



OIT FY17 Playbook

Strategic Planning Roadmap



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 honored to present the OIT FY17 Playbook. It is the strategic roadmap that outlines the actions we will take this fiscal year to meet our short and long term goals.

When I took office as Secretary of Technology and Chief Information Officer in 2014, we focused on getting “back to the basics” to make sure that our customers had a consistent and reliable IT foundation. We defined the four most critical areas of improvement, and made these our four Wildly Important Goals. As a result of our continued focus on these areas in 2015, we have achieved incredible success. Since July 2015, OIT has seen a 33% increase in customer service excellence, an 8% increase in employee engagement, a more than 30% reduction in the state’s security risk score, and over 5,000 new IT jobs created in Colorado!

This year’s Playbook reflects input from our customers and our employees. We asked our employees to help us achieve our vision and goals, and nearly 20% helped prioritize the strategies that would have most impact.

Through this process more than 30% of our workforce contributed to this year’s Playbook. We also polled OIT customers for their thoughts on what would strengthen OIT’s relationship with them and incorporated their feedback as well.

As we move into the next fiscal year, I challenge all of us to consider what Colorado residents want from their government. How can we use IT to help bring healthcare and health information directly to patients, bring the highest-quality education to students in remote areas, and create a transportation infrastructure that can sustain our incredible growth. Our foundational work over the last two years has spoken directly to Governor Hickenlooper’s vision of making state government more effective, efficient, and elegant; let’s take it to the next level and innovate to make IT a seamless but invaluable partner in enriching the citizen experience at every digital touchpoint.

With Colorado’s bright future in mind, I am pleased to present our OIT FY17 Playbook.



A handwritten signature in black ink that reads "Suma" with a stylized flourish and the number "00" below it.

Suma Nallapati

2. Executive Summary

OIT's Playbook is our annual strategic roadmap. It provides our stakeholders (i.e., customers, employees, and partners) with a guide towards the future, linking the Governor's vision to our core mission, vision, values, strategies and goals. Through organizational transparency and straight-forward communications, OIT is creating a culture of accountability, shared expectations, and trust.

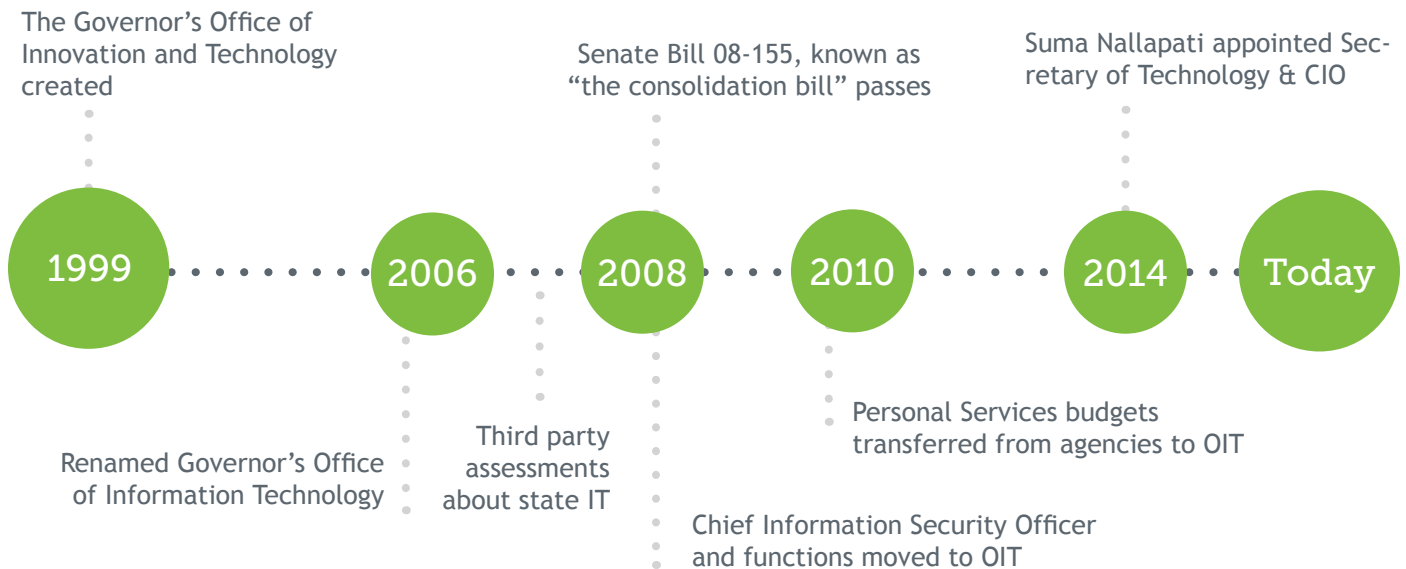


3. Who We Are

A Brief History of OIT

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. At that time, executive branch agencies independently managed their own IT services and support, resulting in disparate infrastructures, inconsistent hardware and software standards, duplicative services, increased security risks, failing projects, and the inability to leverage statewide procurement opportunities.

The overwhelmingly bipartisan passage of Senate Bill 08-155, which is also known as “the consolidation bill” shifted how IT services would be delivered to Colorado’s executive branch state agencies. In July 2008, all IT functions, systems, and assets were consolidated into a single entity - the Governor’s Office of Information Technology.



Mission

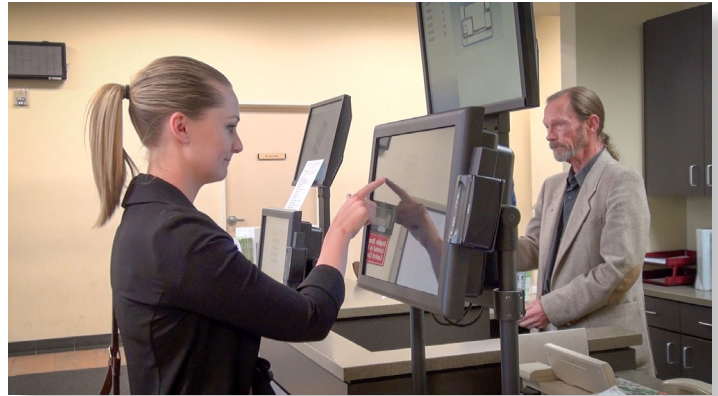


To securely enable the effective, efficient, and elegant delivery of government services through trusted partnerships and technology

Vision

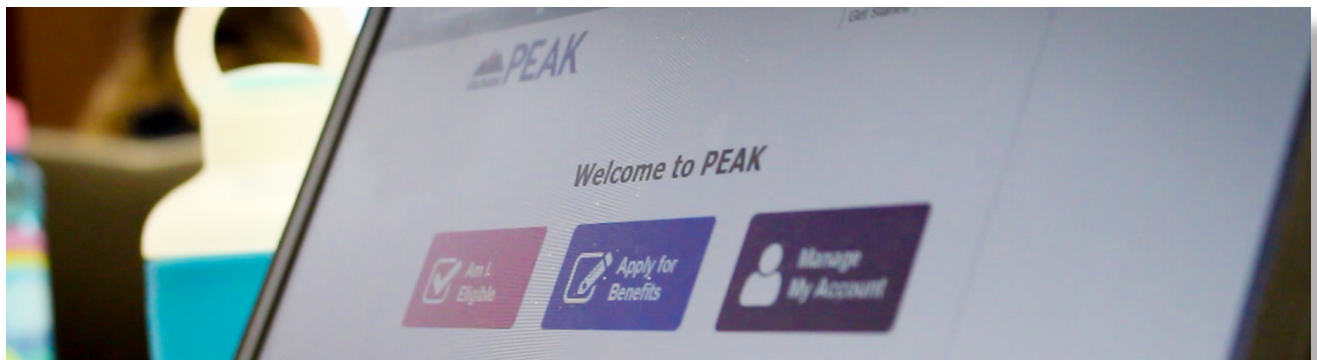
Enriching the citizen experience at every digital touchpoint

Every interaction Coloradans have with the state is a critical touchpoint and each touchpoint should be positive. Though it is our customers who directly serve the public, OIT is the IT service delivery partner that enables them to do so. Today, we are building the foundation for a seamless end-to-end user experience.



