

OIT FY18 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 FY18 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 June 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 beginning in 2015, we have achieved incredible success. Since July 2015, OIT has seen a 33 percent increase in customer service excellence, an 8 percent increase in employee engagement, more than 30 percent 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 50% 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 this fiscal year, I challenge all of us to consider ways in which we can give our customers and the residents of Colorado a more “Amazon-like” experience. This includes bringing health information directly to patients, ensuring the highest-quality education for our students in remote areas through broadband availability, and sustaining our incredible growth by using “smart” technology to tackle our traffic issues. If we innovate every day with our agency customers, we will help deliver better customer service to all of Colorado.

Our Playbook is a call to all of our employees to work together to “future proof” OIT. Let’s bring our organization to the next level for Coloradans so we can grow our IT services smartly with new technologies. With this collaboration and innovation in mind, I am pleased to share our OIT FY18 Playbook.



A handwritten signature in black ink that reads "Suma" with a stylized flourish underneath.

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 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.

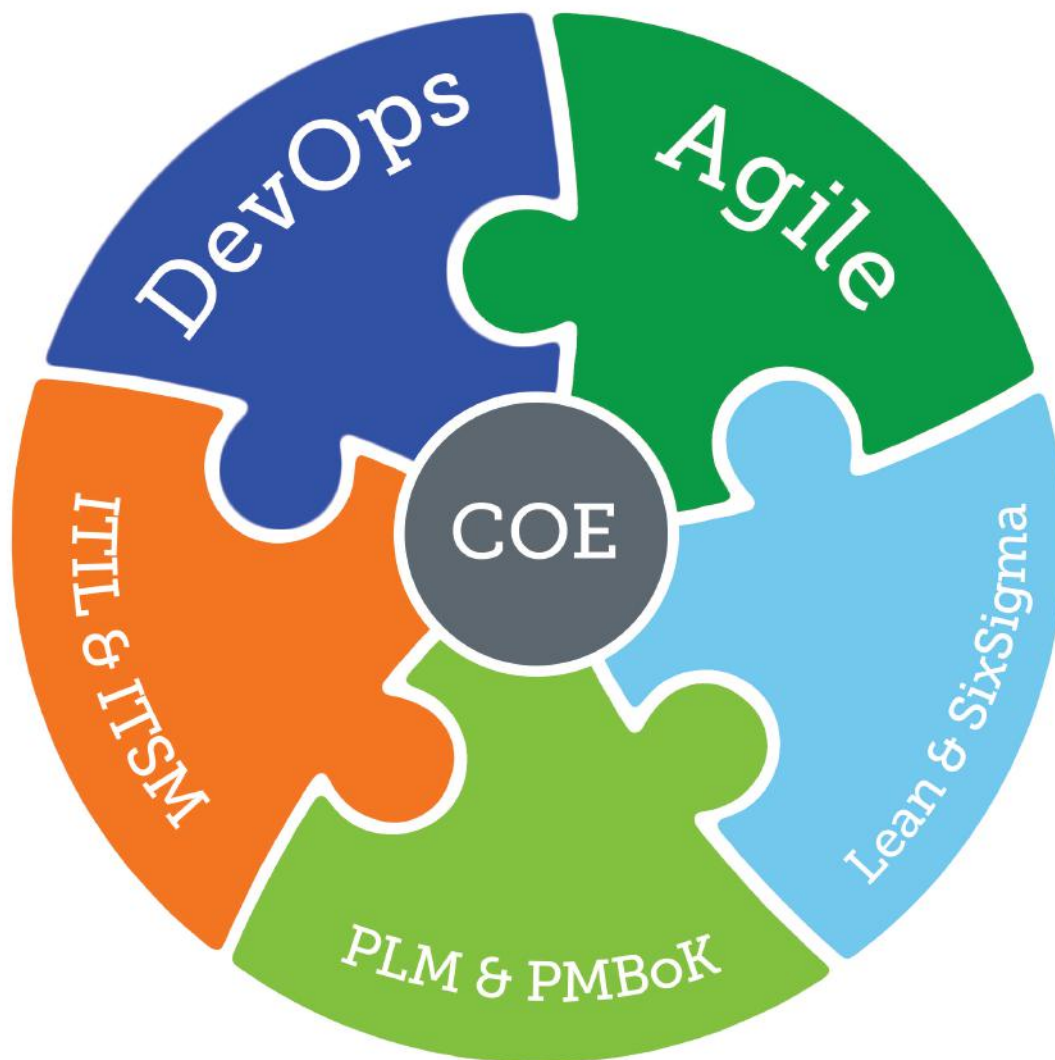


3. CIO Vision - Future Proofing OIT

OIT has begun a journey to future proof the state’s enterprise information technology footprint. That means implementing tools and processes that allow OIT to anticipate future technological developments and needs, and purchasing the hardware and software that enables us to nimbly adapt to the changing needs of the state and our customers.

