



FY16 Annual Report

Enriching the citizen experience at every digital touchpoint



COLORADO
Governor's Office of
Information Technology
Serving people serving Colorado

Table of Contents

Letter from the Secretary of Technology & CIO 1

Introduction 2

[A Brief History](#)

Business Overview & Operational Accomplishments 5

[The OIT Playbook](#)

[Methodology](#)

[WIGS & Playbook Results](#)

[Additional Key Accomplishments](#)

Financial Review 13

[Cost Savings](#)[Cost Avoidance](#)

[Appropriation Structure](#)

[Oversight](#)

[IT Spend in Fiscal Year 2015-16](#)

[Information Technology Budget](#)

IT Economic Development 16

[FirstNet Colorado \(FNC\)](#)

[Broadband](#)

Awards & Recognition 18

Summary 20

[Appendix A: OIT Organizational Framework](#)

[Appendix B: The 4 Disciplines of Execution](#)

[Appendix C: FY16 Playbook Initiatives](#)

Letter from the Secretary of Technology & Chief Information Officer

I am pleased to present the FY16 Governor's Office of Information Technology Report in accordance with C.R.S. §24-37.5-101 et seq. This past year our focus on service delivery, security, employee engagement and enhancing the IT landscape resulted in metrics that surpassed our expectations.

We promised in FY15 to go "back to basics" and in FY16 we expanded that strategy to ensure we were building trusted partnerships with our customers. We worked with our agency customers to put forth a 5-year IT road map for each one to ensure a robust, thoughtful path forward through technological investments and advancements. Additionally, we strengthened our ability to defend against cybersecurity risks by using proactive technology that allowed us to detect and prevent cyber attacks. These tools helped bring our information security risk score well below what is considered "low risk" using the McAfee Risk Score metric. We also saw a dramatic increase in employee engagement that we believe has translated into better customer service. And, with regard to increasing the number of tech jobs in the state, I am happy to say that we have far surpassed our targeted goal of 1,000 new IT jobs in Colorado, with 6,578 IT jobs added in 2016.

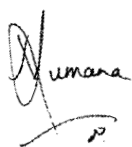
It is clear that our direction to move toward cloud solutions is starting to make a difference in dollars spent. Our Google platform continues to deliver efficiencies and a significant return on the state's investment. In FY16, this platform resulted in a cost avoidance of more than \$7.2 million. We initiated several other projects in FY16 that we believe will eventually show similar cost savings or cost avoidance, for example, the use of Salesforce as a way to eliminate paper and cumbersome processes at several of our agencies.

In FY16 we began a Learning & Development Program for our employees, which ensures that all of our managers receiving the training they need to be successful. Our IT professionals also have an opportunity to request funding for courses or testing leading to a technical certification. The program shows that our employees are using this investment wisely. For example, through Lean training, the Green and Yellow Belt classes taken in FY16 are building the Lean culture across OIT.

FY16 was also notable for the many big moves we supported for our agency customers, including the Colorado Department of Transportation's regional headquarters move in Greeley and Health Care Policy and Financing's move to a new building in Denver. We also supported the move of the Division of Vocational Rehabilitation (DVR) from the Colorado Department of Human Services (CDHS) to the Department of Labor & Employment (CDLE). This involved migrating thirty DVR sites and employees to the CDLE domain and refreshing their computers.

Our work is diverse, impactful and multi-faceted. I have never been more proud of our teams, and I humbly put our accomplishments before you in this FY16 Annual Report.

Best Regards,



Suma Nallapati

Secretary of Technology & CIO



Introduction

"Serving People Serving Colorado"

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. Our charge is twofold: to provide best-in-class information technology services (IT); and to promote Colorado as the ideal location for IT companies and technology-based workers in conjunction with the Office of Economic Development and International Trade (OEDIT).

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 oversee technology initiatives across the enterprise, partner on project implementations, lead technical standards, and maintain applications for state agencies. Through our Office of Information Security, OIT is also responsible for information security across all public agencies². 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 **passion, purpose, and motivation** is to serve the state of Colorado. We collaborate with customers to provide day-to-day digital support and present smart solutions that transform government through IT. We push ourselves to deliver next generation, integrated technology in order to create a dynamic end-user experience for Coloradans and offer the expertise our customers expect.

Our **mission** 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).

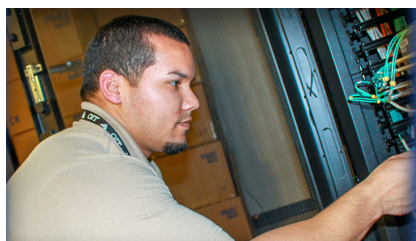
Our **vision** is to enrich the citizen experience at every digital touchpoint. We envision a future where the end-user experience shapes design and data analytics transform how the state responds to the needs of citizens. As OIT works with our customers to develop technology solutions that meet their business needs, the citizen experience is at the forefront. That means making it easier for Coloradans to interact with their government in a way that makes sense for them. No more one size fits all. Instead, we strive to provide next generation solutions for our agency customers so they in turn can offer Coloradans multiple engagement options, including secure online and mobile access.



²As defined in C.R.S. §24-37.5-402(9)

³The state's performance plan cycle is from April 1 to March 31; the fiscal year is from July 1 to June 30.

How we deliver is just as important as what we deliver, and the **core values** we established in 2013 define our character. Because it is critical that we embody service, integrity, teamwork, respect, and courage in all that we do, these values are incorporated into every employee's annual performance plan³.



Service

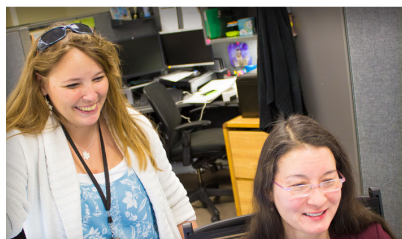
Serving the people of Colorado

Intentionally and generously serving others for a better Colorado

Integrity

Demonstrating credibility and sincerity in our work

Inspiring confidence and trust in the Governor's Office of Information Technology through our personal conduct



Teamwork

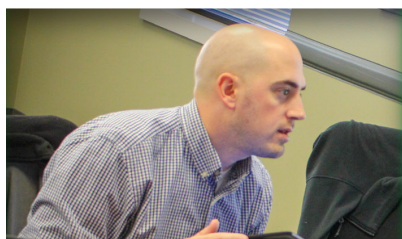
Collaboratively working together at OIT and across the state

Working cooperatively with others and engaging in constructive dialogue to overcome difficult challenges

Respect

Appreciating and acknowledging the role, diversity, and contribution of those with whom we work

Consistently conducting ourselves in a way that shows regard and thoughtfulness to others



Courage

Pushing boundaries to foster positive change

Proactively and positively pursuing the transformations necessary to address tough issues and drive innovation

A Brief History

The Governor's Office of Innovation and Technology was created in 1999 (and renamed Governor's Office of Information Technology in July 2006) to serve as an advisory organization 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.