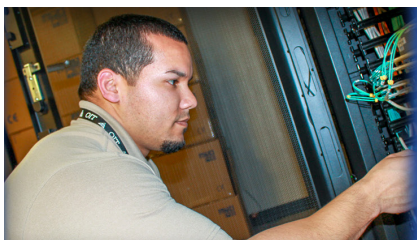
We are propelling broadband coverage across the state, leading the way for enterprise solutions enabling agencies to more effectively collaborate, streamlining processes for more efficient service, and enhancing security to keep public data and systems safe.

We envision a future where the entire journey of a citizen receiving state services is simple and fast no matter how many agencies or applications are involved on the back-end; customers get the services they need, when they need it, wherever they are.



Values

At OIT, we recognize that how we deliver is as important as what we deliver. Our core values define our character, and each employee is expected to embody the values in all the work we do.



Service

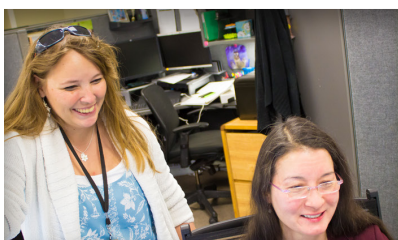
Serving the people of Colorado

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

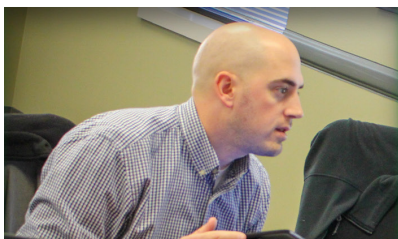
Collaboratively working together at OIT and across the state

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

4. Operations

Maintaining stability & resiliency

OIT drives technology solutions and supports agencies whose missions are critical to serving Coloradans. Our operational responsibility is vast; it includes, but isn't limited to, the development and support of enterprise and agency-specific applications; projects, programs, and services; and the state's IT infrastructure - data centers, servers, mainframe operations, storage, operating systems, local area networks, as well as the Colorado State Network (CSN) and the Public Safety Communications Network (PSCN), which includes the Digital Trunked Radio System (DTRS). For a full list of activities OIT is responsible for across the state, refer to Appendix A.



OIT is also responsible for information security governance across all three branches of state government. Through our Office of Information Security, we promulgate policies around security risk management, security operations, regulatory compliance, and application security. We monitor and analyze information on cyber threats and proactively manage vulnerabilities that present a risk to the state's information systems or the critical information managed within, as well as provide awareness training to state employees so they will be less likely to fall victim to an attack.

“Our foundational work over the last two years has honed our delivery of IT services. It’s the first critical step toward enriching the citizen experience at every digital touchpoint.”



Suma Nallapati
Secretary of Technology & CIO

5. Strategy

OIT's FY17 Wildly Important Goals (WIGs)

Since FY15, OIT has kept a steady focus on four major areas: service excellence, information security, IT economic development, and employee engagement. In FY17, we will continue to center on these areas to drive positive behavioral changes throughout the organization.

Delivering effective solutions and reliable customer service



15%
increase in Service Excellence Rating by June 30, 2017

Securing Colorado through innovation



95%
of agencies with Risk Scores below 11 by June 30, 2017

Strengthening Colorado's technology landscape



80%
of rural households have access to broadband by June 30, 2017

Advancing a culture of employee support and collaboration



2%
increase in OIT's Employee Engagement Score by June 30, 2017

WIG #1

Delivering effective solutions and reliable customer service

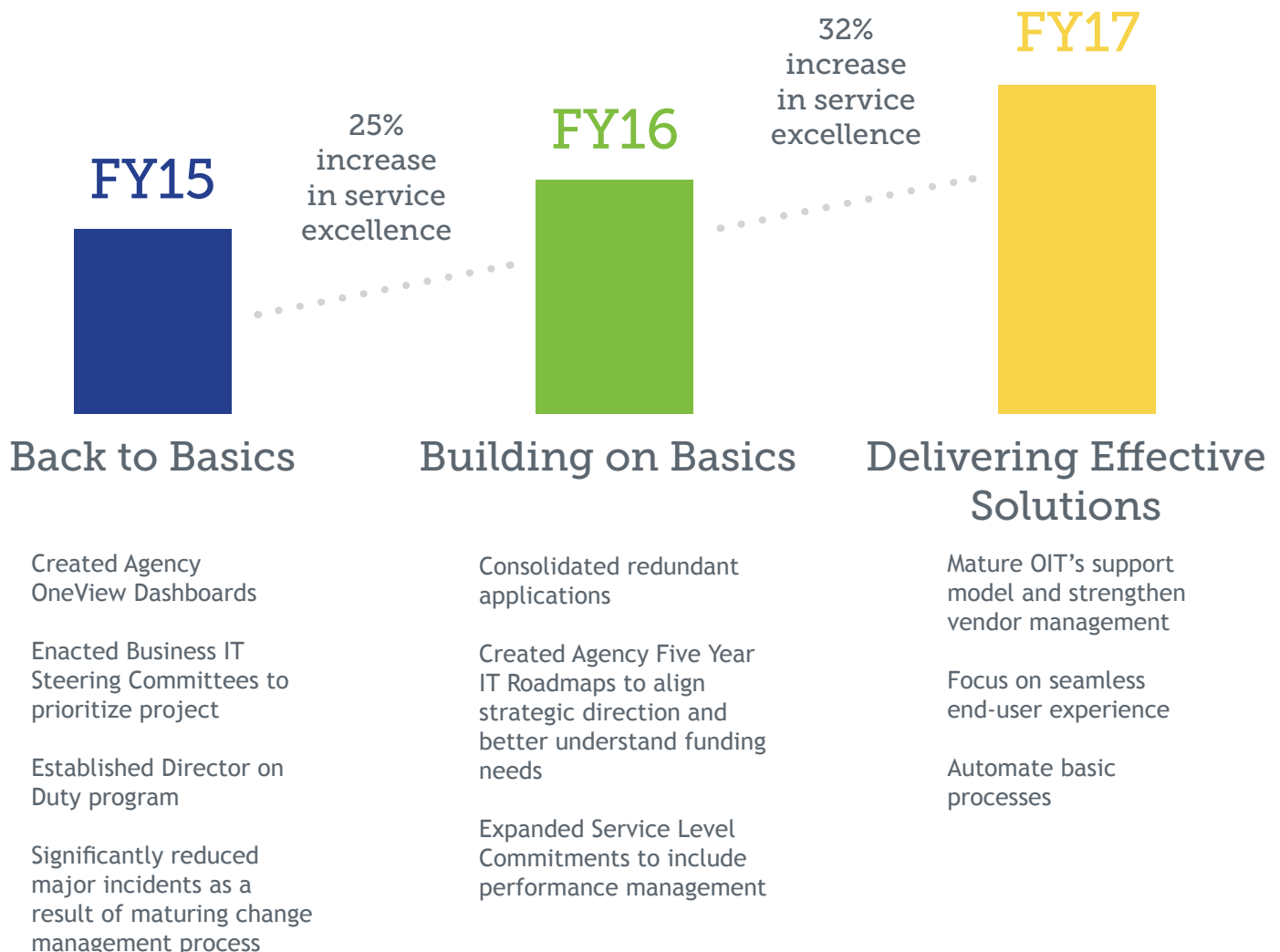
15% increase in Service Excellence Rating by June 30, 2017

Delivering consistent, high quality services to our agency customers is our priority. As we improve our service ticket hand-offs, clarify expectations and processes, and equip our technology professionals with the tools they need to best serve the customer, we are creating a more seamless and positive end-to-end customer experience across all channels.

OIT assesses service excellence using a widely adopted best practice measurement called the Net Promoter Score (NPS). Every six months, we ask 2,000 randomly selected customers, “How likely are you to recommend OIT’s services to a colleague or other agency?”