To help us reach this lofty goal, OIT established the Center for Organizational Effectiveness (COE) the to streamline how we create, verify, and measure enterprise processes. This foundation has been built on Capability Maturity Model Integration (CMMI), a program that defines our maturity level for processes across the organization, and Lean Six Sigma, a collaborative methodology that enables the team to eliminate waste and improve performance. The COE sets OIT apart as an industry leader among other states with best practices in process excellence.

In FY18, the COE will expand to other parts of our organization, providing foundational support to the pieces of the puzzle pictured below that are maturing our organization.



4. Who We Are (Legacy and Current State)

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 ("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. In many ways, the consolidation was much like a merger of 17 diverse companies, bringing with it significant challenges but also providing an extraordinary opportunity to plan, enable, and implement lasting change for the state of Colorado. This historic move challenged the status quo and created an enterprise IT organization that is leaner and more effective in delivering technology solutions and services.

Operations

OIT drives technology solutions and supports those agencies whose missions are critical to serving Coloradans. Our operational responsibility is vast and includes 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, the Colorado State Network (CSN), and the Public Safety Communications Network (PSCN), which includes the Digital Trunked Radio System (DTRS).

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 cybersecurity, 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. We also provide awareness training to state employees so they will be less likely to fall victim to a cyber attack.



1999

Governor's Office of Innovation & Technology (OIT) was created via HB 99-1372

2004

Colorado Benefits Management System goes live

2006

July: HB 06-1157 creates Colorado Cybersecurity Program in the Office of CISO

October: OIT launches cloud strategy

July: First Playbook, "OIT Balanced Scorecard", annual report, technology roadmap published

January: Gov. John Hickenlooper takes office

2011

September: OIT awarded new 5 year grant for Broadband Mapping & Planning

2011-2012: OIT establishes Colorado Distance Learning Task Force, part of Broadband Data Development Program

2012

June: Launch of Colorado Information Marketplace (CIM) at data.colorado.gov

August: Gov. Hickenlooper signs executive order directing OIT to oversee & coordinate state broadband activity

Colorado first state to legalize recreational marijuana; CDHS launches Child Abuse/Neglect Hotline reated via HB 99-1372

OIT released the "Bridging the Digital Divide" white-paper to key Broadband stakeholders in CO to outline the state's role in broadband Strategy

2014

December: CSN completley replaced the state's aging wide area network

February: Secure Colorado first phase completed

Google Apps usage increases with use of Google Hangouts, and collaboration with Google Docs

May: 4 Disciplines of Execution (4DX) adopted; Setting of WIGs (Wildly mportant Goals)

June: HB 14-1328 ensured the deployment of broadband in the unserved areas of ColoradoHB 14-1203 appropriated funding to replace legacy radio equipment and hardware at DTRS tower sites through FY2024

900 servers virtualized, decommissioned or migrated to Cloud Services

Implemented 4 DX. OIT also identified 4 WIGs - Back to Basics; Protect State Data & Assets, Customer Focused Employees and IT Job Growth.

FirstNet coverage analysis completed

June: SB 14-169 OIT and OSPB create a working group to assist in creating the 2nd report and to annually evaluate and prioritize all potential IT related budget requests from executive branch agencies

December: New State Broadband Portal launched

2016

Colorado Information Security Advisory Board convenes to provide input for Secure Colorado (FY16-18)