The overwhelming bipartisan passage of SB08-155 considerably shifted how IT services would be delivered to Executive Branch agencies in Colorado state government. As a result of this legislation, 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 July 2008.

Much like a merger of 17 diverse companies, the consolidation brought with it significant challenges but also provided 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 also for the future.

Recognizing the important role information technology plays in the state's economic development efforts, in 2011 Governor John W. Hickenlooper expanded the state's Chief Information Officer (CIO) responsibilities to include the role of Secretary of Technology. Sumana (Suma) Nallapati was appointed to this dual role in June 2014.

OUR IMPACT BY THE NUMBERS



Section 1

Business Overview and Operational Accomplishments

The OIT Playbook

The OIT Playbook is our strategic and operational roadmap that defines specific key initiatives and goals we want to accomplish during the course of the fiscal year. The Playbook also provides our stakeholders (i.e., customers, employees, Colorado General Assembly, and partners) with a guide towards our future - where we aim to be and how we will get there - while linking our core mission, vision, and values to our strategies and goals. The FY16 OIT Playbook initiatives were aligned with two overarching themes: getting back to basics for IT service excellence and collaboration between teams and our agency partners; and continuing to innovate to create IT solutions that serve our customers' goals, priorities, and business needs.

The strategic initiatives were not created in a vacuum. Instead, we incorporated a bottom-up approach obtaining input from leaders and staff from each of the functional groups⁵ as well as customers to help determine our most important goals for the year. Additionally, OIT worked with our agency partners to make sure their business needs helped inform our direction. The team plans, metrics, goals, and initiatives laid the groundwork for the enterprise Playbook.

Methodology

In an effort to create a common language and consistency across the Executive Branch, in July 2014 the Governor's Office implemented The 4 Disciplines of Execution (4DX) to structure strategic planning efforts and we continue to use that methodology. The 4 Disciplines of Execution is a simple and proven set of practices for planning and executing on an organization's most important priorities. It employs four concepts to align and progress an organization toward common goals. The four disciplines - Focus on Wildly Important Goals, Act on Lead Measures, Keep a Compelling Scoreboard, and Create a Cadence of Accountability - target the routine and behavioral change necessary to drive organizational improvement. See Appendix B for examples of how the disciplines work together.

⁵As an Office of the Governor, OIT does not have Divisions. Instead, the term **Functional Group** (aka Functional Unit or Functional Office) refers to the primary groups under an Executive Leadership Team member's (ELT) oversight. In FY16, there were six functional groups, the offices of: financial services, information security, customer, technology, strategy, and communications. The term **Functional Team** refers to the individual teams within each functional unit (e.g., Enterprise Applications is a functional team within the Chief Technology functional unit, HR is a functional team within the Customer Office, etc.).

Wildly Important Goals and Playbook Results

Wildly Important Goals (WIGs) are the topmost, primary goals from which all other organizational initiatives flow. In FY16, OIT placed a focus on four primary areas: Building on Basics, Securing Colorado Through Innovation, Empowering, Engaging and Energizing Employees, and Strengthening Colorado's Technology Landscape.

| | Building on Basics | Securing Colorado Through Innovation | Empowering, Engaging & Energizing Employees | Strengthening Colorado's Technology Landscape |
|-------------|---|---|--|--|
| | Achieve a 15% increase in Service Excellence rating by close of FY16 | Achieve 10% reduction in information security risk for Colorado agencies by close of FY16 | Increase Employee Engagement by 4% by close of FY16 | Increase the number of private IT jobs in Colorado by 1,000 (from 100,503 to 101,503) by close of FY16 |
| MEASUREMENT | <i>The Net Promoter Score (NPS) is used to gauge customer loyalty and satisfaction that their needs are being met</i> | <i>McAfee Risk Advisor is the tool used to determine the security risks that the state faces</i> | <i>The state's and OIT's Employee Engagement Survey⁶ are used to gauge this measure</i> | <i>Job numbers are obtained using the Labor Market Information (LMI) tool provided by the Colorado Department of Labor & Employment</i> |
| RESULT | <i>OIT achieved a service excellence rating of 84. This 20% increase reflects the positive impact we made in several of lead measures for this WIG. Areas contributing to this WIG include Service Desk Customer Satisfaction, Server and Data Center Availability, Uptime for Critical and Essential Applications, and major incident reduction.</i> | <i>OIT achieved an overall Risk Index Score of 9.56 for a 38% reduction, greatly exceeding our goal. The Information Security team continues to work on ensuring that all state assets are monitored real-time through discovery efforts, and are committed to continuing to drive the risk score down for each agency.</i> | <i>OIT achieved a score of 67%, which reflects nearly an 8% increase in the Employee Engagement score. Focusing on providing better training to all employees, improving communication at all levels, and implementing individual development plans have all helped contribute to this goal.</i> | <i>A total of 6,578 new IT jobs were added in Colorado across all industries, well exceeding our target. Although it can be difficult for government to have direct control on this measurement, OIT helps to support this goal through outreach to the private sector, developing industry partnerships, and coordinating a cohesive broadband strategy for Colorado.</i> |

⁶ The Employee Engagement Survey is administered by a third-party source in the the fall of every year. The survey is sent to all state employees by the Department of Personnel & Administration (DPA) every odd year and in even years, is sent to just OIT employees by our HR team.

Playbook Activities and Accomplishments

Seventeen enterprise initiatives, some of which are multi-phased or multi-year, arose out of these WIGs and were incorporated into the OIT FY16 Playbook. We are proud of our year-end results:

4 (23.5%) initiatives were completed and closed out

4 (23.5%) initiatives are at high risk of not being accomplished on time and/or is facing major roadblock



9 (53%) of the initiatives had achieved key milestones and are on target for an on-time completion

The following are just a few examples of our key WIGs and Playbook initiatives, and serve to show how they tie together. A full list of the seventeen enterprise initiatives is found in Appendix C.

