



OIT FY16 Playbook

Strategic Planning Roadmap

Enriching the citizen experience at
every digital touchpoint



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

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1. Letter from the Secretary of Technology & Chief Information Officer

Team,

I am proud to share with you the OIT FY16 Playbook. Every major goal of our organization for the next fiscal year is laser-focused on our agency customers, our employees and enhancing Colorado's IT landscape. As the Chief Information Officer, I believe that this path we began in FY15 will lead to a stronger and better community as Coloradans engage with state government through the use of technology.

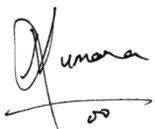
Once again we will target key measures for service excellence with an emphasis on "building on the basics" to ensure that we are engaging agencies in IT business solutions and decisions while delivering their important day-to-day IT needs. We will also be using innovative technology to provide enterprise solutions that are more efficient, effective and affordable.

OIT will continue to strengthen Colorado's ability to defend against cybersecurity threats. In FY15 we decreased IT security risks by 17 percent. While this is a great accomplishment, we will remain aggressive and proactive and use the best technology to detect and prevent cyber security attacks. We will work with our agency customers to ensure their systems and the information they hold for Colorado's residents remain secure.

We know our greatest resources are our workforce and our customer relationships. We will work to enhance both by attracting and retaining the best IT employees for the State of Colorado. Our people are committed to serving our agency partners, and they take great pride in their work. We will be investing in their success with trainings and opportunities, so they may grow their skills as technology advances.

In my role as Secretary of Technology, I remain committed to growing the IT business landscape in Colorado. OIT will also continue to strengthen its partnerships with Colorado's vibrant IT community. It is with these public-private partnerships that we will foster more opportunities for Colorado's workforce, while at the same time collaborating to use innovative IT solutions for our agency customers.

I am honored and humbled by the great strides OIT and its partners have made in the past year. I truly believe our work together will bring many more successes in FY16.



Suma Nallapati



2. Executive Summary

OIT's Playbook is our annual strategic roadmap. It provides our stakeholders (customers, employees, and partners) with a guide towards the future, linking our core mission, vision and values to our strategies and goals. Through organizational transparency and straight-forward communications, OIT is creating a culture of accountability, shared expectations and trust. This Playbook provides direction and explanation about who we are and where we are going. The content in our FY16 Playbook reflects months of work contributed by dozens of teams, and is based on feedback from our stakeholders.

3. Who We Are

Mission

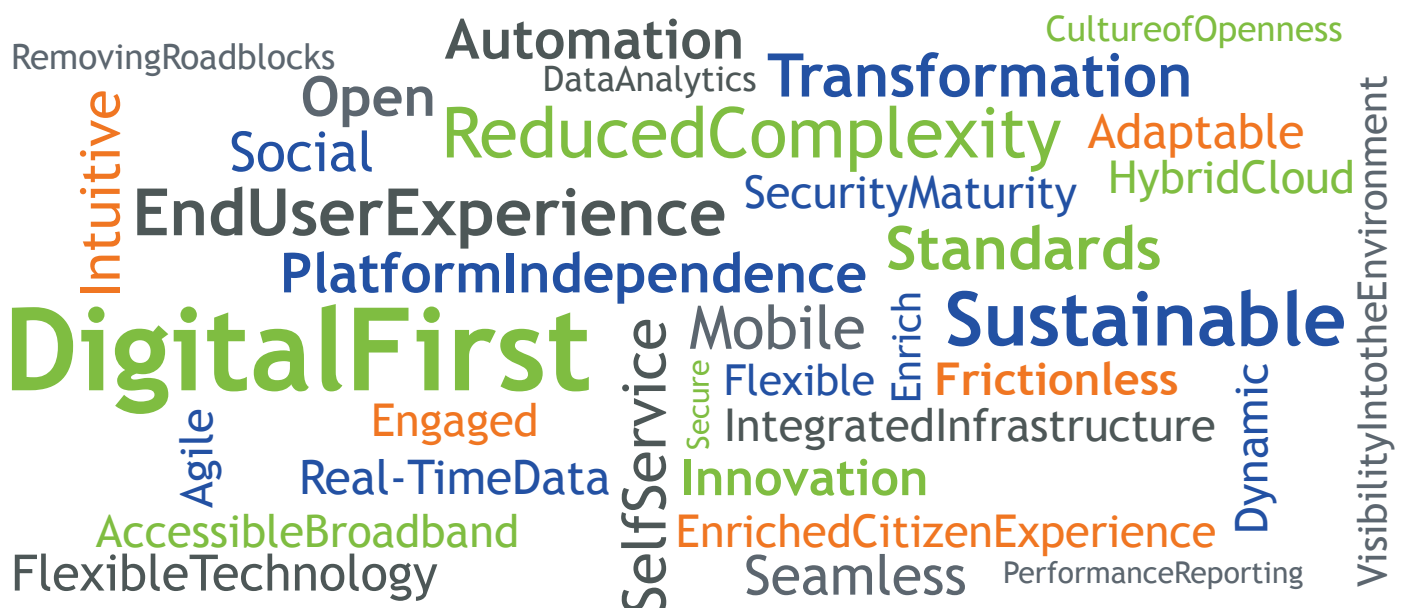
To securely enable the effective, efficient and elegant delivery of government services through trusted partnerships and technology