Progression of service excellence

The graphic below shows some of the major ways we’ve progressed around our service excellence WIG over the past few years:



WIG #1 Strategies & Success Measures

Improve customer trust by appropriately preparing our staff with critical knowledge and skills

Building customer service/business skills to establish one OIT voice

Provide managers with the necessary skills to drive service delivery for our customer by continuing OIT's Transforming Leadership Academy [CSO]

Create and distribute two new customer experience and etiquette videos per quarter to OIT employees in order to deliver a more consistent and positive service to our customers [CCO]

Ensure consistent and appropriate messaging for our customers by providing OIT employees with communication templates [Comm]

Building OIT technical skills to provide our customers with high level of IT expertise

Develop tailored recruitment tactics targeted specifically at tough to fill job openings and implement by March 31, 2017 [CSO]

Create online training modules for new hires to learn job-critical systems by June 30, 2017 [CSO]

Foster a seamless customer experience through accountability

Uphold positive customer interactions by improving internal hand-offs and driving internal staff accountability

Mature IT Service Management Governance committee to improve alignment of IT services and overall service delivery to our customers by June 30, 2017 [CCO]

Drive vendor accountability

Mature vendor and contractor management program by establishing contractor reinforcement methodology, consistent vendor service level evaluations, and lifecycle program management by June 30, 2017 [CFO]

Hold one Vendor Day per quarter to ensure continual vendor education [CFO]

Facilitate monthly compliance meetings between high priority vendor partners with Service Owners and project/program managers to ensure continual vendor communication and Service Level Agreements are assessed and enforced [CFO]

Establish and distribute a quarterly vendor/contractor analysis report by September 30, 2016 [CFO]



Measures for Success

80% attendance of Transforming Leadership Academy
[CSO]*

99.9% system availability for servers, network, and data center
[CTO]

99.9% system availability for critical and essential applications
[CTO]

80% of service incidents resolved within the first contact
[CCO]*

2 customer experience and etiquette videos created and distributed per quarter
[CCO]*

2 communications templates created and distributed per quarter
[COMM]

3% increase in the number of Google documents per month
[CTO]

100% utilization of technical training budget (\$256K)
[CSO]*

10% or below of all project health status considered "At Risk"
[CCO]

95% SLA completion for Deskside Support
[CTO]

95% ServiceDesk satisfaction
[CCO]

90% of Enterprise Application incidents resolved within SLA times
[CTO]

*New measure for FY17

WIG #2

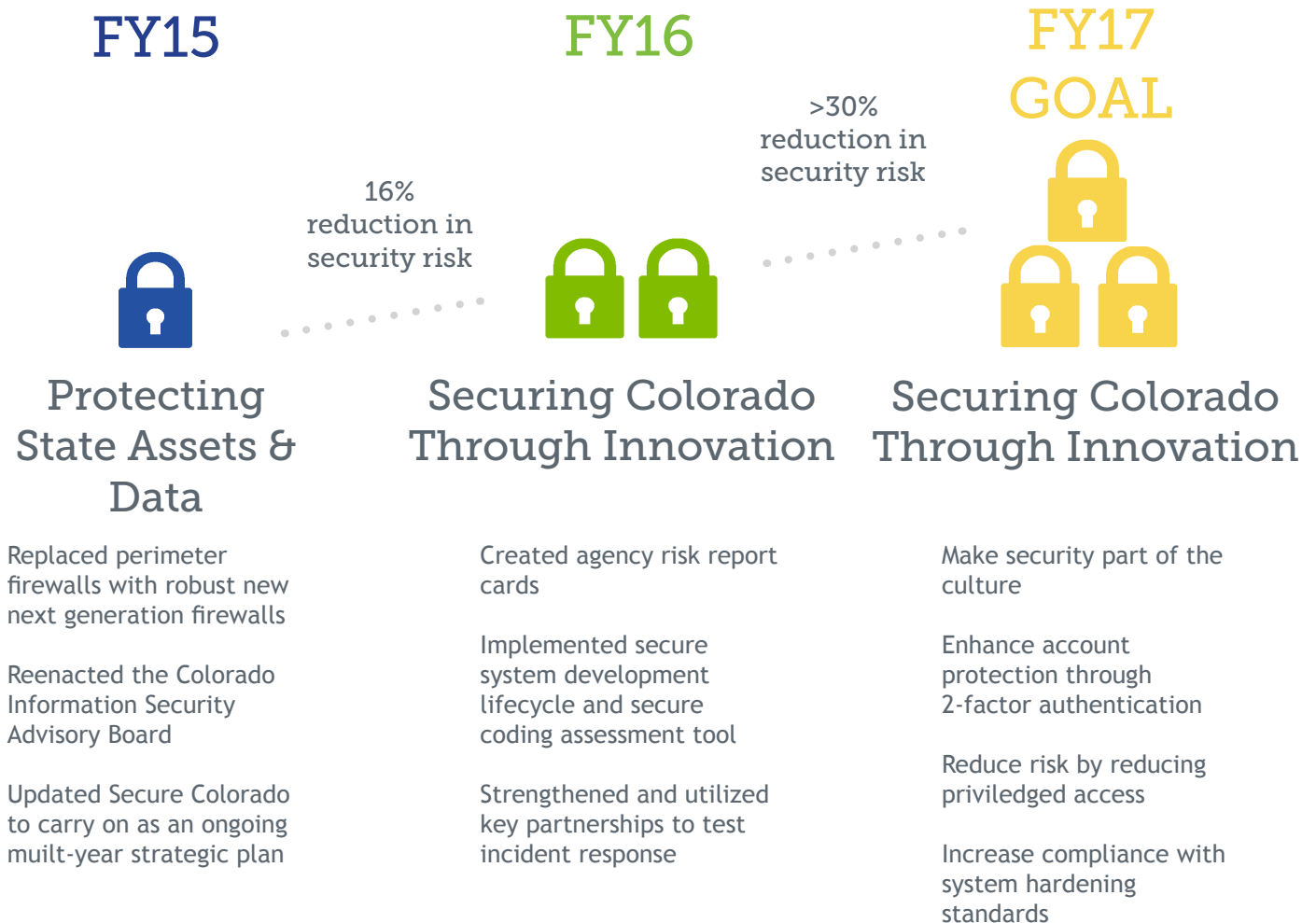
Securing Colorado Through Innovation

95% of agencies with Risk Scores* below 11 by June 30, 2017

OIT is responsible for the state's information security governance, architecture, risk and compliance, as well as overseeing day-to-day security operations. We strive to preserve the confidentiality, integrity, and availability of state and citizen data. Over the past two years we did a great job at reducing enterprise risk. This year, we want to focus on individual agencies to ensure that we're reducing risk for each agency.

Progression of risk management

Below are a few examples of what we've done to reduce information security risk over the last few years.



*We measure risk using the McAfee Risk Advisor, a tool which assesses the potential of a threat to exploit vulnerabilities of an asset and cause damage or unintended consequences.

WIG #2 Strategies & Success Measures

Make information security part of the culture

Clearly communicate security standards with employees and customers via monthly OIT Good News publications and quarterly customer newsletter [CTO]