Building on Basics



Improving Service Management to Increase Customer Satisfaction: In October 2015, OIT implemented a single, easy-to-remember Service Desk phone number for all agencies. This makes it easier for state employees to contact the Service Desk as they move from agency to another.

Propelling Open Data: To re-energize data sharing via the Colorado Information Marketplace at data.colorado.gov, the newly appointed Chief Data Officer worked closely with the Office of the Secretary of State's GoCode Colorado effort and several executive agencies and identified several data sources to be made public. Through this partnership, OIT successfully implemented an automated process for uploading data to the Information Marketplace designed and developed by the GoCode staff.

Securing Colorado Through Innovation

Reducing Risk: As we continue to mature, so do our continual efforts to further protect Colorado's data and IT systems from a successful data breach. OIT implemented Role Based Access Control, limiting privileged authority only to those users who require it for their job performance.



Empowering, Engaging and Energizing Employees



Fostering Learning & Development: It is important that our IT professionals stay abreast of current trends and changes in technology and that they keep their technical skills up-to-date. A formal Learning & Development (L&D) Program was rolled out which, among other things, enables OIT employees to apply to use funding dedicated for pursuing courses that result in a certification or recertification. Additionally, the Transforming Leadership Academy was established to ensure that managers have the skills they need to be successful in that role.

Strengthening Colorado's Technology Landscape

Making Broadband Information More Accessible: The new Colorado State Broadband Portal was launched at broadband.co.gov, creating a one-stop, mobile compatible and integrated website for state broadband maps and resources. Among many improvements, stakeholders will find a newer, better broadband map with increased functionality as well as news regarding state, regional, and local planning activities for broadband efforts. The site also includes information on funding, coordination opportunities, and broadband best practices.





Performance Measures

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 connect with OIT's mission. This complete set of metrics is called the OIT Enterprise Scoreboard. This internal scoreboard provides an executive summary aligned to OIT's Wildly Important Goals. In all, more than 150 performance measures were managed and maintained for each of these performance-based areas⁷.

Produced monthly, the Scoreboard identifies trends, target metrics, and actual performance metrics. The Scoreboard has helped OIT achieve consistency of performance expectations against strategic priorities and has helped assure 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 Scoreboard provides a foundation for data-driven decision making and creates transparency and focus across the organization.

OneView Dashboards

Just as OIT gathers metrics on our WIGs and operational goals, so do we gather data for each customer agency to provide them with a transparent snapshot of their IT projects and resources. These monthly dashboards help to ensure that we consistently deliver the IT services that align with our customers' highest business priorities.

| <div>  <div> Health Care Policy and Financing OneView Agency Dashboard </div> <div>  </div> </div> | | | | | | | | |
|---|---|----------------|------------------|-----------|--|--------|-------------------------|---|
| Major In Flight Projects | | | | | | | | |
| Priority | Project Name | Project Status | Business Sponsor | IT Status | IT Project Manager | Stage | Projected Complet. Date | Reason on Dashboard |
| 4 | Kronos Timekeeping for HR | | Joi Simpson | approved | Chuck Busch | Active | TBD | Enterprise rollout and process approved, move towards OIT standard solutions. HCPF Kronos implementation will be included in the next phase of rollouts |
| 1 | CORE File MoveIT/HP Transition (COMMIT) | | Amelia Larsen | approved | Austin Geddis | Active | Dependent on COMMIT | HCPF will need to transition the vendors paying claims for the MMIS goLive from MoveIT to HP which includes interface development of CORE |
| 2 | Call Center IVR Phase 2 | | Christine Comer | approved | Jennifer Hall | Active | TBD | Phase II of this important effort is focused on the deployment of a permanent, low cost utilization of softphone technology more compatible with the CCC primary vendor |
| 1 | COMMIT PHASE 2 (Interchange-DDI) | | Amelia Larsen | approved | Robert Westphal | Active | 11/30/17 | Project is the cornerstone of the larger MMIS/COMMIT program coordinated by HP, including the cooperation of Truven and Magellan |
| PLANNED CHANGES | | | | | OPERATIONS | | | |
| 7/6 BUS Changes (496985, 496997, 497040) | | | | | <ul style="list-style-type: none"> Network Uptime - 99% Major Incidents- 3 (6/3 VPN issue, 6/14 and 6/30 Email) | | | |
| GENERAL NOTES, STAFFING AND FINANCIAL | | | | | SUPPORT | | | |
| <ul style="list-style-type: none"> On average in June, HCPF opened 33 Incidents/Day and 17 Change Orders/Day SLAs have been met 93% of the time for the fiscal year with a increase to 95% compliance this month up from 89% compliance last month Significant focus in June on DDD Web Stabilization efforts as well as BUS enhancements and deployment of best practice management | | | | | <ul style="list-style-type: none"> Incident Tickets Opened-1003, Resolved-1060 Incident SLA Delivery 95%- Resolved Incidents within SLA 1005 Incidents Still Open 150- (114 open <=30 days, 16 open 31-60 days, 12 open 61-90 days, 8 open>90 days) Change Orders Opened-517, Resolved-514 Change Orders Still Open 275 (141 open <=30 days, 73 open 31-60 days, 26 open 61-90 days, 35 open>90 days) | | | |

⁷Examples 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.

Additional Key Accomplishments

The Governor's Office of Information Technology engages in many projects and activities in its pursuit of continually improving the IT support and services it provides to state employees as well as the applications that enable Coloradans to do business with the state. The following are just a few examples that highlight our work over the past year.

Improving the Customer Experience

CBMS / PEAK



The Colorado Benefits Management System (CBMS) is the essential system that determines eligibility and manages public benefits such as cash, food, medical and housing assistance for our state's most vulnerable residents. The

Program Eligibility and Application Kit (PEAK) self-service portal, located at Colorado.gov/PEAK, allows Coloradans to screen and apply for public assistance benefits, and manage their accounts online.

Whereas in 2015, numerous projects were implemented to improve the customer experience for counties, community-based organizations (CBOs) and Coloradans, the focus in FY16 was on improving the existing infrastructure with projects that created a more seamless and secure customer experience, while complying with federal policy requirements. The CBMS/PEAK ecosystem was reinvigorated with a new governance structure that promotes putting customers first and making CBMS more user-friendly for county workers and eligibility technicians.

