocate to, or expand within, Colorado.

In close collaboration with the Office of Economic Development and International Trade (OEDIT), our commitment to job creation resulted in 4,021 new IT jobs being announced in FY14.<sup>16</sup> While these job announcements do not reflect the actual job growth for the year, they are a leading indicator of the positive economic activity in building the IT ecosystem across Colorado. Additionally, six technology companies newly headquartered their businesses in Colorado.

California and Colorado have similar growth industries including aerospace, bioscience, energy and high-tech. They also share companies, innovation, venture capital and customers. As a strong California economy helps our state succeed, OIT coordinated the annual economic development trip to California to help foster that relationship. In November 2013, a small Colorado delegation, including the Governor and executives from OEDIT and OIT, visited venture capitalists as well as several companies headquartered in Silicon Valley and San Francisco that have a significant presence in our state.

OIT continued to spearhead the IT Economic Development Advisory Council (ITEDAC). ITEDAC is comprised of a group of executive IT business leaders from across the state who act as trusted advisors, providing feedback on proposed economic development strategies, IT ideas and initiatives, and brainstorming job creation solutions. ITEDAC members have helped to get direct feedback from the technology industry and extend the outreach efforts of OIT. This team has been instrumental in the direct contact with over 40 Colorado companies over the past year. Council members have also provided valuable introductions for our annual economic development trip to Silicon Valley and San Francisco.

### Enterprise-to-Emerging (E2E)

The Enterprise-to-Emerging (E2E) initiative is a collaborative effort between OIT and the Colorado Technology Association (CTA) to connect emerging Colorado companies in the information, technology and electronics industries with enterprise companies. These connections are designed to help enterprise companies stay abreast of the exploding innovative startup activity going on in Colorado and create opportunities for enterprise and emerging companies to develop more business-to-business opportunities within the Colorado marketplace. On May 29, 2014, the first event was held where five CEOs were connected with five leaders from emerging companies. As a result, multiple new business deals are being considered from the introductions and conversations from that meeting.

<sup>16</sup> In FY2011-12, we established a five year goal to help bring 25,000 new technology jobs to Colorado. Three years later - at the end of FY14 - 19,080 (76%) have already been announced.

## Broadband

Research has shown that the availability of broadband is an important component in local economic growth. In FY14, OIT received funding from the Colorado General Assembly to continue the work of mapping broadband services within the state. Below are some of the contributions that OIT has made and continues to make in this space:

- The Broadband Collaboration Portal was created in FY14 to provide a platform where key stakeholders can collaborate and share broadband efforts, experiences and challenges.
- A monthly newsletter is now available to interested parties who wish to learn about key topics, events and issues impacting broadband in Colorado.
- In partnership with the Department of Local Affairs (DOLA) and the Colorado Office of Economic Development & International Trade, OIT developed a program to assist local governments to create regional broadband plans to identify their current broadband resources, gaps and needed solutions. Members of OIT's broadband team traveled to every rural DOLA region in the state to present the program to key stakeholders.
- In conjunction with the Governor's Office and other state agencies, OIT helped to develop the Bridging the Digital Divide broadband paper outlining the current state of Colorado's broadband environment, what the state is doing to help and what the next steps are to achieve the Colorado broadband vision.
- OIT biannually gathers broadband coverage directly from Colorado's service providers, processes the data to meet the broadband standards set by the National Telecommunications and Information Administration (NTIA), and makes the maps available at <http://maps.co.gov/coloradobroadband>.
- OIT used the power of crowdsourcing to continue to gather information from end-users through an online speed test implemented in September 2012. The speed test, available at <http://maps.co.gov/coloradospeed>, gives residents the opportunity to find out how fast their web connection is running in comparison with what their internet provider indicates they should be receiving in that area. This allows consumers to better understand the quality and reliability of their broadband service, while also allowing OIT to validate the data and thereby develop a more accurate understanding of broadband from the end-user perspective. More than 3,500 unique speed tests were taken in FY13 and 5,776 were taken in FY14.