Secure State infrastructure

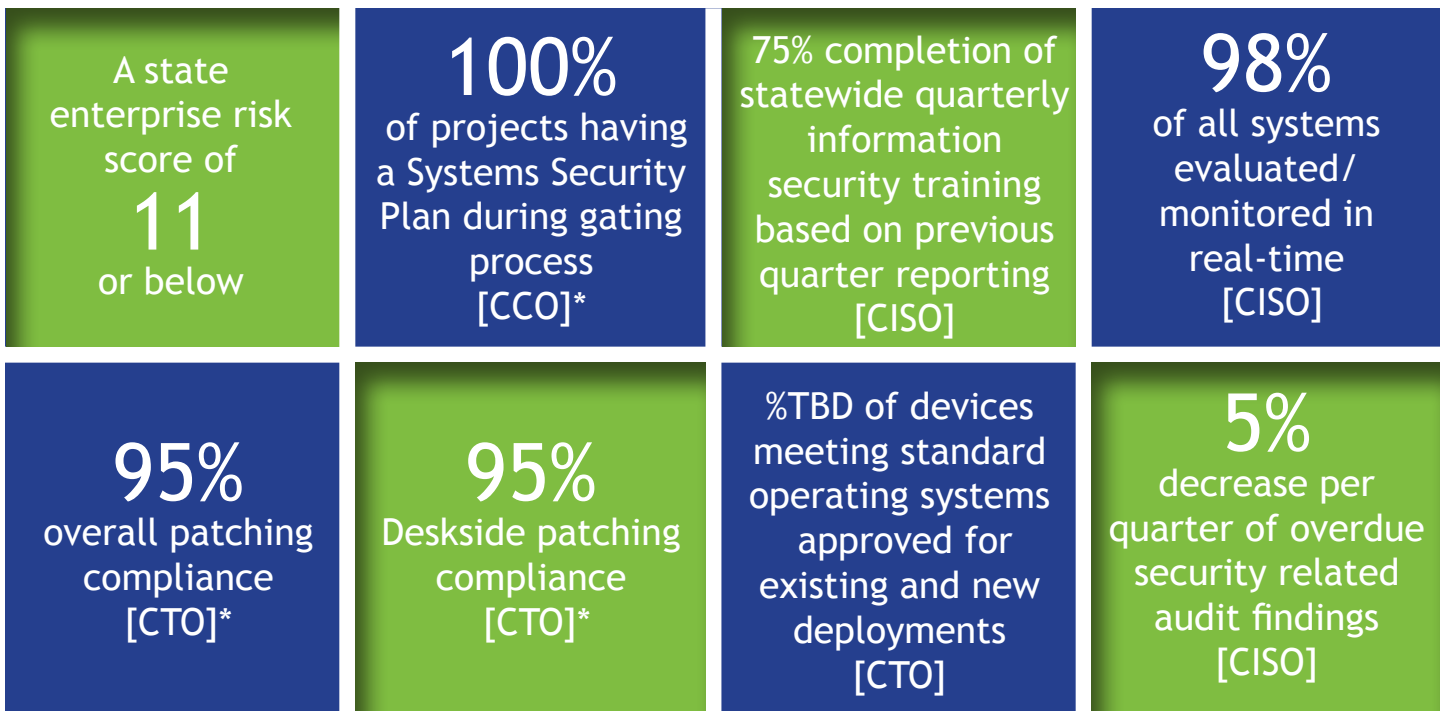
Improve virtual infrastructure security by enabling the automation of security policy and compliance for systems and application deployments [CTO]

Implement vulnerability management program to identify, classify, remediate, and mitigate vulnerabilities [CISO]

Secure state infrastructure by making sure systems are compliant with CIS benchmark standards [CISO]

Enable 2 factor authentication to add an extra layer of security to the verification process and thus reduce risk of data breaches and meet data privacy requirements [CISO]

Measures for Success



*New measure for FY17

WIG #3

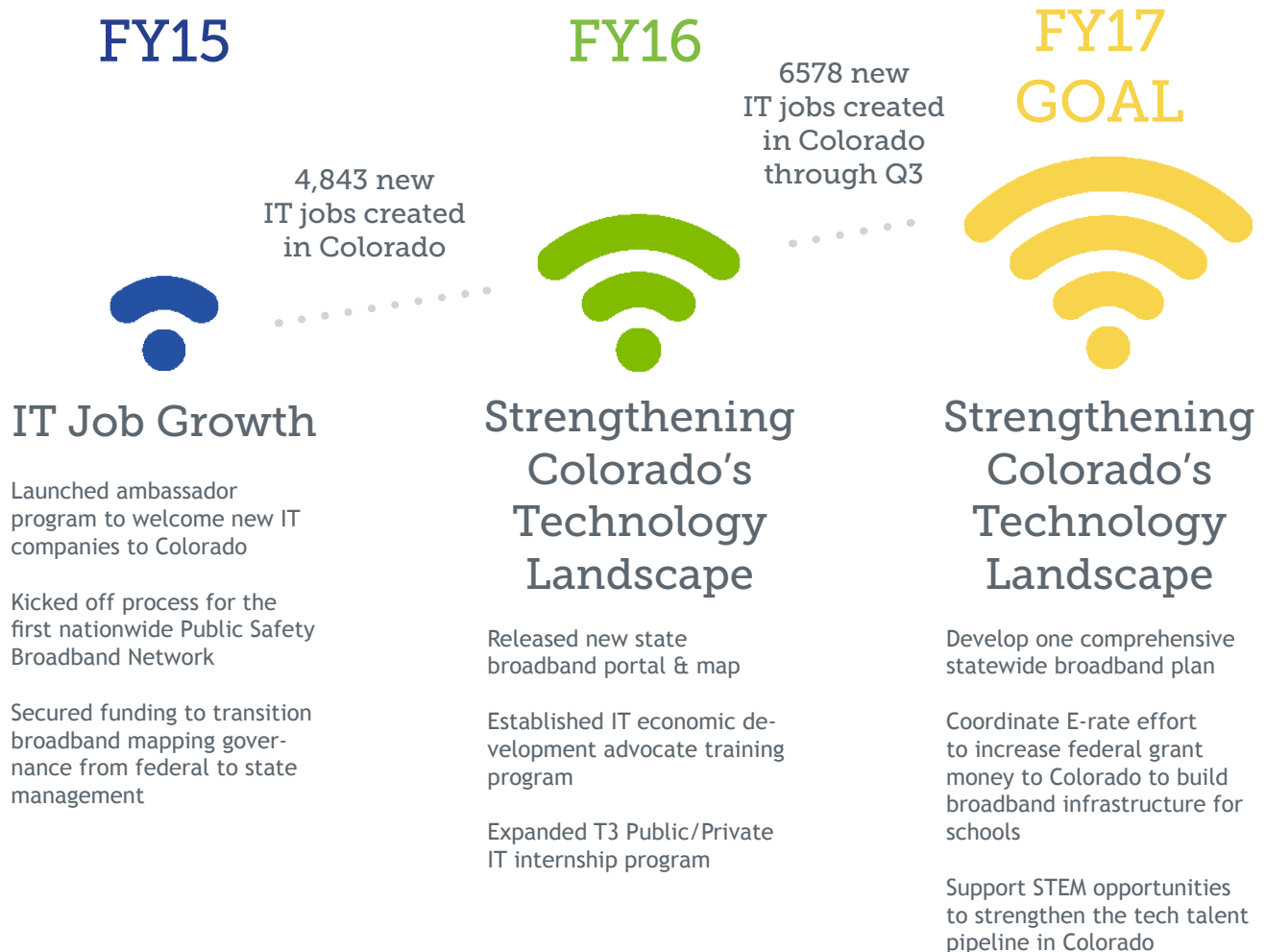
Strengthening Colorado's Technology Landscape

80% of rural households have access to broadband by June 30, 2017

In addition to providing support to executive branch agencies, OIT is responsible for promoting a robust IT ecosystem throughout Colorado in collaboration with key stakeholders. We contribute to growing IT economic development by partnering with local communities and broadband providers to cultivate stronger broadband coverage for residents and businesses, attracting new tech companies to our community, developing young tech talent, and fostering relationships with local technology companies to strengthen their commitment to the state.

Progression of Colorado's Technology Landscape

We have changed the primary measure of success for this WIG from the number of net new IT jobs across Colorado to rural broadband availability across the state because OIT's work in this area contributes directly to the vision of the Governor's Office to ensure that all Coloradans have access to reliable, cost-effective broadband internet.