The Department of Health Care Policy and Financing (HCPF), Department of Human Services (CDHS), OIT and Connect for Health Colorado set forth on a four-phase journey to improve the look, language, and layout of the various letters - or client correspondence - sent to applicants and recipients. Plain language experts were engaged to help guide the work, which resulted in a detailed report including best practices, suggestions, and proposed language within a new layout. The full report can be found at Colorado.gov/HCPF/PlainLanguage.

BUSTANG



OIT worked with the Department of Transportation to design, implement, test and launch the interconnected network on the state's first

interregional express bus service. Each Bustang includes free WiFi, USB outlets, and 100v outlets, among other amenities. OIT will continue to work with CDOT to add systems that turn the busses into roving weather and road condition reporting mechanisms.

Modernizing Application to Help Agencies Be More Efficient

DeCORuM



In collaboration with the Department of Corrections and the vendors, OIT embarked on a multi-year, multi-phased project to create a single Offender Management System for the state prisons to manage inmate information. Significant strides were made with Phase I (Electronic Health Records) due to go live in January 2017 and Phase II (Offender Management System) Joint

Application Design sessions will be completed in December 2016.

Colorado DRIVES

OIT continued its work on the multi-year, two-phased project began to replace the state's aging Driver License System and Colorado State Title and Registration System (CSTARS) with one, integrated modern system for the Division of Motor Vehicles. Notable achievements throughout FY16 include approval of the vendor's Disaster Recovery plan, significant improvements to the supporting network architecture, successful data conversion between the old and new systems, creation of training and change management materials, and the development of a Third Party Access (3PA) process for entities wishing to receive information from the DRIVES system.



X-Ray Inspection Application

In January 2016, OIT implemented the X-Ray Inspection Application for the Certification and Mammography team at the Colorado Department of Health and Environment (CDPHE). X-Ray, the state's first Google Cloud solution, provides CDPHE with more capabilities and visibility into their business activities than their legacy application.

Making Information Technology More Efficient, Effective & Elegant

Eliminate Redundant Applications

In 2014, OIT was managing approximately 1,088 applications, nearly 16 percent of which were in the sunset stage of their lifecycle. In acknowledgement of the need to streamline and modernize the application landscape, the 2014 Colorado General Assembly provided funding to eliminate at least 120 redundant applications over a 24-month period. After a successful proof of concept, OIT embarked on a formal program to reduce the number of redundant applications.

This project was successfully completed in FY16 with 150 applications decommissioned, 17 applications consolidated into two applications, and an application portfolio management tool was established which will allow OIT to effectively manage the lifecycle of each application created.

Backup Colorado



Backup Colorado is a multi-phase, multi-year project to create a common and consistent data protection and disaster recovery service across state agencies for critical and important workloads. It will enable full recovery of mission critical and essential applications within required turnaround times, the reduction of total storage cost through use of common tiered storage and consistent protection levels, and improve backup cycles to ensure non-impact to production activity during business hours. The planning, design and procurement phases were completed during FY16 and the project will be completed by the end of FY17.

Expanding Digital Government to Improve the Employee Experience

Enterprise Wireless Infrastructure

An enterprise wireless network was built and is available for use by all state agencies. The wireless network provides guests and customers access to the internet without compromising the security of the state network.



Financial eForms

OIT's Financial Services team was heavily involved with developing a new paperless approval and document management system. The new digital platform will be implemented in FY17 to expedite travel expense reimbursements, streamline and customize workflow approval needs for funding requests, easily consolidate purchasing documentation, efficiently manage contract materials, and even automate accounts payable invoicing. OIT is the first to initiate this new paperless platform and strategize more integrations for efficient processing and interagency transactions within CORE⁸.

Making It Easier to Do Business with OIT

Vendor Days

Through internal and external collaboration, the OIT Procurement and Vendor Services team created a new series of activities to engage with vendors and contract partners. "Vendor Days" allows vendors and key guests to engage in dialogue about state needs and also provides a common platform for OIT to communicate and guide stakeholders on state purchasing processes and compliance requirements for successful business partnerships.



⁸The Colorado Operations Resource Engine - or CORE - is the state's accounting and financial system of records.

Section 2

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:

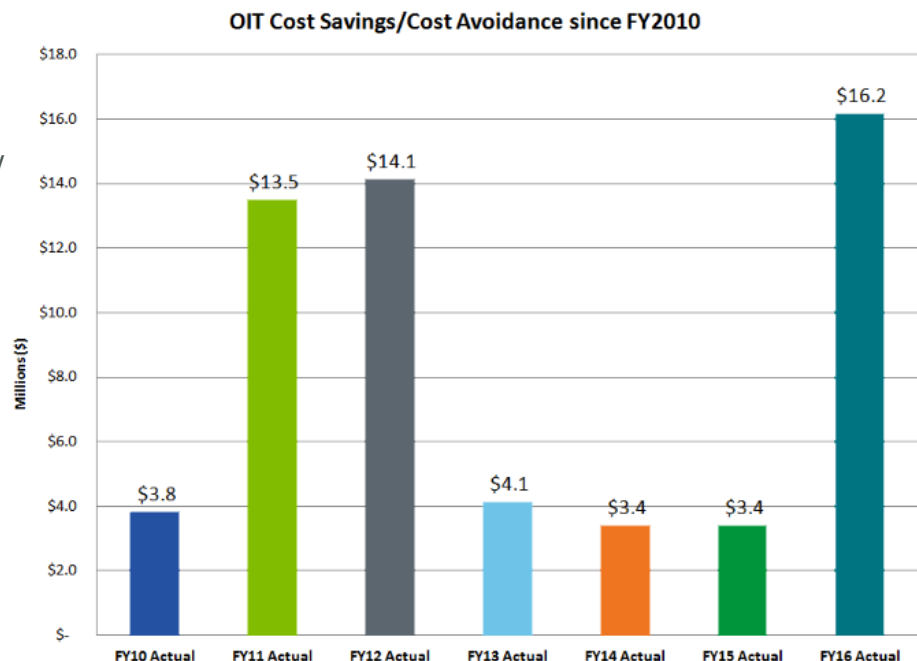
- Management of enterprise budget, accounting, procurement and contracting processes
- Capital investment planning, financial modeling and cost reduction/containment activities
- Administration of Procurement and Vendor Services
- Maximizing IT spend across the state
- Consolidation of enterprise-level 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 agreements, consolidating and/or decommissioning hardware and software licenses and moving to cloud-based services. Over the course of FY16, OIT took advantage of expiring contract renewals and new lease agreements to negotiate and consolidate enterprise agreements, locking-in discounted prices and sustainable support for participating agencies.