## FirstNet Colorado (FNC)

After 9/11 and Hurricane Katrina, it was found that existing communications infrastructures were inadequate for the interoperability needed to allow public safety first responders to communicate and collaborate efficiently. As a result, the First Responder Network Authority (FirstNet) was created to coordinate with state and local governments to plan and design the first nationwide Public Safety Broadband Network (PSBN), a dedicated 4G LTE wireless broadband data and cellular voice network for use by public safety first responders.

Initial planning and outreach efforts are supported through the State and Local Implementation Grant Program (SLIGP), and Colorado was one of the first five states to receive this grant allocation. Over the past year, OIT has coordinated the programmatic efforts which include: hiring two dedicated staff to focus on programmatic and outreach efforts, establishing the FirstNet Colorado Governing Body, and meeting with 295 key local, tribal, state and federal stakeholders through 26 separate outreach engagements across the state between March and June 2014.

Once implemented the NPSBN will provide Colorado's first responders with a robust and dedicated broadband wireless network to serve their unique needs and critical mission of keeping Colorado's residents and visitors safe.

## Distance Learning

OIT provides distance learning technology resources and training to schools across Colorado, expanding access to educational courses and providing students with the opportunity to gain exposure to global perspectives.<sup>17</sup> During the course of FY14, OIT helped bring more than 150 classes, including Advanced Placement Math, Science and English courses, hands-on STEM (Science, Technology, Engineering, Mathematics) workshops and foreign languages. Additionally, in FY14 the Denver Museum of Nature and Science partnered with the Distance Learning team to make virtual classes on science topics like circulatory, digestive and respiratory systems through dissection available to elementary and middle school students.

<sup>17</sup> The distance learning program is serving Colorado students in urban areas as well as those in rural communities such as Silverton, Fairplay, Saguache, Elbert, Caliche, and Brush.

# SECTION V

## Awards & Recognition

*OIT's work and leaders continue to be acknowledged not only in the media but as recipients of competitive national and local awards.*



In May 2014, then Secretary of Technology & Chief Information Officer Kristin Russell was honored as one of StateScoop 50 Awards' GoldenGov: State Executive of the Year. The overarching StateScoop50 Awards honor the best and brightest who make state government more efficient and effective. The GoldenGov award specifically honors those visionaries who are leading and inspiring government with their innovative ideas.

In October 2013, Colorado's Governor's Office of Information Technology tied with California's CalWIN for the APHSA ISM<sup>18</sup> 2013 Recognition Awards for Excellence in Human Services Information Technology in the Application of New Technologies category. This annual award recognizes state and local human services organizations for their use of emerging technologies.



In April 2014, the Governor's Office of Information Technology was honored with a Special Award for the Best Use of GIS by the Consumerization of IT in the Enterprise (CITE). IDG's CITE Awards Program focuses on organizations leading technology and business innovations in mobile, social, cloud and analytics technologies and solutions.

In September 2013, the Governor's Office of Information Technology and project lead Dianna Anderson received the APEX 2013 Technology Project of the Year award for the implementation of the Colorado Information Marketplace (CIM). The Colorado Technology Association's annual APEX awards recognize excellence in technology and Colorado's leaders and innovators.



In December 2013, then State Chief Information Security Officer Jonathan Trull was honored as one of the "People Who Made A Difference in Security 2013" at the SANS Cyber Defense Initiative Conference. This award recognizes those who have made meaningful and real advances in cyber security.

In August 2013, the innovative use of technology for improving the Colorado Benefits Management System (CBMS) earned OIT a 2013 CIO 100 Award. This annual award recognizes 100 organizations that demonstrate excellence and achievement in IT.



<sup>18</sup> ISM is an affiliate of the American Public Human Services Association (APHSA) and is comprised of public sector employees working in the Health and Human Services areas.





# VI SECTION Summary

## Summary

Throughout FY14, OIT continued our work on existing multi-year projects and embarked on new ones to further strengthen the IT infrastructure as well as deliver reliable and beneficial IT services to our customers to help us all Achieve More Success.