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.

Vision

Enriching the citizen experience at every digital touchpoint

By arming our agency customers with next generation IT services, OIT strives to elevate the expectations Coloradans have for their interactions with government. We are working to empower the state with flexible technology, driving sustainable and intelligent business decisions. We envision a future where the end-user experience shapes design, and data analytics transform how the state responds to the needs of citizens.



Values

At OIT, we recognize that how we deliver is as important as what we deliver. Our core values, established in 2013, define our character. It's critical that we embody service, integrity, teamwork, respect, and courage in everything we do, so we include our core values in every employee's annual performance plan.



[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

Serving People Serving Colorado

As technology evolves at an exponential rate, Coloradans increasingly interact with their government digitally. OIT understands the diverse needs each agency encounters in delivering services and outcomes for our state residents. Our strategic focus is centered around the customer and delivering the best solution for the state. OIT supports and empowers our state's executive branch with dynamic, effective solutions and progressive technology foundations to enable a safer, happier, and healthier Colorado.

OIT is a unique state organization of technology experts spanning multiple generations and backgrounds. Our organization is primarily responsible for providing IT service to the agencies that serve the people of Colorado. We provide enterprise infrastructure, offer direct support, partner on project implementations, lead technical standards, and maintain applications for Colorado's executive branch state agencies.¹ OIT is also responsible for statewide information security as well as driving IT economic development efforts for the state.

4. Background

A Brief History of OIT

Beginning as an advisory organization, the Governor's Office of Innovation and Technology was created in 1999. At that time, executive branch agencies independently managed their own IT services and support, resulting in disparate infrastructure, inconsistent hardware or software compatibility, redundancy, increased security risks, and failing project implementations. Several events culminated in the bipartisan passage of Senate Bill 08-155, which is also known as "the consolidation bill." This legislation shifted how IT services would be delivered to Colorado's executive branch state agencies; in July 2008, all IT functions, systems, and assets, from the agencies were consolidated into a single entity - the Governor's Office of Information Technology.

Strides and Challenges

As one of the youngest state entities in the Colorado executive branch, OIT has overcome numerous hurdles akin to a private sector merger or acquisition of 16 different organizations. Since consolidation, OIT has made significant strides in sunseting older technologies, modernizing key statewide applications, and transitioning state agencies to a unified email and calendar platform for more efficient interagency collaboration.

As a public sector IT organization, OIT faces some external factors that are somewhat different than our private sector counterparts. Outside of the rapidly changing technology and heightened information security risks, OIT encounters the following challenges:

- Competition with private sector compensation packages for talent in a high demand field
- Complex billing model with shared budget
- Legislation driven processes, cycles, and disruptions

The understanding of these challenges presents a clearer assessment of our environment and has helped OIT frame and develop our strategy.