Additionally, OIT's implementation of Google Apps for Government in 2012 continues to show a significant return on investment. In FY16, the use of Google services such as Hangouts, Sites and Mobile Device Management resulted in a cost avoidance of more than \$7.5M. This is the fourth year in a row that we have netted more in cost avoidance than the total annual cost for the Google platform.

Through these deliberate actions, in FY16 OIT achieved \$16 million in cost savings / cost avoidance in FY16. More than \$58 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 percent funded via re-appropriated funds, and bills 100 percent 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 neither a cash funded agency nor 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!

IT Expenditures in Fiscal Year 2015-16

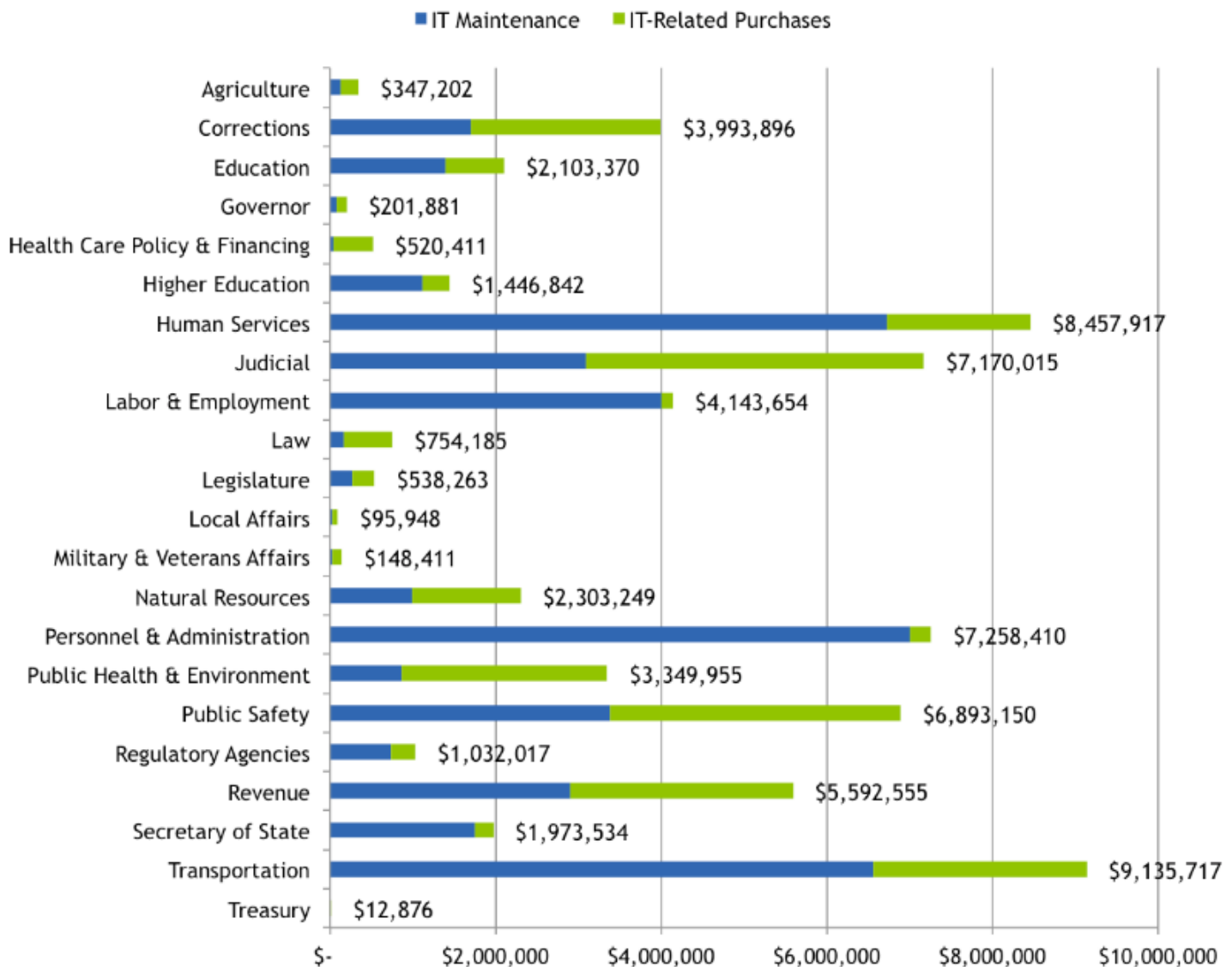
The total IT expenditures across executive branch agencies include costs that the agencies dedicate annually to OIT services (e.g., data center, network connectivity, long distance, etc.) as well as additional and significant costs associated with hardware, software (including lease costs, purchases, maintenance, support and licensing) and IT professional services.

| AGENCY | CONTRACTED IT SERVICES | OPERATING | TOTAL FY16 SPEND |
|---|------------------------|---------------|------------------|
| Agriculture | \$919,226 | \$771,396 | \$1,690,622 |
| Corrections | \$227,426 | \$23,541,363 | \$23,768,789 |
| Education | \$836,917 | \$2,778,796 | \$3,615,713 |
| Governor | \$6,259 | \$2,318,106 | \$2,324,365 |
| Health Care Policy & Financing | \$895 | \$30,809,243 | \$30,810,138 |
| Higher Education | \$109,859 | \$2,135,547 | \$2,245,406 |
| Human Services | \$10,995,474 | \$67,089,585 | \$78,085,059 |
| Judicial | \$3,548,956 | \$15,020,553 | \$18,569,509 |
| Labor & Employment | \$12,614,596 | \$5,340,741 | \$17,955,337 |
| Law | \$264,112 | \$1,507,232 | \$1,771,344 |
| Legislature | \$0 | \$810,726 | \$810,726 |
| Local Affairs | \$59,420 | \$2,078,507 | \$2,137,927 |
| Military & Veterans Affairs | \$0 | \$499,916 | \$499,916 |
| Natural Resources | \$703,139 | \$13,474,509 | \$14,177,648 |
| Personnel & Administration | \$1,685,869 | \$13,530,071 | \$15,215,940 |
| Public Health & Environment | \$1,562,569 | \$14,962,914 | \$16,525,483 |
| Public Safety | \$1,476,323 | \$18,026,923 | \$19,503,246 |
| Regulatory Agencies | \$437,405 | \$5,555,659 | \$5,993,064 |
| Revenue | \$2,201,401 | \$13,877,989 | \$16,079,390 |
| Secretary of State | \$1,165,341 | \$1,941,584 | \$3,106,925 |
| Transportation | \$913,539 | \$29,504,043 | \$30,417,582 |
| Treasury | \$0 | \$258,319 | \$258,319 |
| Total (without OIT) | \$39,728,726 | \$265,833,721 | \$305,562,447 |
| Office of Information Technology (+ \$127,703,894 State FTE Personal Services) | \$10,955,157 | \$78,904,860 | \$217,563,991 |
| Total IT Expenditures | \$50,683,883 | \$344,738,581 | \$523,126,358 |

The operating costs in the table on the previous page include IT maintenance expenses and IT-related purchases (e.g., hardware and software).