We do not want to lose sight of our core mission and will make the intentional shift in FY15 to get “Back to Basics.” That means through a culture of collaboration, employees will be given the keys to change the status quo and be active partners in improving internal operations. Our rallying cry will be “One click or call does it all” so that employees know they are empowered - and expected - to take ownership of customer issues and requests. We will set rigorous goals and strive to impact the metrics that matter the most to our customers while providing clear and consistent communication regarding their day-to-day service needs and important project deadlines. We will continue to focus on hiring and retaining the best talent as we place an emphasis on hiring for diversity. We are proud that 39 percent of our workforce is female - exceeding the national average of 26 percent.

We look forward to continuing to serve Colorado and aspire to delivering IT services in ever more collaborative, innovative, effective, efficient and elegant ways.

## APPENDIX A: OIT’s FUNCTIONAL FRAMEWORK

**SUMANA NALLAPATI**  
Secretary of Technology & CIO

**BRENDA BERLIN**  
Deputy CIO & Chief  
Financial Officer

- Budget
- Contracts
- Employee Relations
- Finance
- Human Resources
- IT Recruiting
- Legislative Affairs
- Payroll
- Procurement
- Vendor Management Office

**TAUNA LOCKHART**  
Chief Communications  
Officer & PIO

- Agency Communications
- CBMS Communications
- Internal Communications
- Marketing & Branding
- Media Relations

**WILLIAM CHUMLEY**  
Chief Customer  
Officer

- Agency IT Directors
- Business Portfolio
- Change Leadership
- Enterprise Portfolio Project Management Office
- Service Desk
- Service Owner Roles

**DEBORAH BLYTH**  
Chief Information  
Security Officer

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

**MONICA COUGHLIN**  
Chief Strategy  
Officer

- Broadband Mapping
- Broadband Strategy, Planning & Outreach
- Business Operations
- FirstNet
- GIS
- IT Economic Development
- Strategy Development & Execution

**DAVID MCCURDY**  
Chief Technology  
Officer

- Agency Applications & Services
- Development & Support
- CBMS
- Data Centers
- Database Services
- Deskside Support & Services
- Enterprise Applications & Services
- Google Apps for Government
- Mainframe, System & Server Administration
- Major Incident / Change Management
- Network Services
- Public Safety Communications Network (DTRS)

## APPENDIX B: PUBLIC PRIVATE PARTNERSHIPS

Leveraging trusted partnerships is key to OIT's success in strengthening the Colorado technology industry and driving cost-effective, innovative solutions for the State of Colorado. Critical public/private partnerships, such as the Colorado Innovation Network (COIN), foster innovation, create jobs and ensure the state's leadership is engaged with IT industry leaders and informed of important trends.

### Colorado Broadband Knights of the Roundtable

The Colorado Broadband Knights of the Roundtable typically meets quarterly and continues to be a successful forum to convene thought leaders on the topic of broadband deployment across Colorado. This group focuses on the coordination and collaboration of broadband activity across the state.

### Colorado Innovation Network (COIN)

In November 2011, Governor Hickenlooper announced the Colorado Innovation Network (COIN), a public-private partnership created within the Colorado Office of Economic Development and International Trade (OEDIT). The Secretary of Technology and Chief Information Officer has served on COIN's Board of Advisors since its inception. COIN's mission is to make Colorado the most innovative state in the nation and to help spur and cultivate innovation within Colorado by connecting innovation leaders and inventors to solutions and ideas through which they can foster new technology development. Annually, COIN brings together diverse leaders from around the globe for an invitation only, two day summit to collaborate, innovate and network.

### Colorado Information Security Advisory Board

The Chief Information Security Officer (CISO) formed this board in 2012 to help determine a cost-effective and direct method of implementing the Twenty Critical Controls on the systems and networks owned and managed by the State of Colorado. The board is comprised of members from the public and private sectors from all industries and governments. This advisory board played a critical role in making the recommendations that would become Secure Colorado and move security forward in the state of Colorado.

