



# Governor's Office of Information Technology FY12 Playbook



*October 2011*

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# Letter from Kristin

**“If you don’t know where you are going, any road will get you there.”**

**– Lewis Carroll**

*Team:*

*The reason I focus so heavily on strategy development is encapsulated in the above quote from Lewis Carroll. I feel strongly that a clear strategy is critical to the success of a well-run organization. Knowing where we are going and having a clear strategy allow us to determine the best “roads” to get there. This strategy needs to be defined by taking in the viewpoints of our customers, employees and partners and by examining industry trends. It also needs to be communicated broadly to those who impact it, and those who are impacted by it.*

*One of the first steps in our journey was to define why we exist as an organization; this is defined as our Value Proposition. It is the key element of our strategy.*

***Office of Information Technology Value Proposition:***

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

*From there, we needed to define what is important to us to help guide us in our journey toward our destination; these are defined as our Priorities.*

***Office of Information Technology Priorities:***

***Customer Success, People, Innovation, Service Excellence, Trusted Partnerships and Information Security.***

*To develop the strategic direction for the next two to four years, my direct staff and I have invested a good amount of time thinking about where we are right now and where we want to be in the future. We took into account other perspectives from our customers, employees and partners. We examined current and previous OIT strategic directions. Also, we made sure our strategy is in alignment with the Governor’s strategy and direction.*

*We are pleased to present to you our FY12 Governor’s Office of Information Technology (OIT) Playbook, which takes those rather ambiguous terms and makes them usable to employees in their daily work. In this Playbook, you’ll see how OIT priorities translate to a future vision for our organization and what we’ve assessed as our current reality. Each fiscal year, we will take steps to get us closer to our future vision; however, we realize that this is a journey and won’t happen overnight. As a result, we define initiatives and goals to take us in the direction we want to go. And in this document, you have our FY12 plans to do just that. In other words, it is our roadmap for this fiscal year.*

*In reading this Playbook, a couple themes will start to emerge. First is the need to move to a statewide, versus agency specific, enterprise computing model. We have a great opportunity*

*before us to drive more efficiency across our operations through consolidation. Second, it is critical that we develop an OIT culture and brand, so that we operate as one organization focused on accountability, transparency and performance. The Playbook is one of the first steps in this. Lastly, we will be driving toward a more risk-based decision making process where we will boldly explore alternative options and solutions to reach our goals.*

*How will we know when we get there? Since our destination is so important, it seems necessary to define a process that helps us determine if we're achieving our objectives along the way. That is the key role of initiatives and measurements. We have defined organizational initiatives and are kicking off a measurement process called the OIT Balanced Scorecard.*

*You have an important role in this process! I would like each one of you to spend time reviewing this Playbook, talking with your manager and understanding how it impacts the work you do. From there, define your goals, for yourself and your team, that align with this strategy. Coordinate with your manager to include this information in your FY12 Performance Plan. As always, your feedback and participation are encouraged. Let us know what you think of the strategy now, and over time as you learn more from our customers and partners. Feel free to submit your comments via [IHaveAnIdea@state.co.us](mailto:IHaveAnIdea@state.co.us) or share them with your manager.*

*You have my commitment and the commitment of the Executive Leadership Team to continue shaping this strategy as needed or when required. Strategic planning is an iterative process, and it requires modifications as new insight is learned from our customers and their requirements, our partners and their changing businesses, as well as new developments within federal, state and local governments. You also have our commitment to continue sharing this information and our progress as we move closer toward our final destination.*

*Thank you for all you do!*

*Kristin Russell  
Chief Information Officer & Secretary of Technology  
State of Colorado  
Governor's Office of Information Technology*

# Strategic Planning Process

## How Does It All Fit Together?

**Strategic**

(FY12 & Beyond)



**Tactical**

(FY12 Specific)

**State of Colorado & Governor's  
Strategic Plans**



**OIT Strategy**

Value Proposition, Priorities, Values



**FY12 OIT Playbook**

Current and Future State of Priorities with Fiscal Year Initiatives



**Unit Specific Goals/Initiatives/Efforts**

Operations/Projects/Processes/Playbooks



**FY12 Performance Plans**

Employee Specific Items for the Fiscal Year

# Office of Information Technology Value Proposition & Priorities

## Office of Information Technology Value Proposition

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

## Office of Information Technology Priorities

As you know, the Office of Information Technology has defined six priorities. We envision that these priorities will be in place for the long-term. What changes from year to year is the list of initiatives that we choose to pursue for each priority. The next sections describe our plans for each of the priorities in FY12 and beyond as well as what we plan to specifically achieve this fiscal year.