This subset of operational costs is displayed below by agency.

FY 16 IT Maintenance and IT-Related Purchases




Section 3

IT Economic Development

In 2011, the state CIO took on the added responsibility of Secretary of Technology. This dual-role was created to provide specific industry focus on attracting, growing and retaining information technology jobs and businesses in Colorado in addition to 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 is charged with driving IT economic development for the state by promoting Colorado as a headquarters location for technology companies, attracting technology companies to relocate/expand here, and foster relationships with technology companies already in Colorado to strengthen their commitment to our state. In close collaboration with the Office of Economic Development & International Trade (OEDIT), our commitment to job creation helped contribute to 6,578 net new IT jobs being added to Colorado in FY16; bringing the total number of IT jobs in Colorado to 106,346.



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."

Other FY16 outreach activities included:

- Partnering with the Colorado Technology Association (CTA) in the annual Colorado Tech Tour and meeting with thirteen tech companies during the five days on the road.
- Leading an IT economic development trip to the Kansas City area with talent attraction and expanding our entrepreneurial pipeline as a main focus. We also met with multiple companies that have a presence in Colorado.
- Leading an IT economic development trip to Northern California, where we partnered with the Colorado Office of Economic Development & International Trade (OEDIT), The Colorado Innovation Network (COIN), Colorado Technology Association (CTA), Metro Denver Economic Development Corp (MDEDC), Denver South Economic Development Partnership, the City of Lone Tree, and the City of Fort Collins. During that trip we met with sixteen companies that have a strong presence in Colorado as well as several prospects.

FirstNet Colorado (FNC)

Just as cellular communications and mobile data access have revolutionized how we work, it is also reshaping how the first responders that protect our communities do their job. 9/11, Hurricane Katrina and other events highlighted 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 in FY14 Colorado was one of the first five states to receive this grant allocation.

FirstNet legislation requires that each state eventually make a decision to opt-in to the national plan or develop its own alternative plan for implementation. In April 2016, OIT's FNC team developed and released a Request For Information (RFI) to seek feedback from the private sector on possible alternative plans for Colorado's network. The RFI will provide OIT and public safety stakeholders throughout the state the critical information necessary to understand what a state-specific plan would look like and will educate key leaders when the time comes to make the critical decision.

FirstNet Education and Outreach

OIT's FNC team continues to engage and educate those who would be users of the new network. In May 2016, FNC coordinated the FirstNet Leadership Summit for key public safety leaders throughout the state. Representatives from local jurisdictions, multiple state agencies, the Office of the Governor, and representatives of Colorado's federal delegation came together to discuss the progress of the FirstNet initiative with national FirstNet leadership and provided local stakeholders the opportunity to have firsthand input on the future of the network.

The team also coordinated a day-long Experience Safety Long Term Evolution (XPSLTE) event for Colorado's first responders to explore the potential of public safety broadband and to showcase the cutting edge technology that is being developed for the future. More than 100 public safety professionals from the public and private sectors attended this event where they had the opportunity to see demonstrations and experience specific technologies on a dedicated public safety wireless broadband network.

In a real-life example of how this innovation technology can be used by agencies, OIT's FirstNet Colorado team, in partnership with Colorado Parks and Wildlife (CPW) and various private sector partners, supported the deployment of a local area, Band Class 14 public safety LTE network for a hunter's checkpoint. The secure wireless data network with ruggedized devices allowed CPW officers working in a challenging topography with real-time access to information and streamlining this annual effort.