### Colorado Technology Association (CTA)

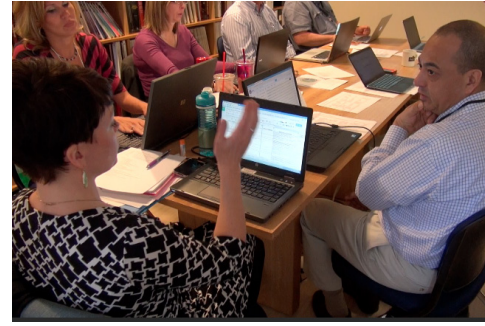
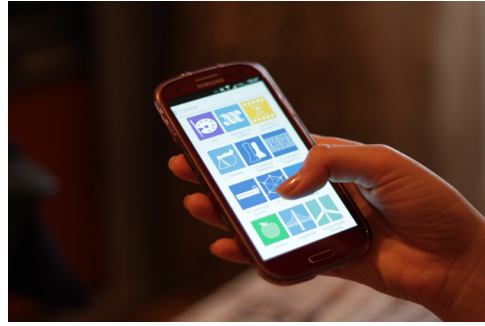
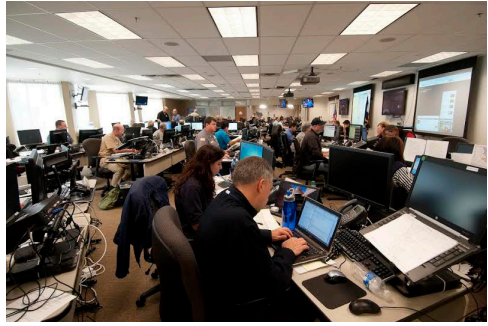
OIT's partnership with CTA has remained strong and continues to grow. CTA, OIT and OEDIT formed the Industry Collaboration Office (ICO) to tackle initiatives and drive discussions coming from the Technology, Information & Electronics Key Industry Network (KIN). One particular initiative that the ICO is leading is E2E. CTA also participates in OIT's IT economic development trips, and OIT participates in CTA's signature events like APEX and C-Level @ A Mile High. Additionally, this partnership continues to provide free monthly tech forums focused on relevant and timely issues. The forums are available to any interested public or private sector employee (e.g., state and local government, local technology companies).

### IT Economic Development Advisory Council (ITEDAC)

The IT Economic Development Advisory Council is a group of executive business leaders from across the state who act as trusted advisors providing feedback on proposed economic development strategies, IT ideas and initiatives and brainstorming job creation solutions. They support activities associated with the technology and information business development pipeline as well as IT economic development trips to other states to meet with IT business leaders to assess how Colorado could be more attractive for these businesses and encourage them to consider Colorado when they have opportunities for growth and expansion. Council members have provided valuable introductions on our annual economic development trip to Silicon Valley and San Francisco. They also help lead targeted business development initiatives and projects. OIT has leveraged the ITEDAC to get direct feedback from the technology industry and extend the outreach of our office. This team has been instrumental in the direct contact with over 40 Colorado companies over the past year.

### Technology & Information Key Industry Network (KIN)

In 2012, OIT in conjunction with OEDIT and CTA assembled a Technology Key Industry Network (KIN) Steering Committee and Tactical Team with representation from the technology industry, academia, state and federal government, nonprofit associations and others to develop a business plan for the technology industry in Colorado. The KIN has evolved to include electronics as well. OIT, OEDIT and CTA have formed the Industry Collaboration Office (ICO) to drive and track the initiatives that were identified through this KIN.