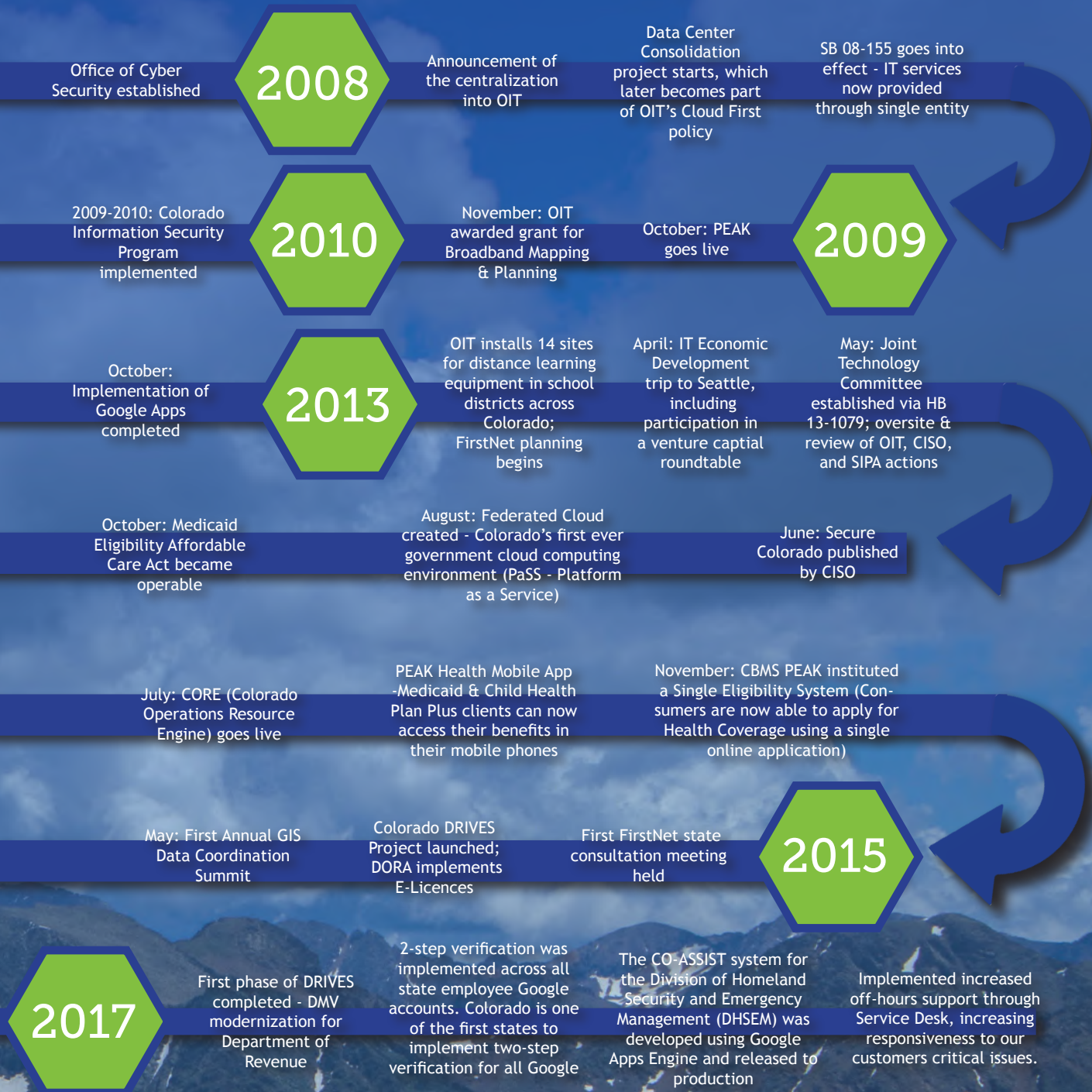
Strategic planning engages employees from all levels in Playbook creation

National recognition and awards for Secure Colorado success

The Story of OIT

The Governor's Office of Information Technology's story has been and always will be about the people of Colorado. Whether it's the employees who are the IT experts in their field, or the people who work in the agencies and rely on our IT services, or the people who are the residents of this great state of Colorado depending on technology to interact with their state government, OIT's story of success is rooted in a commitment to the communities it serves.

When IT was consolidated into one entity in 2008, we were fortunate to have some of the best minds in IT who believed in supporting our state agencies with passion and purpose.



As we move forward supporting IT systems old and new, those who have been with OIT from the beginning and those who have joined the team in recent months and years, are focused on their mission to “serve people who serve Colorado”. Their work is a daily reminder of their commitment - and their jobs are many.

Our teams support the Colorado Benefits Management System which serves our residents most in need with food, cash and medical assistance. Our workers drive across rugged terrain in the most difficult weather to maintain our Public Safety Communications Network and make sure it is up and running 365 days a year for our first responders. The people on our teams know the importance of information security and strive every day to make sure state information is kept safe from hackers and cyber attacks. They also know the value and the promise of good customer service for our state agencies.