WIG #3 Strategies & Success Measures

Solidify OIT as the established source for broadband expertise and coordination through expanded stakeholder outreach and collaboration

Compile regional broadband plans into one comprehensive statewide plan by March 31, 2017 [CSO]

Develop RFP strategy for coordinated E-Rate application(s) to the Federal Communications Commission by October 31, 2016 [CSO]

Coordinate outreach to all school districts in Colorado to assist in applying for E-Rate infrastructure funds [CSO]

Map all known public owned broadband assets and, where available, private owned broadband assets [CSO]

Support increased broadband competition in the marketplace

Develop and publish state-owned broadband asset utilization policy by October 31, 2016

Hold 4 meetings annually to facilitate the connection between local and regional stakeholders and the private sector to create opportunities for broadband infrastructure projects [CSO]

Increase the tech talent pipeline through successful partnerships and STEM opportunities

Identify and onboard 3-5 interns for our Tomorrow's Tech Talent (T3) program, a public-private collaboration geared to providing hands-on training to Colorado's emerging IT talent to strengthen and develop the IT economy in Colorado [CSO]

Launch "Talk about Tech" program to engage OIT employees in encouraging K-12 students to consider careers in STEM helping to strengthen Colorado's tech talent pipeline for the future by September 30, 2016 [CSO]

Measures for Success

10%

increase in Colorado Broadband Portal hits [CSO]

10%

increase in Colorado Broadband Map hits [CSO]

75%

of statewide community anchor institutions mapped [CSO]*

12

regions with completed broadband plans [CSO]*

TBD

of applicants for state broadband fund [CSO]*

75%

of school districts contacted by the state about E-Rate opportunities [CSO]*

50

rural districts apply for E-Rate funding for infrastructure and construction [CSO]*

\$ TBD

funds received/invested as part of state's broadband efforts [CSO]*

1,000

net new IT jobs in Colorado [CSO]

4

T3 internships hosted at OIT [CSO]*

TBD

“Talk about Tech” participants from OIT [CSO]*

*New measure for FY17

WIG #4

Advancing a culture of employee support and collaboration

2% increase in OIT's Employee Engagement Score by June 30, 2017

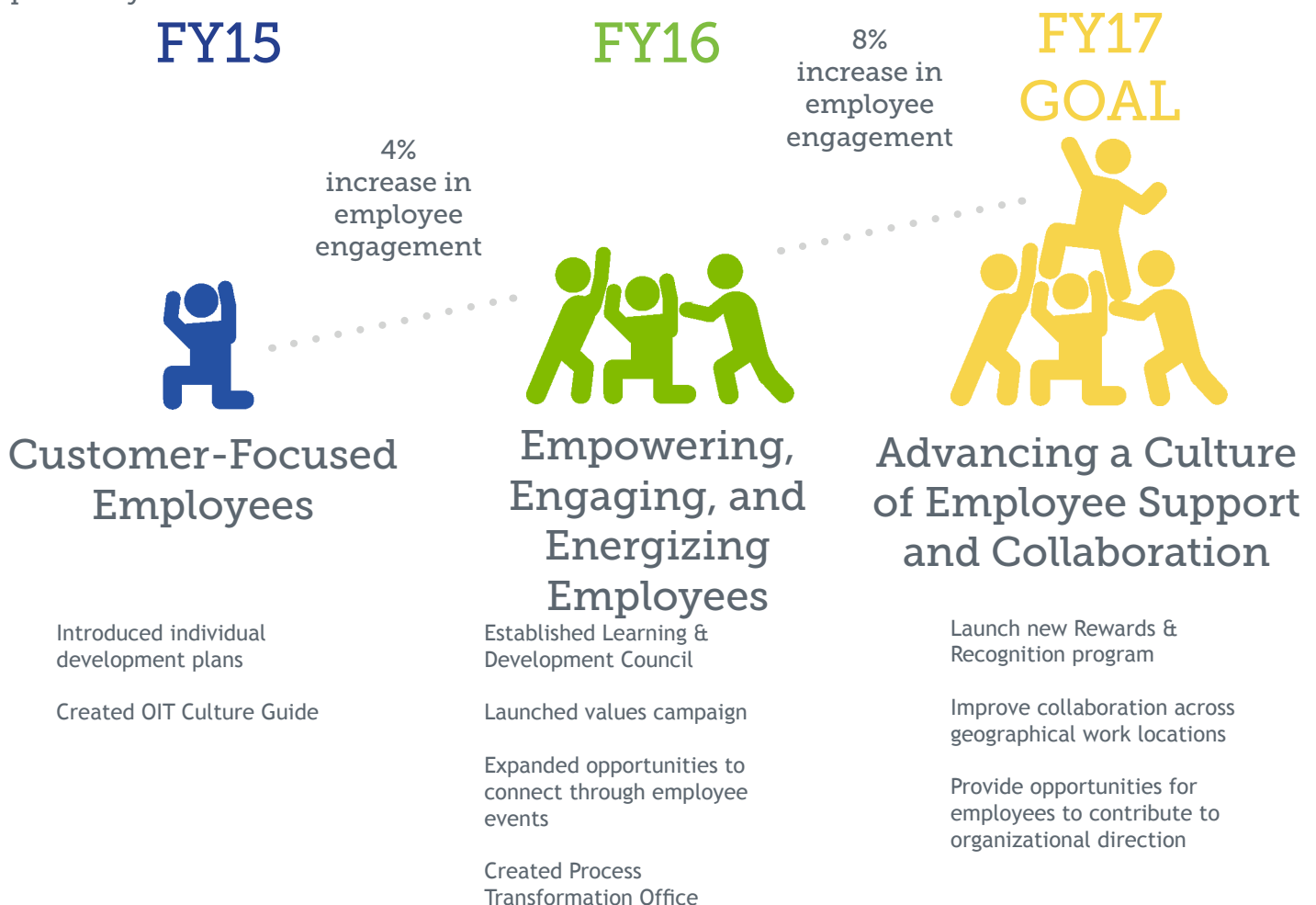
Transforming how the public interacts with government is no easy task. That's why we strive to make OIT a place where creative people with passion for our community come together to solve complex problems and strive for continuous service improvement. At OIT, we are fostering an environment where employees take pride in delivering critical services that impact our entire state.

We believe that together we can create a culture where we all feel connected to each other and to our work, leading to better outcomes for our customers.

OIT assesses engagement through an annual employee engagement survey, which is administered by a third-party during the fall of every year. Engagement scores are determined by calculating employee pride in working for the organization, feelings of personal accomplishment through work activities, and desire to remain with the organization.

Progression of Employee Culture

Below are a few examples of ways we've progressed around our employee engagement over the past few years.



WIG #4 Strategies & Success Measures

Foster an environment of support for employee action and decision-making

Recognize valuable employee contributions to the organization

20% of managers submit nominations to OIT's Values Campaign per quarter to recognize employees who create a positive work environment [Comm]

Establish a robust and well-communicated rewards and recognition program that recognizes employees and managers by December 31, 2016 [CSO]

Empower employee decision-making and provide more visibility into the decision making process.

Provide employees with consistent information regarding OIT initiatives and proactively review manager communications which may require "all employee" follow up [Comm]

Add delegation skills module to existing Transforming Leadership Academy and Aspiring Leadership Program by September 30, 2016 [CSO]

Improve collaboration between geographical locations and functional teams

Ensuring the right resources are available and accessible to all employees

Redesign OIT Plaza and launch communication strategy around tools available to employees [Comm]

Promote existing tools, processes, solutions that support remote collaboration, e.g., Google Hangouts, Keep, and Inbox [Comm & CTO]

Strengthening connections across OIT locations

Facilitate two sessions to provide managers with team building tools and techniques by June 30, 2017 [CSO]

Charge managers with meeting face-to-face with their remote employees at least once per year [Executive Leadership Team]

Establish and hold remote collaboration discussions on Playbook initiatives and strategies [CSO]

Measures for Success

10%

increase of employee involvement in OIT
FY18 strategic planning activities [CSO]*

At least 1 process mapping event held
each quarter in order to include
front-line staff in more planning
activities, process design, and
decision-making
[CCO]

4

employee cross-functional
collaboration meetings
[CSO]*

5%

increase in retention goal of employees
with less than 3 years of service
[CSO]

10%

increase in OIT cultural awareness,
acceptance, and advocacy
[Comm]

100%

of OIT-wide All Hands Meetings held at
non-headquarter locations
[Comm]*

10

off site meetings held at remote OIT
locations per quarter
[CSO]

80%

attendance at the Aspiring
Leadership Program annually
[CSO]*

75%

positive feedback from
Transforming Leadership Academy
training participants
[CSO]*