## APPENDIX C: ADDITIONAL ACCOMPLISHMENTS

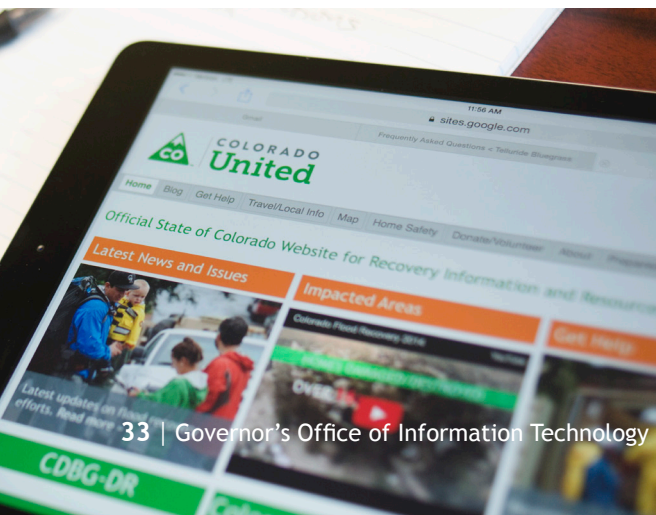
OIT provides and manages the systems that our customers - state agencies - use to deliver services to Colorado's residents. The following is a sample of the many projects in which the OIT team engaged in FY14 to create and/or improve these agency-specific systems.

### Agriculture & Wildlife

- OIT ensured that the IT services (e.g., voice and data network, reconnecting computers, printer setup, etc.) necessary for the consolidation of various Department of Agriculture (CDA) offices in May 2014 were in place to help effect a seamless move. Through this process, OIT also provided CDA with services previously unavailable to them including a state and guest wireless network and a modern, state-of-the art audio/visual system for the new conference rooms.
- In April 2014, a new front end portal was developed for the Colorado Parks and Wildlife's website to reflect the merger of two former divisions with the Department of Natural Resources (DNR) and provide a single site where the public can do things such as reserve campgrounds and buy hunting and fishing licenses. During the redesign, application enhancements were also made to provide CPW staff with a more efficient means to update information and resources including a responsive design to make the site available from any device.

### Business & Labor

- In September 2013, OIT completed the four-year project to create the Internet Self Service (ISS) suite of applications for the Colorado Department of Labor & Employment (CDLE). ISS enables Coloradans to file for unemployment online and employers to file their unemployment taxes and manage claims electronically. The majority of unemployment claims are now filed online, creating significant cost savings for CDLE; additional postage and printing costs will be avoided as more claimants download their forms and handbooks. More than 20,000 registered employers are using ISS to file their reports and taxes through the site, again reducing staffing costs and costs for file storage and archiving. In addition to enabling cost savings for the business, this project has raised our standards for development best practices, allowing OIT to provide a higher level of service to the business.
- OIT established the infrastructure and completed the application and web services development required for CDLE to comply with federal government requirements to expand functionality of the Unemployment Separation Information Data Exchange System (SIDES). The CDLE SIDES team was recognized by the US Department of Labor as achieving the highest rate of electronic response in the nation.
- To enable compliance with Federal Disaster Relief funding requirements, OIT added new modules and enhanced existing modules within the Colorado Grants Management System for the Department of Local Affairs (DOLA). In a quick turnaround in response to a critical need, OIT provided program management, project management, business analysis, configuration, testing and training throughout the full process.
- OIT assisted the Department of Regulatory Agencies' (DORA) executive leadership team in reviewing their performance planning process as outlined by the Office of State Planning & Budgeting (OSP) and provided expertise to support implementation of the stated technology goals.

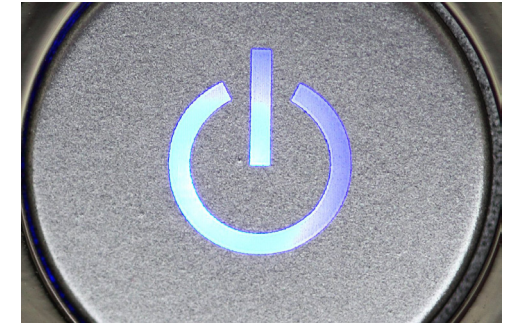
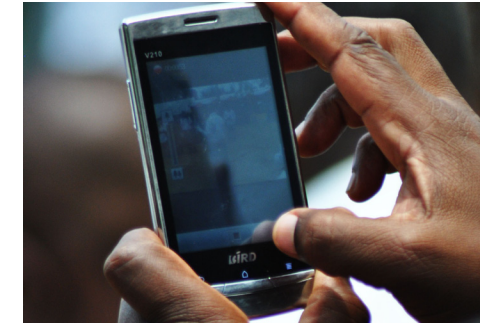
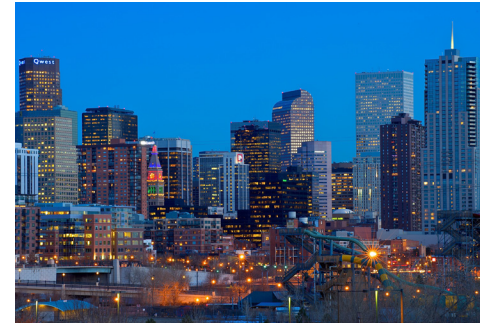