### CUSTOMER SUCCESS

We will enable our customers, the state agencies and departments who serve all Coloradans, to be national leaders. We will honor our commitments, provide reliable and high quality services, communicate openly and be a trusted advisor in helping our customers solve their toughest problems.



### PEOPLE

People are the foundation of our success. We will attract, develop and retain the best talent for OIT by fostering a culture of empowerment, performance and mutual respect.

### INNOVATION

We will provide strategic solutions using emerging technologies that align with the business needs and deliver long-term value for the state and its citizens.



### SERVICE EXCELLENCE

We will deliver timely, secure, agile, cost effective, sustainable, high quality IT services that meet and exceed business requirements.

### INFORMATION SECURITY

We will protect the confidentiality, integrity, and availability of state information and citizen data. We will be compliant with all federal and state policies and auditory requirements.



### TRUSTED PARTNERSHIPS

We will cultivate and strengthen existing partner relationships and develop new partnerships necessary for successful service delivery.

## CUSTOMER SUCCESS

We will enable our customers, the state agencies and departments who serve all Coloradoans, to be national leaders. We will honor our commitments, provide reliable and high quality services, communicate openly and be a trusted advisor in helping our customers solve their toughest problems.



### FUTURE STATE:

- We are the trusted and preferred provider of IT services.
- Customers have confidence that we can meet their changing business needs.
- Conversations with customers are focused on business solutions, not technology.
- We provide reliable, relevant and valuable information to help our customers make the right business decisions.
- We are engaged in our customers' business planning cycles.
- We work to reduce costs for our customers and drive cost efficiencies for the state.
- Colorado is an award winning, nationally recognized leader whose programs are modeled by others.

### CURRENT STATE:

- Customers see us as critical to meeting their business needs.
- Some customers understand the value of OIT and consolidation, but lack confidence in our ability to deliver consistently.
- We have moments of brilliance, but our quality of service is seen as inconsistent.
- We respond quickly and effectively to customer escalations.
- Customers drive solutions rather than coming to OIT with business requirements.
- We are often seen as bureaucratic, slow and unresponsive.
- Customers are not well informed about how to engage with us.
- Customers don't always engage us in strategic planning.
- We are proficient at helping customers reduce cost.
- We do not do a good job communicating or marketing our successes or how the use of technology can help solve complex problems.

### FY12 INITIATIVES AT A GLANCE:

1. Establish a customer communications plan. (Owner: Jim Lynn)
2. Develop and implement a customer satisfaction survey. (Owner: Jim Lynn)
3. Modify Service Level Agreements (SLAs) to establish clear expectations for the consistent delivery of IT services. (Owner: Jim Lynn)
4. Adjust policy for Agency IT planning and spending. (Owner: Todd Olson)
5. Develop a center of excellence to assist in the development of business requirements and analytics. (Owner: Jim Lynn)
6. Create a statewide intranet for better collaboration and information sharing among the 30,000 state employees. (Owner: Dara Hesse)

*To get more details and see the quarterly targets for each of the FY12 Initiatives, visit OIT Plaza (<https://oitplaza.colorado.gov/>).*

## PEOPLE

People are the foundation of our success. We will attract, develop and retain the best talent for OIT by fostering a culture of empowerment, performance and mutual respect.



### FUTURE STATE:

- Our employees are our best reference.
- Our leaders attract and build capable, passionate, results-oriented teams.
- Employees seek to work in our organization; we have our pick of the best talent.
- Our employees are collaborative, open, trustworthy, engaged and eager to share knowledge and best practices.
- We reward creative, positive, collaborative, “can do” attitudes.
- Patterns of negativity or siloed thinking are not tolerated.

### CURRENT STATE:

- Employees are unsure of OIT’s direction and strategy.
- Employees lack clarity on their purpose and how they fit in the organization.
- People are hungry for professional development and communication.
- There is a core of motivated, engaged change agents across OIT.
- Employees are looking for positive change.
- Some people believe consolidation will fail and/or be discontinued.
- There are pockets of the organization where a culture of entitlement exists.
- Some people feel overloaded handling their current jobs.
- Many employees are still aligned with previous agency/decentralized culture.