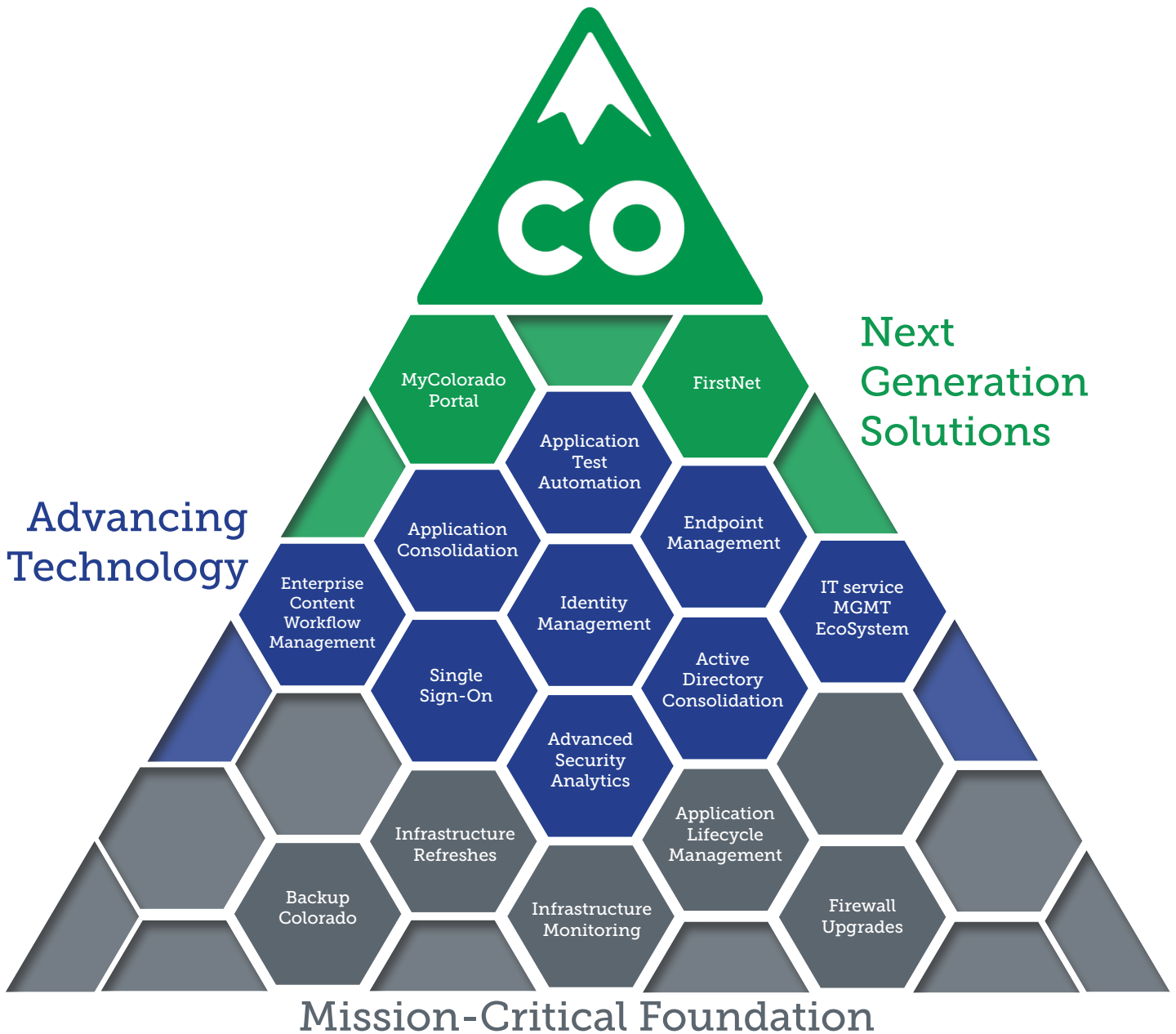
20%

of managers submit values recognition
nominations per quarter
[Comm]*

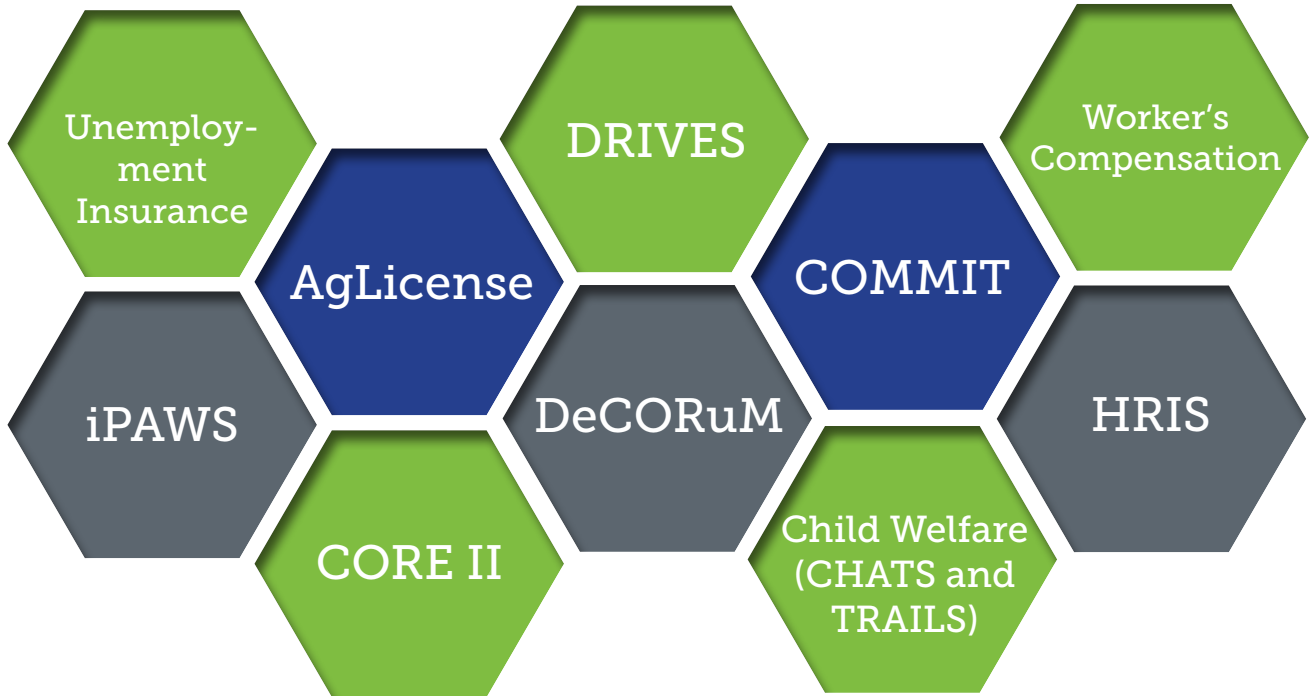
*New measure for FY17

Initiatives

In addition to our Wildly Important Goal activities, we are also leading a number of enterprise projects that will maximize state resources and provide agencies with tools to enhance end-user support to Coloradans. From stabilization of mission-critical infrastructure consistently across the state to pushing ahead to next generation solutions, we aim to leave a legacy of lasting, well-constructed foundations for decades to come. Though there are hundreds of projects OIT is managing at any one time, the OIT-led enterprise initiatives listed here are key to our overall strategic direction.



Key modernization efforts



Key innovation efforts



Mission-Critical Foundation

24x7 Security Monitoring

The OIT Security Team will leverage managed services to support 24x7 monitoring of the state network traffic. This will also enable the Security Operations Center staff to expand its impact and capabilities.

Customer Benefits: 24x7 monitoring will improve overall state security, visibility, response time, and detection of security incidents.

Application Lifecycle Management

Process and technology are being put in place to track all state-owned software applications from initial planning through retirement. This initiative was generated from the FY15 Eliminate Redundant Applications Decision Item.