¹See Appendix A for a full list of supported state agencies

More
than **900**
employees
in **70**
locations

Defending
against more
than **8.4 million**
security threats
daily

Working
on **1,700** IT
projects across
17 agencies

Averaging
28K service
tickets
monthly

5. Strategic Planning Methodology

The 4 Disciplines of Execution (4DX)

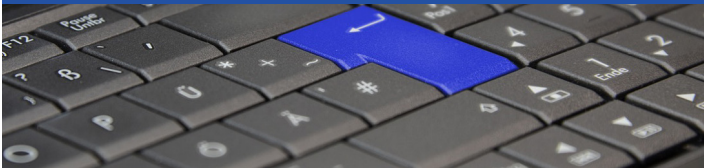
In May 2014, the Governor's Office selected a new strategic planning methodology. *The 4 Disciplines of Execution*² has been instrumental in providing the executive branch with a common language and consistent method for developing and measuring strategy execution. OIT quickly adopted this methodology and is pleased to continue using 4DX for the second consecutive year.

This methodology employs four concepts to align and progress an organization toward common goals. These four disciplines, which specifically target the routine and behavioral change necessary to drive organizational improvement, are: (1) Focus on the Wildly Important; (2) Act on the Lead Measures; (3) Keep a Compelling Scoreboard; and (4) Create a Cadence of Accountability.

6. OIT's FY16 Wildly Important Goals (WIGs)

To continue the positive momentum attained in FY15, OIT is keeping the primary focus areas of the enterprise goals for a second consecutive year. OIT will continue to emphasize service excellence, information security, employee engagement, and IT job growth across Colorado as these goals have truly resonated with OIT stakeholders and teams across the state. The following pages provide details on each of the FY16 WIGs, and some of the key metrics and initiatives that will help us in achieving our goals.

Building on Basics with
Cutting Edge Technology
for Our Customers



15% increase in
Service Excellence Rating
by June 30, 2016

Empowering, Engaging and
Energizing Employees



4% increase in
OIT's Employee Engagement
Score by June 30, 2016

Securing Colorado
Through Innovation



10% reduction in the
state's enterprise Risk Score
by June 30, 2016

Strengthening Colorado's
Technology Landscape



1,000 additional technology jobs
in Colorado by June 30, 2016

²McChesney, Covey, and Huling, 2012

I. Building on Basics with Cutting Edge Technology for Our Customers

15% increase in Service Excellence Rating by June 30, 2016

Our primary goal is to deliver our high quality services and meet the needs of our customers. Our agency customers must have a solid IT foundation in order to deliver government services to Coloradans. We are committed to being a strong backbone of support and service for our customers, from the basics to the most pioneering technologies. To assess customers' loyalty and satisfaction, OIT uses a widely adopted best practice measurement called the Net Promoter Score (NPS). Every six months we ask 2,000 random customers, "How likely are you to recommend OIT's services to a colleague or another agency?"

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

Metrics & Targets

- 90% of Service Level Commitments (SLCs) met
 - 90% of Service Desk SLCs met [CCO]
 - 95% of Deskside Support SLCs met [CTO]
- 90% Service Desk Satisfaction [CCO]
- 99.9% network availability [CTO]
- 99.9% server availability [CTO]
- 99.9% data center availability [CTO]
- 99.9% uptime for all critical and essential applications [CTO]
- 10% increase in projects delivered on time and meet customer project satisfaction [CCO]
- 10% reduction in server delivery time [CTO]
- 30% reduction in application development time [CTO]
- 15% decrease in number of major incidents [CTO]
- 50% increase in the number of Google Docs [CTO]
- 50% reduction in emergency CBMS releases due to defects [CTO]
- 99% of all new hires with necessary IT access before first day of work [CTO]
- 50% increase in GIS state data sets discoverable on CIM [CTO]
- 10% increase in value and understanding of business reporting from CFO [CFO]
- Increase standardized offerings by 50% to automate and simplify common purchases [CTO]
- 25% of systems managed with enterprise tooling