## Corrections

- OIT completed the implementation of the Colorado Transition & Accountability Plan (CTAP). CTAP is an integrated electronic case management planning system used from intake through release to identify and meet offender needs for various programs and treatment. It also assists the Department of Corrections (DOC) with managing offenders' transition from incarceration and establishing a pathway to success.
- Funding was secured to develop an offender and parolee management system with an integrated electronic health records component. OIT is working closely with DOC to identify and secure a COTS web-based and mobile-enabled solution for this multi-phased project. The new system will eliminate redundancy and deliver a single-integrated solution to meet the needs of the agency, its mobile workforce (Division of Parole) and private prisons.
- OIT teamed up with the DOC and Denver Health Medical Center to launch a pilot program to bring telemedicine to inmates needing certain specialized services via high definition video conferencing. The first offenders were seen in September 2013; four appointments were successfully completed. Subsequently all correctional facilities have been brought online, with some facilities sharing tele-pysch equipment. Approximately thirty-six offenders have received their medical appointments via telemedicine. DOC's overall goal is to increase such appointments thereby decreasing the number of medical transports and decreasing transportation costs.

## Health & Human Services

- OIT helped seven state agencies create a single source of information - <https://colorado.gov/marijuana> - for health and legal information regarding legalization of marijuana in the state. Working closely with the agencies and the lead program manager from the Department of Public Health and Environment (CDPHE), the OIT team provided Google Sites, Drive and collaboration support to ensure the site addresses all agency information needs and those identified by the Governor's Office. The site was built and coordinated at no additional cost using the state's Google Apps for Government platform.
- A guest wireless network was implemented at various CDPHE and Department of Human Services (CDHS) sites. This network provides convenient, high speed wireless connectivity not only to visitors but to employees who use their wireless devices when working away from their desks such as in conference rooms, etc.
- OIT successfully upgraded the Department of Health Care Policy & Financing's (HCPF) Benefits Utilization System (BUS) from a legacy solution and environment to a modern state-of-the-art technological virtualized solution that provides a robust development, test and production environment that meets state and national HIPAA security compliance requirements.
- The transfer of the Division for Developmental Disabilities (DDD) waivers programs under the Colorado Department of Human Services (CDHS) to HCPF was completed in November 2013 requiring the relocation of more than 160 employees to a new State Building. In collaboration with the HCPF facility planning team, OIT participated in facility design meetings, and provided all the necessary IT resources (e.g., voice and data network, printers, computers, etc.) to ensure that technology did not interfere with employees' ability to "hit the ground running." Today the new building is one of the most technologically advanced facilities in the state. In addition, the OIT Applications Team migrated the DDD web-based application from CDHS to HCPF to ensure that the Division for Developmental Disabilities could function once established within the new HCPF building.
- The design of a new employee onboarding application was completed for CDHS. The new application, which will be implemented in FY15, is the product of a joint OIT-CDHS LEAN process improvement initiative to eliminate the 15 page form currently used and expedite the onboarding process.



## Military & Veterans Affairs

- The Department of Military & Veterans Affairs and OIT facilitated the formation and development of the Colorado Cyber Security Task Force. The Task Force, which includes members from the FBI, Colorado Bureau of Investigation (CBI), Secret Service, Colorado Information Analysis Center (CIAC), Office of Emergency Management (OEM), Colorado National Guard and others, meets regularly to promote cyber security information sharing.