Customer Benefits: clearer picture of the number of applications in their agency, the cost associated with the applications, and a roadmap for application replacement, updates, and/or decommissioning, fewer single points of failure

Backup Colorado Phase II

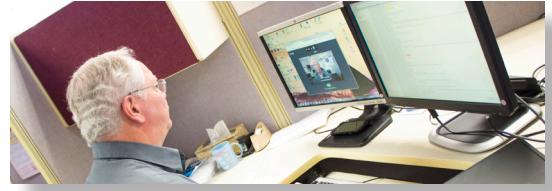
The goal of Backup Colorado is to implement a robust, standardized, statewide backup and disaster recovery solution for all critical applications supported by OIT. Major phases are System-wide Data Collection and Analysis, Architectural Design, Purchases, New System Design Configuration, Equipment Deployment, and Testing. This project was an OIT FY16 Decision Item that is billed back to the agencies based on Colorado State Network (CSN) circuits and the servers being hosted and housed by OIT.



Customer Benefits: reduce the risk of data loss and the impact of downtime on customer operations, while bringing Colorado up to federal, state, and agency security requirements

Database Monitoring

Implementing a solution to monitor all state databases will provide OIT proactive visibility into and analysis of database environments. To minimize cost, OIT is seeking to utilize existing tools to develop a solution; however, if existing tools do not meet functional needs, OIT will request FY19 funding.



Customer Benefits: reduced risk of data loss, proactive and preventative measures for failing databases, and long-range planning for database storage needs, cost avoidance, fewer outages, improved compliance, improved data protection, reduced security risk

Network Monitoring

Implementation of a network monitoring tool will give our network teams the ability to manage both the individual agency network devices and users. They will be able to monitor and resolve faults, availability, and performance issues, as well as view performance and availability statistics for all monitored elements, among many other features.



Customer Benefits: reduced customer downtime, or the impact of network outages; improved response time to problems, proactive avoidance of issues and program impacts.

Systems Monitoring

Through a systems monitoring enhancement, customers will have access to real-time reporting of their applications with a greater level of detail. OIT will be able to provide increased efficiency by streamlining key IT processes with out-of-the-box and customizable policies, guided remediation, and automated enforcement of standards. The tool will optimize performance, capacity, and compliance while retaining full control. Through a four-phased approach, this effort will be completed in 2017. The project is partially funded through the Infrastructure Refresh Decision Item.

Customer Benefits: reduced customer downtime, or the impact of system outages; improved response time to problems, proactive avoidance of issues and program impacts.

Advancing Technology

Active Directory Consolidation

Active Directory consolidation will centralize all disparate domains, which house user access data, into one directory. A standardized Active Directory across the state enterprise reduces complexity and improves speed of delivery for OIT to implement the most modern technology solutions at the lowest cost. Funding is available through a decision item until FY18.

Customer Benefits: quicker access to systems and applications as customers change locations or job duties, faster onboarding of new employees, and expedited restriction to state systems when employees leave their jobs, faster service, reduced security risk

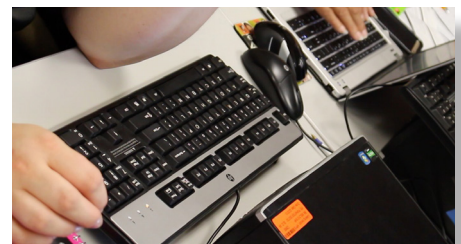
Advanced Security Analytics

As part of OIT's Secure Colorado effort, OIT looks to improve security incident preparedness and intelligence with the use of a prioritization and visualization tool. This will heighten our ability to detect and respond to a breach.

Customer Benefits: safer and resilient systems, quicker identification of security breaches, reduced impacts to program delivery, fewer outages, reduced security risk

Enterprise Application Consolidation

The statewide consolidation of existing and new applications onto standard enterprise platforms will create a simpler and easier end-user-experience, reduce the long-term cost of maintaining redundant applications, and strengthen OIT's support capabilities. Funding through FY16 has come from the Eliminate Redundant Applications Decision Item.



Customer Benefits: streamline program delivery, improve stability of applications, increase responsiveness to customer requests for enhancements or corrections of problems, cost avoidance, fewer outages, fewer single points of failure, higher quality product/service, reduced security risk

Enterprise Content and Workflow Management

To streamline process and eliminate overhead, OIT is evolving the state’s ability to administer digital content throughout its lifecycle. This solution will allow agencies to create, edit, review, and publish electronic text. Additionally, automating workflows improves repeatable end user experience and ease of tracking process improvements and operational metrics.

.....

Customer Benefits: significantly increase the speed and ease of processing administrative documents or processes while reducing errors, ultimately resulting in meaningful cost savings associated with reducing overhead and manual processing

EndPoint Management

EndPoint Management, through the Systems Center Configuration Manager (SCCM), allows administrators to manage large groups of Windows-based computer systems. This will provide OIT support staff with the ability to remotely discover, track, patch, and image equipment, and ultimately will provide a managed inventory of computer assets across the state. The tool has been implemented in thirteen agencies and will be implemented for the remaining agencies (DNR, CDPHE, DMVA, and DOR) by FY18.

.....

Customer Benefits: improved forecasting, tracking, and renewing of state assets, increased ability to plan for spending, reduced security risk at the desktop and within customer equipment tracked by OIT.

Identity Management

OIT is establishing a centralized system for secure access, authentication, authorization, and user account administration for all systems managed or supported by OIT.

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Customer Benefits: In addition to significantly speeding up OIT’s delivery of access control and on-boarding requests, we expect a reduction in the risk and costs associated with duplicate accounts.

IT Service Management EcoSystem

The IT Service Management (ITSM) EcoSystem is a set of cohesive and integrated tools, including Service Desk Manager, Service Catalog, Asset Manager, Problem Management, Customer Service Portal, and Xtraction, which are necessary to most efficiently and consistently deliver technology support and services to state agency programs and to Colorado residents. The final stages of implementation will be completed in FY18.

Customer Benefits: a consistent customer experience across enterprise service offerings through an improved customer-facing web portal, improved service delivery, support, decreased length of outage and/or incident response and resolution times.

Single Sign-On

Beginning in FY17, OIT will offer agencies the opportunity to integrate their many business applications onto a single interface portal. Single Sign-On technology will allow state employees access to multiple applications with a single username and password. This scalable solution offers a safer and more efficient way to navigate the systems they use.

Customer Benefits: reduced time logging into needed tools while improving security and protecting key agency assets, reducing complexity remembering multiple passwords, increased efficiency moving between needed systems across the work day.

Test Automation

An automated application testing system will be available to customers in spring 2017.

Key Outcomes: more efficient and accurate application testing and allow testing staff to focus on more complex testing tasks.

Next Generation Solutions

FirstNet

The FirstNet network will be the first high-speed, nationwide wireless broadband network dedicated to public safety. When the national plan is finalized (expected in fall 2017), Colorado will be faced with the decision to opt-in to the national approach or opt-out and develop our own state implementation. To ensure



FirstNet Colorado

our state makes an informed and educated decision for this next-generation public safety communications system, the FirstNet Colorado team will be developing an alternative state solution that will help Colorado determine the best path forward for its first responders and citizens. We will also continue to educate and understand the needs of all Colorado first responders as we prepare for this once-in-a-generation technology transition.

Customer Benefits: improved first responder communication in all areas of the state, increased safety and quality of life

MyColorado Portal

OIT is leading an effort to create a mobile portal that will give residents, visitors and businesses seamless and interactive access to state services, information, resources, and support at any time, anywhere, and from any mobile device. The portal will reduce the need for user duplicative data entry and provide a protected entry point into the state.

Customer Benefits: one-stop mobile app access to government services, meeting residents on their terms any time, anywhere; transforming state service delivery and evolving with new technology and resident expectations.

Additional key outcomes for these OIT initiatives:

Cost avoidance, faster access to information, faster support, fewer single points of failure, higher quality product/service, improved data protection, improved documentation transparency, improved planning capabilities, improved user experience, more reliable support, reduced paper, reduced manual work, reduced redundancy, reduced security risk, streamlined process, consistent communication.