### FY12 INITIATIVES AT A GLANCE:

1. Create and distribute FY12 OIT Playbook. (Owner: Monica Coughlin)
2. Kick off employee engagement survey. (Owner: Heather Perdue)
3. Invest in leadership development training. (Owner: Heather Perdue)
4. Establish OIT values and integrate them into FY12 Performance Plans. (Owner: Heather Perdue)
5. Develop framework for OIT internship program. (Owner: Heather Perdue)
6. Define human capital resource management strategy for OIT. (Owner: Heather Perdue)
7. Identify plan for addressing performance issues within the organization. (Owner: Heather Perdue)
8. Establish the OIT communications plan. (Owner: Dara Hesse)
9. Rollout performance management process and measurement. (Owner: Heather Perdue)
10. Launch PEAT (Position and Employee Action Tracking). (Owner: Heather Perdue)
11. Launch OIT Technical Jobs Study. (Owner: Heather Perdue)

*To get more details and see the quarterly targets for each of the FY12 Initiatives, visit OIT Plaza (<https://oitplaza.colorado.gov/>).*



# INNOVATION

We will provide strategic solutions using emerging technologies that align with the business needs and deliver long-term value for the state and its citizens.



## FUTURE STATE:

- Services are freed from specific location, technology and people.
- We foster and seek out innovative solutions that are thought provoking and forward-looking.
- We lead emerging technology adoption and encourage calculated risk taking.
- OIT's roadmap for technology strategy and adoption aligns to the business needs.
- We integrate green IT best practices into and throughout our solutions.
- We challenge ourselves, think “outside of the box” and question the status quo.
- We are open and transparent and do not assume that we have all the ideas.

## CURRENT STATE:

- Infrastructure support is fragmented and tied to physical assets, locations and people.
- We deliver infrastructure support rather than IT services.
- We are not perceived as being innovative.
- We lack current tools and technology.
- Mission critical services continue to be hosted on end-of-life hardware and software platforms.
- We are reactive to new requirements rather than forecasting and anticipating customer needs.
- We rarely think green or about sustainability in our planning.

## FY12 INITIATIVES AT A GLANCE:

1. Implement “IT candy”/emerging technologies. (Owner: Kelley Eich)
2. Initiate tech forums on new technologies for OIT employees. (Owner: Sherri Hammons)
- 3A. Develop, implement and publish mobility for workforce strategy. (Owner: Sherri Hammons)
- 3B. Develop, implement and publish mobile (e-gov, etc.) strategy. (Owner: Sherri Hammons)
4. Develop and publish technology roadmap and IT standards. (Owner: Sherri Hammons)
5. Develop framework regarding which services should be deployed in a cloud environment and which services should be deployed internally. (Owner: Sherri Hammons)
6. Establish public/private R&D team to explore new trends and technology. (Owner: Sherri Hammons)
7. Develop Health IT program strategy and data architecture. (Owner: Sherri Hammons)
8. Develop end user computing standards related to acquisition, image, support, etc. (Owner: Kelley Eich)
- 9A. Launch Colorado Information Marketplace. (Owner: Sherri Hammons)
- 9B. Launch statewide, unique Identity Management service. (Owner: Sherri Hammons)

*To get more details and see the quarterly targets for each of the FY12 Initiatives, visit OIT Plaza (<https://oitplaza.colorado.gov/>).*

## SERVICE EXCELLENCE

We will deliver timely, secure, agile, cost effective, sustainable, high quality IT services that meet and exceed business requirements.



### FUTURE STATE:

- We deliver our services with high quality.
- We use relevant metrics to determine whether we are meeting defined service levels according to our customers.
- We constantly seek to improve our operational efficiency by leveraging service innovation initiatives and products.
- We deliver centralized, consolidated enterprise computing solutions that capitalize on shared services.
- We consistently work to reduce costs and improve efficiency.
- We have complete responsibility for all IT related spend across the agencies and have an elegant, fair and efficient charge back model.
- We are agile, flexible and provide the right solution at the right time to meet business needs.
- We are proactive in identifying potential problems and their solutions.
- We deliver quality projects on time, on budget and within scope.
- We strike the right balance between process and getting things done.
- We accept that failure is an option and will happen if we are taking the appropriate amount of risk. We learn from our mistakes.
- We have full adoption and compliance with the change management framework.