Broadband

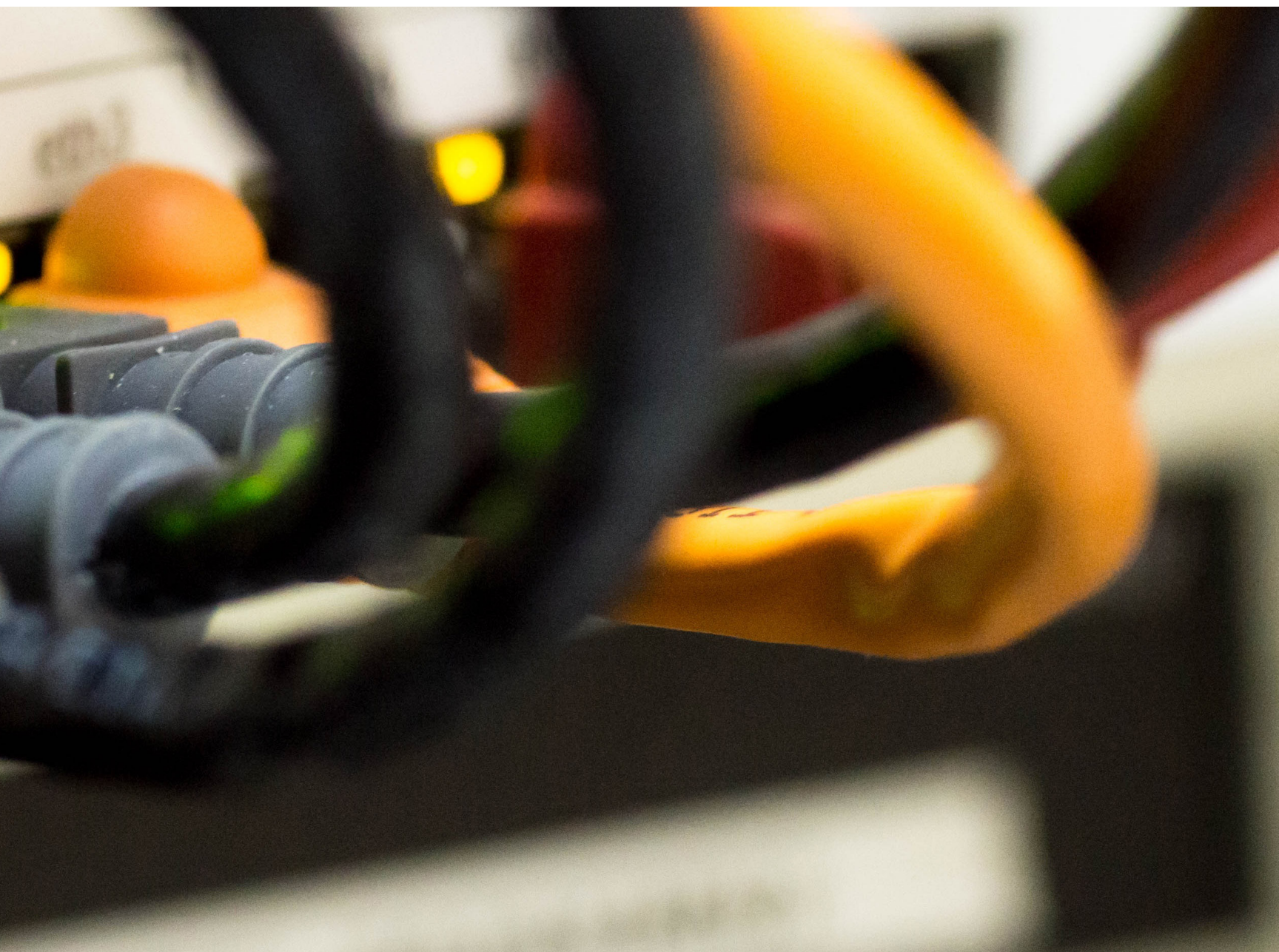
In this digital age, Broadband is a critical component for social and economic development across the nation. Although the State of Colorado does not directly provide broadband services, OIT leads the effort to coordinate and develop solutions throughout the state for underserved communities. OIT's Broadband Program focuses on working with local communities to identify and develop solutions tailored to their specific needs and bring them together with the private sector to create innovative solutions. To keep stakeholders informed, OIT launched the Colorado State Broadband Portal (broadband.co.gov), a one-stop-shop that provides information on broadband activities throughout the state, national information and integrates the revised broadband service map. OIT also continues to develop data about available broadband services and speeds across the state. OIT's broadband data development process updates these data semi-annually (in April and October) by collecting data from broadband service providers, integrating the data into a statewide database and evaluating the data in concert with local stakeholders.



Broadband Collaboration

By its very nature, this program requires OIT's Broadband team to collaborate with other state agencies as well as the private sector and Colorado communities. In partnership with the Department of Local Affairs (DOLA), OIT led the effort to create locally-driven regional broadband plans throughout the state. By the end of FY16, all twelve rural planning regions had either completed or were in the process of completing a strategic regional broadband plan. These strategic plans will guide the development of infrastructure solutions to ensure that all areas of the state achieve their broadband goals. These plans will also help Colorado communities apply for and receive federal broadband funding opportunities as they will have potential projects and needs identified and ready for implementation.

The team also worked closely with the Department of Regulatory Agencies (DORA) to fully implement the Broadband Deployment Board and its associated Fund. The purpose of the statutorily created fund and board is to develop a mechanism to distribute public funds to companies with creative solutions for the rural broadband problem. OIT assisted in developing the necessary policies and procedures that allow the board to receive funds and applications and then award grants and distribute money. These processes are based on interaction between the public and private sectors and work to ensure the funds are spent in the public's interest and focused on the areas in need. The Broadband Deployment Board was successful in developing its initial funding round and by the end of the fiscal year had received fifteen applications for broadband projects.



Awards & Recognition



Secure Colorado
Cybersecurity category

Universal Application
Cross Boundary Collaboration and Partnerships category

PEAKHealth Mobile Application
Finalist - Emerging and Innovative Technologies category

STATESCOOP50AWARDS

CIO & Secretary of Technology Suma Nallapati
Golden Gov: State Executive of the Year 2016 award

Colorado Division of Youth Corrections Computer Labs
State IT Program of the Year 2016 award



Secure Colorado
State Government category

Additionally, OIT nominated Governor John W. Hickenlooper for the NASCIO State Technology Innovator Award. Governor Hickenlooper was the selected recipient for championing and elevating technology and positioning Colorado as a leader in state IT.



InformationWeek
Elite 100

DOR Infrastructure Refresh project
Rank 37



CISO Deborah Blyth
Computerworld's Premier 100 IT Leaders for 2016



ITSM Manger Rob Nessler
Pink Elephant's Practitioner of the Year



IT Director Gerald Smith
Colorado Federal Executive Board United We Serve Award- State Government Cetegory

We are also proud of the A- rating that U.S. PIRG gave the Colorado Transparency Online Project (TOPS), making it one of just 18 leading states for website transparency. TOPS is the state's "check-book" which provides access to the state's actual revenue and expense transactions. This rating represents the improvements we made to provide even greater transparency into the State of Colorado's financial information and to make TOPS an even easier to use one-stop website for those who want to find information about a variety of expenditures and revenues.

Summary

Like all IT organizations, whether in the public or private sector, OIT strives to maintain the right balance between the equally important maintenance activities that are often referred to keeping the lights on while implementing newer, more cost-effective and sustainable software, hardware, systems, applications, and services.

In FY17, OIT will persist in our approach for continual improvement and driving innovation. We will double down on our work to make broadband available across Colorado through collaboration with the public and private sector. We will hire a Digital Transformation Officer to help us identify and cut through cumbersome processes so that we can bring solutions to our customers more quickly. We will move from the contracting phase to the actual project work to design and implement the state's first ever Human Resources Information System (HRIS). And we will continue to work towards providing Colorado's residents and businesses with seamless access to the services, information, resources, and support provided by the multiple state agencies in a one-stop portal that is accessible at anytime, anywhere and from any device.

"Customer service is our number one priority. We must deliver to our agency customers and the residents of Colorado a user experience that makes government interaction more efficient, effective, and elegant for everyone."