KEY OUTCOMES FOR CUSTOMERS

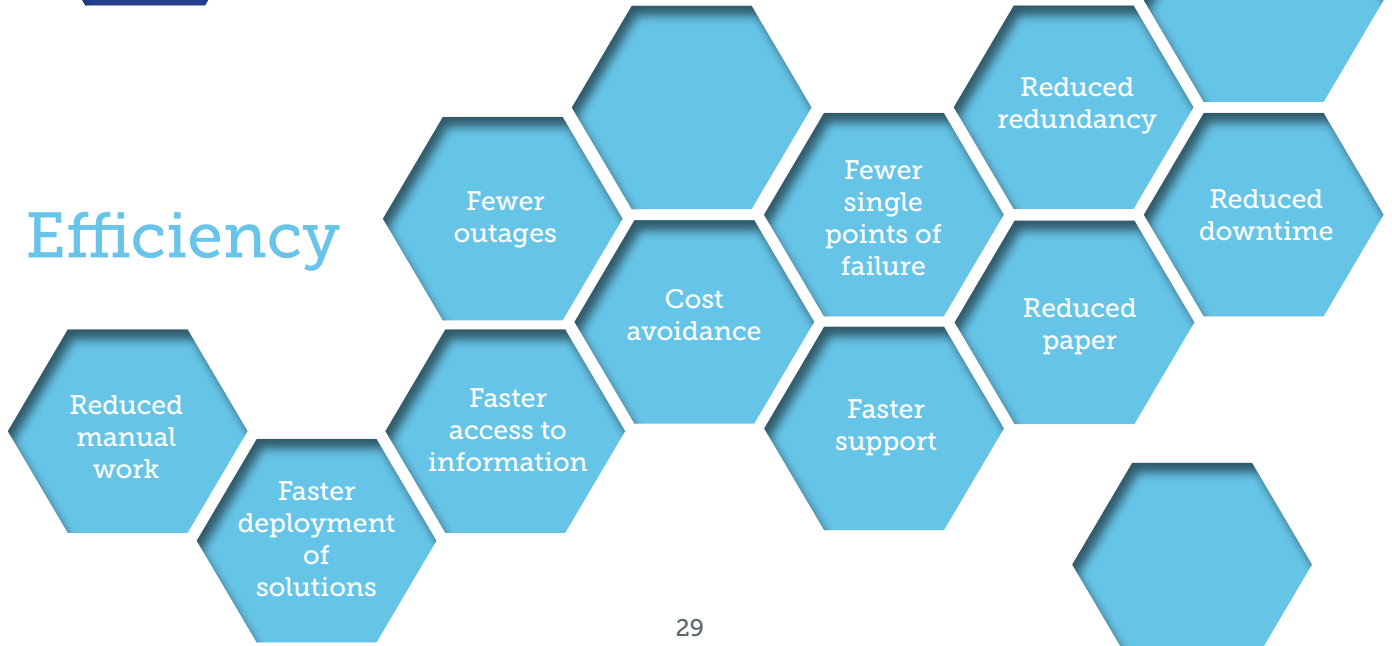
Effectiveness



Elegance



Efficiency



6. 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. OIT employees can access the Scoreboard data on our intranet, OIT Plaza.

In addition to the enterprise OIT Scoreboard, functional teams also track a number of metrics related to their team operations. In all, more than 150 performance measures are being managed and maintained, providing a foundation for data-driven decision-making and creating transparency in our efforts across the organization.

Customer Dashboards

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

Each agency also receives 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.

7. 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.

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 leverage this Playbook to have a conversation with their manager about OIT's strategy and how it relates to their work and performance plans.

Appendix A

Our Agency Customers

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

Colorado Department of Agriculture [CDA]

AgLicense - Registration, inspection and enforcement of the Agriculture industry

USALims - Laboratory Inventory Management System

Kronos Interface Implementation

Colorado Department of Human Services [CDHS]

CHATS Modernization

TRAILS Modernization

Interoperability

Electronic Health Records

Kronos Deployment

Colorado Department of Labor and Employment [CDLE]

Unemployment Insurance Modernization - Transform the Colorado Unemployment Benefits System (CUBS) and the Colorado Automated Tax System (CATS)

Worker's Compensation Modernization

Application Migration to Salesforce Platform, as applicable

Kronos Upgrade

Colorado Department of Public Health and Environment [CDPHE]

Medical Marijuana Registry System (MMRS) / Caregiver Registry (GCRS)

Colorado Environment Online System (CEOS) formerly known as CIMPLE

Electronic Health Records (EHR)

Perceptive Implementation for Vital Records

Kronos Upgrade

Colorado Department of Transportation [CDOT]

Bustang Bus Service (Phases I & II), ITS/TOC Infrastructure Support, SAP Enterprise System Support and Development, OSOW Permitting Application and KIOSKS, RoadX, Connected Vehicle, Program & Cash Management, Intelligent Highways Initiative, New HQ Build-out (IT Related) Support

Colorado Department of Public Safety [CDPS]

New National Incident Based Reporting System (NIBRS) version

Department of Criminal Justices will be working with the Department of Personnel and Administration to develop requirements for improved grants reporting and analysis to be included in the State's CORE (Colorado Operations Resource) financial management system.

Kronos Deployment

Department of Military & Veterans Affairs [DMVA]

[DNR] Department of Natural Resources

IPAWS (Integrated Parks and Wildlife System)

CORIS - NxGen Development - This project is for the Colorado Parks and Wildlife Big Game Licensing services

Kronos Upgrade

Department of Corrections [DOC]

DeCORuM

- Phase I - Electronic Health Records (Year 1)
- Phase II - Offender Management (Year 2, 3)
- Phase III - Parole/Community Operations (Year 4)

Kronos Deployment

Department of Local Affairs [DOLA]

Marijuana Impact Grant Program

Kronos Deployment

Department of Revenue [DOR]

DRIVES

Kronos Deployment

Department of Regulatory Agencies [DORA]

Expand Division of Professions and Occupations online licensing to multiple additional professions.

Implement Public Utilities Commission online permitting for transportation carriers including hazardous materials carriers, towing carriers, household goods movers and luxury limousines.

Department of Personnel & Administration [DPA]

Colorado Operations Resource Engine (CORE) Phase II - Accounts Receivable, Inbound and Outbound Grants Tracking

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

SalesForce Application Modernization

- Correspondence (Letters, Proclamations, Flags, and responses to important issues)
- Scheduling (Requesting appearances by the Governor at events or meetings)
- Constituent Services (Providing support to citizens who need help finding or accessing state services)
- Boards and Commissions (Applying for vacant positions on boards or commissions, conducting the internal approval/appointment process for those positions)
- Lieutenant Governor Correspondence
- Lieutenant Governor Scheduling
- Weatherization (CEO)

Kronos Upgrade

Healthcare Policy and Financing [HCPF]

COMMIT Project which includes

- interChange (HP)
- Business Intelligence Data Management (BIDM)(Truven)
- Pharmacy Benefits Management System (PBMS)

Member Contact Center Enhancements (to include migration from legacy vendor to Five9 solution)

Colorado Benefits Management System

Kronos Deployment

History Colorado [HC]

Ute Museum in Montrose

Argus system Upgrade

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 using the network 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

In May 2014, the Governor's Office selected a new strategic planning methodology. The 4 Disciplines of Execution (4DX) 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 has been pleased with the process and results. 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.

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**



**4. Create a
Cadence of
Accountability**

Appendix C

Office of the Secretary of Technology & CIO



Appendix D

Glossary

ALP - Aspiring Leadership Academy

CCO - Chief Customer Office

CFO - Chief Finance Office

CISO - Chief Information Security Office

CSO - Chief Strategy Office

CTO - Chief Technology Office

COMM - Chief Communications Office

CSN - Colorado State Network

DTRS - Digital Trunked Radio System

E-Rate- Universal Service Program for Schools and Libraries

FCC - Federal Communications Commission

ITSM - IT Service Management

NPS - Net Promoter Score

OIT - Office of Information Technology

PSCN - Public Safety Communications Network

SCCM - Systems Center Configuration Manager

STEM - Science, Technology, Engineering, and Mathematics

T3 - Tomorrow's Tech Talent

TLA - Transforming Leadership Academy

WIGs - Wildly Important Goals




OIT FY17 Playbook

Strategic Planning Roadmap

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 Colorado Governor's Office of
Information Tecnology