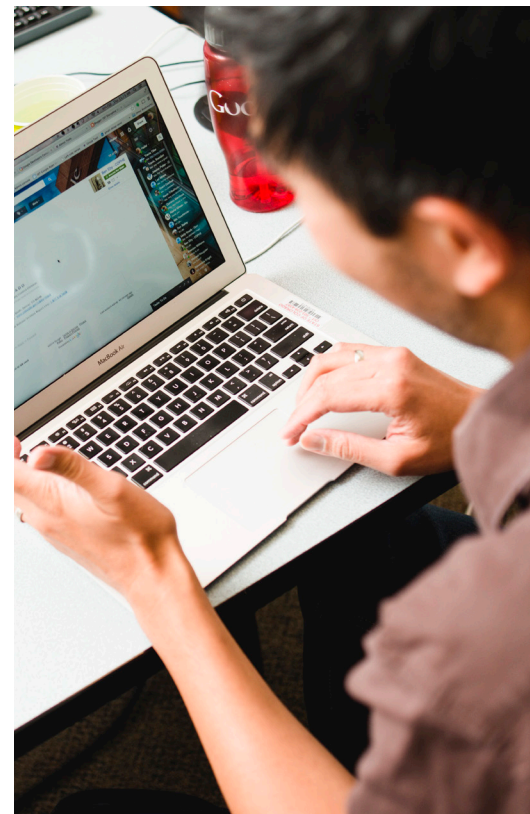
Initiatives

Agency Partnership & Project Leadership

- **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.
- 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 & Administration is expected to be completed by June 30, 2017.
- Consolidate three major aging and disparate **Department of Human Services applications** (CHATS, TRAILS, and ASCES), leading to simplified use, maintenance, and security.
- Create a single **Offender Management System** for the state prisons to manage inmate information.

Enabling Business Efficiency

- **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.
- **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 support and more detailed service information.
- **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. The EcoSystem will enable a consistent customer experience across enterprise service offerings through an improved customer-facing web portal.
- Provide consistent and reliable **technology infrastructure** to increase agility, efficiency and service quality.



Foster Data Transparency

- **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.
- **Strengthen GIS data coordination** to enhance the state's emergency management, law enforcement, economic development, transportation planning, and natural resource conservation and management.

II. Securing Colorado Through Innovation

10% reduction in the state's enterprise Risk Score by June 30, 2016

Information technology is ubiquitous. The state relies on its information systems to conduct internal business as well as to provide services to Coloradans. As our technology landscape continues to expand, the need for a robust information security program continues to intensify in order to stay ahead of the widespread and increasingly sophisticated threats from hackers and cyber security criminals. OIT's Office of Information Security is the single state source for cyber security readiness and awareness and is responsible for reducing the state's exposure to data breaches and related cyber attacks. Our team is heightening oversight and alignment with agency needs, providing risk reporting and mitigation strategies, improving security event visibility and responses, and implementing and maturing best practice controls for effective cyber defense.

To drive the state's security risk down, we are enhancing the way we respond to security incidents, improving statewide information security training, and architecting increasingly secure solutions.

Metrics & Targets

- 95% of all new systems evaluated/monitored in real-time [CISO]
- 50% of admin and database accounts reviewed for appropriate access [CISO]
- 92% completion of cyber security awareness training by state employees [CISO]
- 20% increase in response effectiveness to security incidents [CISO]
- 100% of all audits to have mitigation plans or be remediated within required time [CTO]

Initiatives

- **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.
- **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.
- **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 and ensure better protection over sensitive data handled by those applications.

For more information about OIT's cyber strategy, please visit colorado.gov/oit to read **Secure Colorado**, OIT's multi-year strategic plan, which highlights four priorities:

1. **Protect State of Colorado information and information systems**
2. **Conduct and leverage research** to implement innovative and sustainable security solutions to address Colorado's cyber security challenges
3. **Develop key partnerships** to facilitate information sharing
4. **Continually assess compliance** with applicable information security and data privacy laws and regulations, including our own policies.



III. Empowering, Engaging and Energizing Employees

4% increase in OIT's Employee Engagement Score by June 30, 2016

Working for the state means having pride in giving back to the community, helping others, and participating in finding creative solutions to complex problems. Employee engagement is critical to the success of any organization and the outcomes desired to achieve it. We strive to foster a culture that centers on giving employees a voice, delivering with organizational integrity, and contributing to meaningful accomplishments. The more tuned in our team members are, the more impactful our results will be.

The Employee Engagement Survey is administered by a third-party source during the fall of every year. This survey is deployed statewide by the Department of Personnel & Administration (DPA) every other year and is deployed within OIT during the off years by our Human Resources team.

We aim to to empower, engage, and energize employees by promoting a unified, positive culture that resonates across all employees at all work locations. We do this is by providing employees with more opportunities for growth and development and working more closely with new employees to build lasting relationships. As an organization rich in the diversity of IT professionals, OIT seeks to retain and develop our talent to compete in a field where turnover is high.