## Public Safety

- OIT implemented the Digital Evidence Management System which placed video cameras in State Patrol vehicles to capture video of traffic stops, accident investigations and pursuits. The captured video is transmitted to the evidence management system via a wireless connection, enabling its use by command staff and even prosecuting attorneys as needed for incidents that turn into criminal cases.
- OIT facilitated the contract process, requirement development and design and initiated projects for several new systems for the Colorado Department of Public Safety (CDPS) and its Divisions. Those include: a new Records Management System for the Colorado State Patrol to, among other things, capture and use data to assist with troop deployment into high traffic areas; a new Records Management System for the Division of Fire Prevention & Control to track and manage testing and certifications for firefighters and school and hospital safety inspectors; and a disaster operations management system for the Division of Homeland Security and Emergency Management called ConnectColorado.
- OIT staff members worked with the Colorado Crime Information Center (CCIC) maintenance vendor and SIPA to implement a new Sex Offender Registry system. This system replaced two older legacy Sex Offender Registry systems and provides more timely and accurate information (including neighborhood maps) about sex offenders in the state.

## Revenue, Licenses & Registration

- Several enhancements were made to the Department of Revenue's (DOR) Driver's License system including Penalties for Drunk Drivers, Preregister Votes for 16 Year Olds, Veteran Designation on ID Docs, Death Records Hard Stops, and Electronic Renewal for ID Cards for Seniors.
- Enhancements were made to DOR's GenTax Gross Conservation Easement Program. The project included redesigning forms to capture more of the information that was being manually captured, allowed reporting of current and accurate information on a very detailed level for external and internal requests, and integrated tracking and tax systems.

## Transportation

- Due to the nature of their business, many Colorado Department of Transportation (CDOT) employees spend little time at their computers, and it was challenging to keep them informed of important CDOT news, updates and alerts. OIT and CDOT worked together on a Digital Signage project in which digital displays were placed in strategic areas across CDOT's many locations. This has allowed CDOT to communicate strategic updates, news and information to employees as they visit and work in CDOT's various offices.
- CDOT utilizes SAP for its business operations, including human resources, financial management and procurement. OIT implemented the SAP procurement process module to streamline all phases of purchasing and payment.



## APPENDIX D: 2014 LEGISLATIVE AGENDA & DECISION ITEMS

OIT continues to work closely with the Colorado General Assembly to advance our Value Proposition of enabling the effective, efficient and elegant delivery of government services through trusted partnerships and technology. Our legislative outreach in FY14 was extremely successful. Key legislation that was passed during the 2014 legislative session which helps OIT further its goals and strategies are included below.

Additionally, all of our requested budget items for FY15 were approved which will enable OIT to continue important work in such areas as

- eliminating redundant applications,
- increasing network resiliency on the Capitol Complex,
- continuing broadband mapping and planning efforts,
- implementing additional critical security controls,
- establishing a comprehensive enterprise service management system,
- training and certifying IT staff, and
- ensuring the integrity of the Digital Trunked Radio Systems (DTRS).

Furthermore, the General Assembly agreed to a Long Bill Restructure that brings into alignment OIT's current organizational structure, service delivery structure, and service rate structure.