### CURRENT STATE

- We lack metrics that report on the degree of operational excellence for service delivery.
- We have minimal operational reporting.
- We have agency-specific service level agreements.
- We maintain siloed computing environments.
- We lack control of IT operational budgets.
- We manage well to OIT's existing budget.
- We have inconsistent mechanisms to improve services based on lessons learned.
- We are reactive in problem and major incident management.
- Our SWAT teams are good at tackling reactive issues.
- We have established a change management framework.
- Sense of urgency and client impact not readily apparent in notifications and problem management process.

### FY12 INITIATIVES AT A GLANCE:

1. Develop data center strategy and consolidation plan. (Owner: Kelley Eich)
2. Consolidate IT budgets statewide and reduce total IT spend by 10%. (Owner: Todd Olson)
3. Develop and initiate an email, productivity software and collaboration consolidation strategy (including private vs. public cloud-based service offering). (Owner: Kelley Eich)
4. Begin statewide asset management (i.e. full life cycle tracking & management) for all new purchases beginning 7/1/11. (Owner: Todd Olson)
5. Implement a project and portfolio management health index. (Owner: Jim Lynn)

6. Enhance hardware/software procurement program. (Owner: Todd Olson)
7. Complete full IT system inventory. (Owner: Jim Lynn)
8. Assess all major statewide IT systems based on operational risk and business criticality. (Owner: Jim Lynn)
9. Develop, implement and publish Root Cause Corrective Action (RCCA) and Problem Management processes. (Owner: Kelley Eich)
10. Implement OIT Scorecard. (Owner: Monica Coughlin)
11. Establish disaster recovery strategy. (Owner: Kelley Eich)
12. Kick off monthly business update calls with Executive Leadership Team to review budget and headcount at OIT Director level. (Owner: Todd Olson)
13. Implement internal OIT quarterly operations reviews. (Owner: Monica Coughlin)
14. Create a long-term sustainability plan for COFRS. (Owner: Jim Lynn)
15. Implement a single OIT Service Desk solution. (Owner: Kelley Eich)

*To get more details and see the quarterly targets for each of the FY12 Initiatives, visit OIT Plaza (<https://oitplaza.colorado.gov/>).*

## TRUSTED PARTNERSHIPS

We will cultivate and strengthen existing partner relationships and develop new partnerships necessary for successful service delivery.



### FUTURE STATE:

- We have key, strategic partners that deliver high quality solutions and are trusted advisors.
- We have strong external partnerships, which enable us to deliver successful business solutions.
- We establish win-win relationships with key partners that are mutually beneficial.
- Our partners create, propose and deliver enterprise solutions.
- Vendor management is a core competency.
- We have a mechanism to identify, evaluate and manage partnerships.
- OIT provides the “storefront” for all IT vendor engagement activities across the state.
- We create multi-state and regional alliances to deliver more effective and efficient services.
- We develop a robust, sustainable, efficient and effective State IT eco-system through diverse vendor partnerships.

### CURRENT STATE:

- Vendors are confused as to whom they engage within OIT and how they fit into our strategic plan.
- There are too many vendors and not enough strategic partners.
- We do not have a mature partner measurement, evaluation and management process.
- Vendors approach individual departments and sell to agencies.
- We do not capitalize on economies of scale and more advantageous buying practices for enterprise wide solutions.
- There is some engagement with other states, but these state/regional alliances are limited.
- We actively develop relationships with local governments and private sector.
- Sometimes state departments and agencies attempt to purchase services or products without consulting or coordinating with OIT.

### FY12 INITIATIVES AT A GLANCE:

1. Initiate membership with an information technology research and advisory firm. (Owner: Todd Olson)
2. Implement vendor management office. (Owner: Todd Olson)
3. Define broadband strategy for the state of Colorado. (Owner: Monica Coughlin)
4. Leverage NASCIO and other cross-state organizations. (Owner: Todd Olson)
5. Implement/Establish IT Economic Development Advisory Council. (Owner: Monica Coughlin)

*To get more details and see the quarterly targets for each of the FY12 Initiatives, visit OIT Plaza (<https://oitplaza.colorado.gov/>).*

# INFORMATION SECURITY

We will protect the confidentiality, integrity and availability of state information and citizen data. We will be compliant with all federal and state policies and auditory requirements.