Metrics & Targets

- 10% increase in employee cross-functional alignment [CSO]
- 5% increase in retention of employees with less than 3 years of service [CFO]
- 5% increase in Growth and Development Dimension of Employee Engagement Survey [CFO]
- 10% increase in OIT cultural awareness, acceptance, and advocacy [Comms]

Initiatives

- 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 offerings, our team members need to be trained as technical experts for the state and be personally effective in leading dialogue with our customers.
- 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.

IV. Strengthening Colorado's Technology Landscape

1,000 additional technology jobs in Colorado by June 30, 2016

In addition to providing support to state agencies, OIT is responsible for driving IT economic development efforts for the state. We strive to promote a robust IT ecosystem throughout Colorado. We contribute to growing IT economic development by partnering with local communities and broadband providers to cultivate more robust broadband coverage for residents and businesses, attracting new tech companies to our community, and fostering relationships with local technology companies to strengthen their commitment to the state.

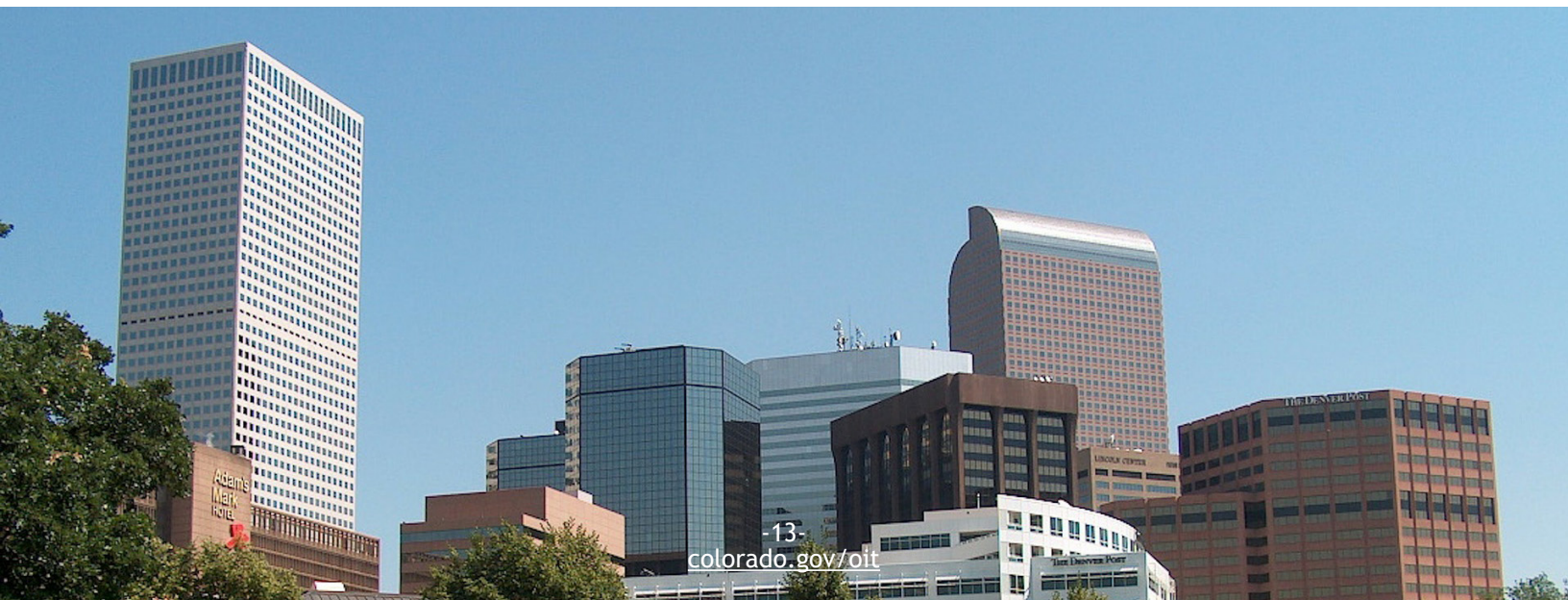
We are stimulating the Colorado technology landscape by working with broadband providers and community members to map coverage and drive grant opportunities, and we support county and regional representatives in developing active broadband plans. We are also working directly with Colorado companies and prospective Colorado companies to provide them with resources and connections that make it easier for them to do business in the state.