Suma Nallapati
Secretary of Technology & CIO



Appendix A: OIT FY 2015-16 Organizational Framework

**Secretary of Technology
& CIO
Suma Nallapati**

Deputy CIO & Chief Financial Officer

Brenda Berlin

Budget
Contracts
Finance
Legislative Affairs
Payroll
Procurement
Vendor Services

Chief Technology Officer

David McCurdy

Agency & Enterprise
Applications, Services,
Development & Support

CBMS

Data Centers

Database Services

Deskside Support & Services

Google Apps for
Government

Mainframe, System & Server
Administration

Major Incident/Change
Management

Network Services

Public Safety Communications
Network (includes DTRS)

Security Operations &
Access Controls

Chief Customer Officer

William Chumley

Agency IT Directors
Business Portfolios
Change Leadership
IT EcoSystem & Customer
Service Portal
Process Transformation
Project Management Office
Service Desk

Chief Strategy Officer

Monica Coughlin

Broadband Mapping,
Strategy, Planning &
Outreach

Business Operations

FirstNet

GIS

Human Resources

IT Economic Development

Strategy Development &
Execution

Chief Information Security Officer

Deborah Blyth

Office of Information
Security
Risk & Compliance

Security Architecture
Planning & Review

Security Governance

PIO & Chief Communications Officer

Tauna Lockhart

Agency Communications
CBMS Communications
Internal Communications
Marketing and Branding
Media Relations

Appendix B: The 4 Disciplines of Execution

Discipline of Focus: Wildly Important Goals (WIGs)

- Focus on the major areas where change can make the largest impact
- Lag measures let you know if you've achieved the goal
- Show the relationship: From [X] to [Y] by [when]

Example: Reduce weight from 150 to 140 pounds by 8/1/15

Discipline of Leverage: Act on Lead Measures

- Lead Measures are high-impact things the team must do to impact and reach the goal
- Must be predictive and influenceable

Example: Go to the gym at least twice every week and consume a maximum of 2,000 calories per day

Discipline of Engagement: Keep a Compelling Scoreboard

- Provides a clear and widely visible display of progress

Example: Keep a diary that includes calories consumed per day, gym activities and weight

Discipline of Execution: Create a Cadence of Accountability

- Holding each other accountable regularly and rhythmically through regular meetings

Example: Discuss weight loss activities with a trusted family member or friend who will provide honest and direct feedback

Appendix C - FY16 Playbook Initiatives

OIT selected 17 enterprise initiatives to support the four WIGs, several of which span across one or more fiscal years.

Building on Basics

| INITIATIVE | STATUS |
|---|----------|
| Implement DRIVES , a single state-of-the-art IT system for all driver and vehicle services. This modernized system will match driver to vehicle and minimize wait times to provide a consistent and positive user experience. | On Track |
| Launch a statewide Human Resources Information System (HRIS) , a comprehensive enterprise standard system for personnel and human capital management. This collaborative initiative with the Department of Personnel and Administration is expected to complete phase 1 in April of 2018. | On Track |
| Consolidate three major aging and disparate Department of Human Services applications (CHATS, Trails, and ASCES), leading to simplified use, maintenance, and security. | On Track |
| Create a single Offender Management System for the state prisons to manage inmate information. | On Track |
| Reduce the number of redundant applications across state agencies, resulting in increased application uptime, reduced time to resolve application support issues, and reduced cost of IT infrastructure services. This is a two-year initiative carrying over from FY15. We expect to decrease the state application portfolio by 120 applications by June 30, 2016. | Complete |
| Improve Service Management , including major incident management, change management, problem management, release management, and service desk intake processes. By putting repeatable and structured processes in place, customers will receive more reliable business support and more detailed service information. | Complete |
| Refine IT Service Management EcoSystem , OIT's suite of interconnected systems and databases across the state that deliver business solutions through workflow automation, reporting mechanisms and processes. This EcoSystem will enable a consistent customer experience across enterprise service offerings through an improved customer-facing web portal. | Complete |
| Provide consistent and reliable technology infrastructure to increase agility, efficiency, and service quality. | On Track |
| Propel open data through the Colorado Information Marketplace (CIM) at data.colorado.gov , a resource for accessing public data. We promote using open data to drive transparency and innovative ideas. | On Track |
| Strengthen GIS data coordination to enhance the state's emergency management, law enforcement, economic development, transportation planning, and natural resource conservation and management. | On Track |

Securing Colorado Through Innovation

| INITIATIVE | STATUS |
|---|----------|
| Develop an enterprise identity management system , allowing automatic provisioning of employee access, maximizing organizational security, and eliminating excessive processes and inefficiencies. Not only will new employees be productive sooner, access will be removed timely and thoroughly for departing employees or employees changing jobs within the state. | At Risk |
| Reduce privileged system access , limiting delegated authority only to those users who require it for their job performance, reducing the risk of a successful data breach. | On Track |
| Implement application security testing into the software development lifecycle to ensure that application vulnerabilities are discovered and corrected prior to implementing the application. This will produce more secure applications ensures better protection over sensitive data handled by those applications. | At Risk |

Empowering, Engaging and Energizing Employees

| INITIATIVE | STATUS |
|---|----------|
| Implement a Learning and Development Program across OIT. The IT industry in general has become a much more complex arena where non-technical skills are just as essential as the ever-changing technical skill sets required. In order for OIT to be competitive in our solutions offering, our team members need to be trained as technical experts for the state and be personally effective in leading dialogue with our customers. | Complete |
| Enhance OIT culture by strengthening employee relationships across geographical locations , and providing staff with key materials in support of our mission to be a customer-focused organization. | On Track |

Strengthening Colorado's Technology Landscape

| INITIATIVE | STATUS |
|--|----------|
| Strengthen broadband access and speeds across the state . OIT is collaborating with the Governor's Office and agency partners to explore bold actions we can take to ensure that all Colorado communities have access to broadband. Securing broadband availability across the state empowers rural and urban communities to more effectively operate business and receive critical services, such as education, healthcare, and public safety. | On Track |
| Continue to lead Colorado's participation in FirstNet , a federal effort to create a dedicated nationwide public safety network. | On Track |

FY16 Annual Report

Enriching the citizen experience at every digital touchpoint



© 2016 State of Colorado
Governor's Office of Information Technology
601 E. 18th Ave., Suite 250
Denver, CO 80203
303.764.7700 | oit@state.co.us
colorado.gov/oit



facebook.com/ColoradoOIT



StateofCOIT.blogspot.com



colorado.gov/oit



@OITColorado



Colorado Governor's Office of
Information Technology