Bill Number	Short Title	Sponsors	Legislative Achievement
SB 14-127	Statewide Radio Systems New Subcommittee & Report	Roberts/Dore	The bill reorganizes the Consolidated Communications System Authority under the Department of Public Safety.
SB 14-169	Office of Information Technology Reports to General Assembly	Lambert/May	Requires OIT to submit reports to the JBC and JTC regarding asset inventory and the office's refresh cycle.
HB 14-1395	Information Technology Budget Requests	Gerou/Lambert	The JTC will take over responsibility for making recommendations for IT budget requests.
HB 14-1095	CBI Cyber Crime Jurisdiction	Kagan/Gardner	The bill authorizes CBI to conduct criminal investigations related to computer crime.
HB 14-1203	Funding for Digital Trunk Radio System Maintenance	Duran/Lambert	Establishes and annual appropriation for upgrading and maintaining DTRS.
HB 14-1249	Funding for Capital Construction regarding Digital Trunk Radio System	Duran/Steadman	Appropriates funds for the capital construction of the "Digital Trunked Radio System, Lease Purchase Payment for Software Upgrade.
HB 14-1327	Measures to Expand Deployment Communication Networks	Williams and Murray/Scheffel and Tochtrop	Offers carriers tax breaks for broadband deployment.
HB 14-1328	Connect Colorado Broadband Act	Williams and Coram/Nicholson and Crowder	Redirects the high-cost landline phone subsidy toward broadband deployment in unserved communities. This fund is subsidized by a 2.6% surcharge on landline and wireless phone bills.
HB 14-1330	Updating Telecommunications Technology Language	Williams/Tochtrop	Updates definitions of telecom and broadband services

## APPENDIX E: GLOSSARY OF ACRONYMS

Acronym	Description
ACA	Affordable Care Act
APHSA	American Public Human Services Association
BAA	Business Associate Agreement
CBI	Colorado Bureau of Investigations
CBMS	Colorado Benefits Management System
CCIC	Colorado Crime Information Center
CDA	Colorado Department of Agriculture
CDLE	Colorado Department of Labor & Employment
CDOT	Colorado Department of Transportation
CDPHE	Colorado Department of Public Health & Environment
CDPS	Colorado Department of Public Safety
CEO	Chief Executive Officer
CIAC	Colorado Information Analysis Center
CIM	Colorado Information Marketplace
CIO	Chief Information Officer
CISO	Chief Information Security Officer
CITE	Consumerization of IT in the Enterprise
COFRS	Colorado Financial Reporting System
COIN	Colorado Innovation Network
CORE	Colorado Operations Resource Engine
COTS	Commercial Off-The-Shelf
CPW	Colorado Parks and Wildlife
C.R.S.	Colorado Revised Statutes
CSN	Colorado State Network

Acronym	Description
CTA	Colorado Technology Association
DCA	U.S. Department of Health and Human Services, Division of Cost Allocation
DDD	Division for Developmental Disabilities
DMVA	Department of Military & Veterans Affairs
DNR	Department of Natural Resources
DOC	Department of Corrections
DOLA	Department of Local Affairs
DOR	Department of Revenue
DPA	Department of Personnel & Administration
DTRS	Digital Trunked Radio System
E2E	Enterprise-to-Emerging
ERP	Enterprise Resource Planning
FirstNet	First Responder Authority Network
FNC	FirstNet Colorado
FY	Fiscal Year
GIS	Geographic Information Systems
HB	House Bill
HIPAA	Health Insurance Portability and Accountability Act
ICT	Information and Communications Technology
ISS	Internet Self Service
IT	Information Technology
ITEDAC	IT Economic Development Advisory Council
JBC	Joint Budget Committee
JTC	Joint Technology Committee

Acronym	Description
KIN	Key Industry Network
MNT	Multi-Use Network
NIST	National Institute of Standards and Technology
NTIA	National Telecommunications and Information Administration
NPSBN	National Public Safety Broadband Network
OEDIT	Office of Economic Development & International Trade
OEM	Office of Emergency Management
OGSM	Objectives, Goals, Strategies, Measures
OIS	Office of Information Security
OIT	Governor's Office of Information Technology
OSA	Office of the State Auditor
OSPB	Office of State Planning & Budgeting
PaaS	Platform as a Service
PEAK	Program Eligibility and Application Kit
PHI	Protected Health Information
PSBN	Public Safety Broadband Network
RRA	Reduce Redundant Applications
RTE	Real Time Eligibility
SB	Senate Bill
SIDES	Separation Information Data Exchange
SIPA	Statewide Internet Portal Authority
STEM	Science, Technology, Engineering, Mathematics
UI	Unemployment Insurance
WyCAN	Wyoming, Colorado, Arizona, North Dakota



Cyber  
Security



Broadband



CBMS