Metrics & Targets

- 50% increase in visits to the Colorado Broadband Map [CSO]
- \$50 million in broadband infrastructure grant funding supported [CSO]
- 48 additional IT economic development advocates [CSO]

Initiatives

- **Strengthen broadband access and speeds across the state.** Over the last few years, OIT has worked closely with the Governor's Office and agency partners to bring coordination to the state's broadband related activities and to take steps to improve broadband coverage across the state. In FY16, OIT is continuing this close collaboration with the Governor's Office and agency partners, and we are exploring new 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.
- Continue to lead **Colorado's participation in FirstNet**, a federal effort to create a dedicated nationwide public safety broadband network.



7. Looking to the Future: The Next Five Years

Upcoming Transformational Initiatives

To truly drive towards enriching the citizen experience at every digital touchpoint, we've highlighted three of our most impactful long-term initiatives. We expect that achieving the following strategies will positively transform the way our customer agencies do business.

A State Government Service Portal for All

To simplify how Coloradans interact with their government, OIT is exploring the creation of a single online point of access for state government services. This portal will streamline the public's experience, saving time and confusion, as well as reduce costs related to infrastructure, duplicative information, and mailing. In the coming year, we will be working with the Governor's Office and state agencies to develop this concept further.

Seamless Service Desk Delivery

To provide the most optimal service to our customers, we are unifying our Service Desk team and expanding available hours of service. We are committed to providing comprehensive support through several channels such as a self-service portal, phone, email, mobile, chat, and video so that our diverse customer groups can use their preferred method to interact and receive assistance. In the coming years, our customers will experience greater agility in support capabilities and a stronger knowledge-base among our staff.

Customer Service Training for All OIT Employees

As a service organization, it is critical that every employee at OIT approaches every task with the customers' experience front and center. We serve the people who serve Colorado, and every function we carry out, from application development to project management, is about producing the most effective IT solutions so that our customers and our state may thrive.

Technology Roadmap

OIT is embarking on a five-year plan to change the way technology is delivered to our agency customers and the Coloradans they serve. The OIT Enterprise Technology Roadmap encompasses both innovative technology and the need to expand and enhance the basic requirements of our customers. Upon completion, the full roadmap will be available at colorado.gov/oit.

In addition to the enterprise technology roadmap, we will collaborate with each of our customer agencies to create individually tailored five-year strategic roadmaps, synthesizing their business needs with OIT's standard technology direction.



Hybrid Cloud

A hybrid cloud strategy is transforming the OIT Data Center by becoming an on-demand hosting solution and has begun to provide a seamless and broad hybrid network for our customers. It allows for resource pooling, rapid elasticity, and measured service. A state-of-the-art Tier 3 data center will be built to house production workloads and meet FedRAMP³ standards, and a Tier 1 data center will be used as a disaster recovery effort and high availability site.

Public Communications Network System

Over the next several years, microwave upgrades will be implemented across the system, maintaining and enhancing existing framework and providing our first responders and the public with the most up to date and sustainable infrastructure. Additional hardware and software upgrades will begin in 2017.

Enterprise Applications

The future landscape of enterprise applications will include operating system (OS) independent applications architecture and a mobile strategy to reduce cost, improve accessibility, and meet business objectives. What this means to our customers is the ability and agility to do business without being constrained to a specific technology. OIT's Mobile Strategy includes:

- Development on mobile platforms that contain 10 percent or more market share in the industry
- Consolidated development efforts on mobile applications
- Leveraging of the Google platform for secure access to state information

Standards

To maximize operating efficiency, standards will be put in place to drive the consistent delivery of IT services and products. An Architectural Review Board has been established to govern the approval process for all new standards or changes to existing standards which will be applied to new services and products, as well as oversee the decisions to invest, maintain, or decrease costs for support and development.

Applications

- Technology platforms
- Programming languages
- Reporting
- Workload automation
- Content management

Systems Infrastructure

- Identity management
- Desktops
- Browsers
- Storage
- Security

Enterprise Tooling

- Desktop management
- Network
- Access control
- Single sign-on
- Server management

Google Platform

- Google Apps for Government
- Mobile device management
- Instant messaging
- Desktop/conference video
- Cloud-based file storage

³The Federal Risk and Authorization Management Program (FedRAMP) provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. The program was developed in collaboration with cybersecurity and cloud experts from leading federal agencies and the private sector.