## FUTURE STATE:

- We use an information approach to security to make better business decisions for innovative service delivery.
- Security is managed through the entire information and asset life cycle.
- State employees understand their role and responsibilities in security.
- Security decisions are based on risk and cost and involve our customers.
- Security is perceived as business enabling.
- We use relevant metrics to determine whether we are meeting compliance and security standards.
- Colorado's security program leads the nation for government security.
- We foster and deliver proactive security services through cost-effective, essential and progressive approaches.
- Citizens have confidence in government protecting their data.
- We have reduced risk as a state.
- We do our part to meet our compliance and audit responsibilities.

## CURRENT STATE:

- We have a governance structure for Information Security.
- We are reactive to the management of security and threat protection.
- Employees view security as the responsibility of staff with security in their title.
- Published security policies are not fully understood by our staff and customers.
- We motivate our customers using fear, uncertainty and doubt (e.g. hackers, virus, worms) to take action on security initiatives and programs.
- There is a cultural mindset that security cannot be done without budget.
- Security is viewed as a "roadblock" or hindrance.
- We have minimal incident reporting.
- We are not following consistent processes and standards in our management of security.
- Current security solutions are not integrated into our project management.
- Security is addressed through technology only.

## FY12 INITIATIVES AT A GLANCE:

1. Incorporate security requirements into project management process. (Owner: Travis Schack)
2. Establish security awareness brown bags and seminars for OIT staff, state agencies and local governments. (Owner: Travis Schack)
3. Develop audit management process. (Owner: Travis Schack)
4. Adapt and implement a standardized risk management methodology. (Owner: Travis Schack)
5. Develop security architecture standards. (Owner: Travis Shack)
6. Update current security governance requirements to information-centric approach. (Owner: Travis Schack)

7. Complete security risk assessment for all major statewide IT systems. (Owner: Travis Shack)
8. Develop compliance matrix and scorecard for state regulated systems. (Owner: Travis Schack)
9. Implement a consistent vulnerability scanning program for all state departments. (Owner: Travis Schack)

*To get more details and see the quarterly targets for each of the FY12 Initiatives, visit OIT Plaza (<https://oitplaza.colorado.gov/>).*

## **Call to Action**

This FY12 Playbook is the Governor's Office of Information Technology roadmap for the fiscal year. The priorities and initiatives discussed in this document involve a lot of hard work that must be carried out by each of us on a daily basis.

In order to achieve personal success and contribute to the organization, please make sure that your personal roadmap – your FY12 Performance Plan – is aligned to support these priorities and initiatives. Meet with your manager and talk about how your activities and work help to support the OIT strategy and initiatives. Each of you plays an important role in impacting OIT's performance.

All initiatives will be actively tracked and posted on OIT Plaza. There will also be a quarterly communication sent to the organization to let you know how we are doing in delivering against the initiatives outlined in this playbook.

Thank you all for your time, attention and support!

The OIT Executive Leadership Team

## Revision History

Date	Summary of Changes
July 2011	Original Version
August 2011	Added Sherri Hammons name as owner for CTO initiatives
October 2011	<ul style="list-style-type: none"> <li>• Added <i>People</i> initiatives #10 &amp; #11</li> <li>• Split <i>Innovation</i> initiative #3 into two initiatives</li> <li>• Split <i>Innovation</i> initiative #9 into two initiatives</li> <li>• Removed <i>Service Excellence</i> initiative “Design &amp; initiate an active directory design strategy” (now combined with <i>Service Excellence</i> initiative #3)</li> <li>• Removed <i>Service Excellence</i> initiative “Further consolidate IT operating budgets” (now combined with <i>Service Excellence</i> initiative #2)</li> <li>• Removed <i>Service Excellence</i> initiative “Develop converged network plan (CICN, CSN, Video)”</li> <li>• Removed <i>Trusted Partnerships</i> initiative “Define technology standards to ease IT procurement for agencies” (now combined with <i>Innovation</i> initiative #4)</li> <li>• Removed <i>Trusted Partnerships</i> initiative “Define goals &amp; structure for Vendor Management Office and communicate to partner, customer, and employee communities” (now combined with <i>Trusted Partnerships</i> #2)</li> </ul>



# Appendix – Office of Information Technology Organization Chart

## Office of Information Technology