8. Evaluation

Internal Scoreboard

The OIT Scoreboard provides an executive summary of OIT's strategic and operational progress. It includes robust metrics on financial performance, customer service delivery, personnel, information security, and IT economic development. In all, more than 50 performance measures⁴ in FY16 will be managed and maintained, providing a foundation for data-driven decision-making and creating transparency in our efforts across the organization. OIT employees can access the Scoreboard data on our intranet site, OIT Plaza.

In addition to the enterprise OIT Scoreboard, functional team scoreboards will be implemented in FY16 accompanied by monthly performance meetings to review trends and progress.

Customer Dashboards

OIT reports performance to our customers through monthly OneView dashboards. These agency-specific reports address project delivery, service delivery, and personnel changes.

Beginning in FY16, each agency will also receive a monthly report detailing our fulfillment of Service Level Commitments (SLCs) for Service Desk, Deskside Support Services, and Access Control with supporting quarterly performance management review meetings focused on continual improvement.



9. Call to Action for Employees

Our work creates the foundation that enables state agencies to provide critical services to the people of Colorado, and our work is vital in helping to create a safe, happy, and healthy Colorado. Though this document doesn't encompass all the work we do at OIT, it provides guidance and direction about where our organization is heading. Use this document to start the dialogue with your team members, peers, and customers.

To ensure organizational alignment, OIT's four enterprise WIGs are listed in all employee performance plans. Regardless of your team or position, we are all responsible for improving service excellence, reducing security risk, enhancing employee engagement, and strengthening Colorado's technology landscape. We can all put ourselves in our customers' shoes - imagining the pressures of getting food subsidies to a needy family or ensuring that first responders have a reliable network during emergencies. We are all responsible for making smart choices about cyber-activity. We all have the power to bring positive energy and commitment to our work community, supporting our team members when they need us. We can all lean in to strengthen Colorado's technology landscape by promoting our state as a great place to live and work.

Each employee should have a conversation with their manager about OIT's strategy and how it relates to their work and performance plans.

⁴See Metrics and Initiatives in section 6 for examples

Appendix A

Our Agency Customers

OIT is the enterprise provider of information and technology services for:

[CDA] Colorado Department of Agriculture

[CDHS] Colorado Department of Human Services

[CDLE] Colorado Department of Labor and Employment

[CDPHE] Colorado Department of Public Health and Environment

[CDOT] Colorado Department of Transportation

[CDPS] Colorado Department of Public Safety

[DMVA] Department of Military & Veterans Affairs

[DNR] Department of Natural Resources

[DOC] Department of Corrections

[DOLA] Department of Local Affairs

[DOR] Department of Revenue

[DORA] Department of Regulatory Agencies

[DPA] Department of Personnel & Administration

[Governor's Office] All Offices of the Governor, which include the Colorado Energy Office, the Office of State Planning & Budgeting, and the Office of Economic Development & International Trade

[HCPF] Health Care Policy and Financing

History Colorado

Our Statewide Security Customers

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

Our Public Safety Communications Network Customers

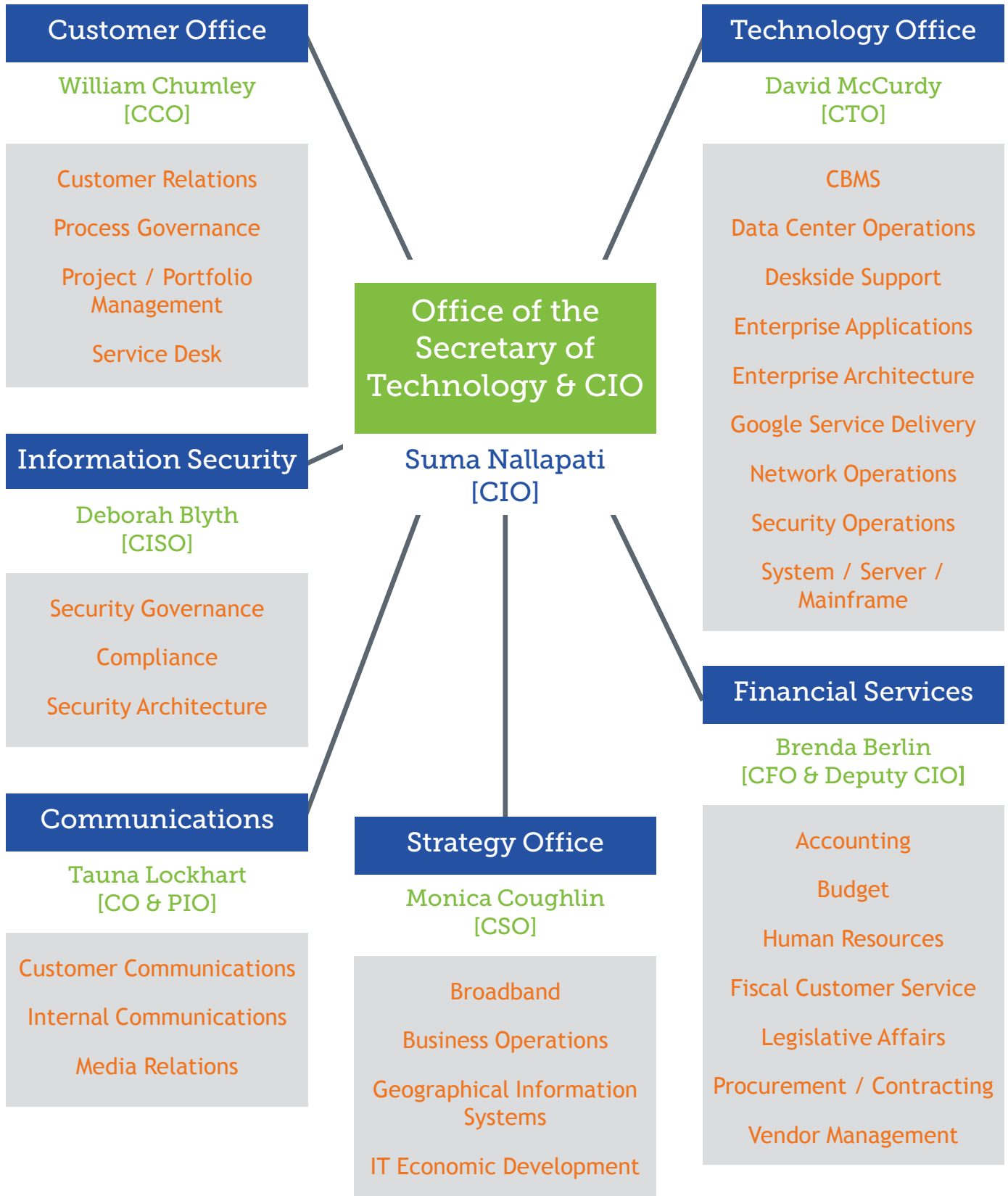
OIT maintains the Public Safety Communications Network, which includes the Digital Trunked Radio System (DTRS). The more than 1,000 state, local, county, federal, and tribal agencies are also our customers.

Our IT Economic Development & Broadband Customers

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

Appendix B

Organizational Chart



Appendix C

Acronyms

ASCES	Automated Child Support Enforcement System
CBMS	Colorado Benefits Management System
CCO	Chief Customer Officer
CFO	Chief Financial Officer
CHATS	Child Automated Tracking System
CIM	Colorado Information Marketplace at data.colorado.gov
CIO	Chief Information Officer
CISO	Chief Information Security Officer
Comms	OIT's Communications Team
CO	Chief Communications Officer
CSO	Chief Strategy Officer
CTO	Chief Technology Officer
DTRS	Digital Trunked Radio System
FedRAMP	Federal Risk and Authorization Management Program
FY	Fiscal Year
GIS	Geographic Information System
HR	Human Resources
HRIS	Human Resource Information System
IT	Information Technology
NPS	Net Promoter Score
OIT	Governor's Office of Information Technology
PIO	Public Information Officer
SLA	Service Level Agreement
TRAILS	Colorado's Statewide Automated Case Management System
WIGs	Wildly Important Goals
4DX	4 Disciplines of Execution



OIT FY16 Playbook

Strategic Planning Roadmap



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Colorado Governor's Office of
Information Technology