OIT's story from beginning to end is about the people of Colorado. We are as excited as ever to serve our agencies and use emerging technologies to enhance the citizen experience at every digital touchpoint. It is our mission, our passion, and our promise.

5. OIT 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



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 an opportunity. Our customers directly serve the public, and OIT is the IT service delivery partner that can elevate their experience. We strive to empower a seamless interaction between the state and the people we serve. Our work includes expanding broadband coverage across the state, leading the way for enterprise solutions that support effective collaboration, 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 any Coloradan receiving state services is simple and fast no matter how many agencies or applications are involved; customers get the services they need, when they need it, wherever they are.



6. Strategy

OIT's FY18 Wildly Important Goals (WIGs)

Since FY15, OIT has kept a steady focus on four major areas: Service Excellence, Information Security, Employee Engagement, and Strengthening Colorado's technology landscape. In FY18, we will continue to target these areas to drive positive behavioral changes throughout the organization. New for FY18, we will have an additional goal around strengthening Colorado's Technology landscape to show the state's commitment towards ensuring all Coloradans have access to reliable, cost-effective broadband.

Delivering effective solutions and reliable customer service



75%
customer satisfaction through June 30, 2018

Securing Colorado through innovation



97.5%
of the environment equipped with security tools to reduce risk through June 30, 2018

Ensure all Coloradans have access to reliable, cost-effective broadband internet



85%
of rural households have access to broadband by December 31, 2018

Strengthening Colorado's technology landscape



100%
expansion of customer touchpoints for future digital enhancements reported to the Governor's Office by increasing from 150 touchpoints to 300 by June 30, 2018

Advancing a culture of employee support and collaboration



25%
increase in OIT's collaboration and engagements community by June 30, 2018



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WIG I. Delivering Effective Solutions and Reliable Customer Service

Achieve and sustain 75% customer satisfaction as measured by Customer Service Index Rating consistently through June 30, 2018.

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

- OIT assesses service excellence using a widely adopted best practice measurement - Customer Service Index. It looks at multiple measurements covering satisfaction, delivery, and performance. We measure it monthly which enables us to view our performance on a detailed level, including how we perform for each of our agency customers.
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WIG I Strategies & Success Metrics

1. Value Proposition

Through innovative processes and a high level of commitment for service delivery, we provide the technology solutions that meet our customers needs. To that end, we plan to create two vital tools for our customers in FY18.

OIT Service Catalog

The Service Catalog will provide customers with a single source of transparent information about the services we provide and the associated prices.

Additionally, the catalog will:

1. Define and communicate OIT Services both internally and externally.
2. Provide clear Service Catalog options that address agency needs.



Cost Benefit Analysis/Billing Transparency

Cost benefit analysis is a systematic approach to estimating the strengths and weaknesses of projects and initiatives. It is used to determine options that provide the best approach to achieve benefits while preserving savings. This will also help OIT:

1. Communicate more detailed Common Policy Reporting to demonstrate IT value.
2. Incorporate cost benefit analysis through process improvement as part of business cases for new projects.



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2. Customer Satisfaction and Delivery

Through defined service level commitments, self help tools, and technology, we strive to improve customer service and provide cutting edge support to our customers.

Service Level Commitments

Each year OIT collaborates with our agency customers to determine the level of service they can expect to receive. The resulting Service Level Commitment (SLC) is an agreement regarding the quality and availability of our services, and the responsibilities of both parties. For example, each customer can expect OIT to:

1. Maintain a Service Desk Customer Satisfaction level of 95% or greater.
2. Maintain incident level response for services agreed upon in the agency SLC.
3. Develop a project satisfaction survey for agencies to rate how well OIT delivers project services.

Improved Resolution Channels for Customer Requests and Problems

Helping the customer answer their questions and resolve problems quickly is OIT's goal. At its core, this means using workflow management systems to seamlessly handle incidents, service requests, problems, and changes. It allows for proactive functionality to continuously improve service delivery and includes customer-accessible functions such as:

1. Virtual Self-Help Tools that customers can use on their PC or mobile device to reach technicians.
2. Customer Knowledge Base for solutions, research, and information about the technology and systems that customers use.
3. Self Diagnostics Tools that customers can use to improve their ability to problem solve both with and without a service representative.



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WIG II. Securing Colorado Through Innovation

Achieve and sustain 97.5% of the environment equipped with security tools to reduce risk through June 30, 2018.

OIT is responsible for the state's information security governance, architecture, risk, and compliance, as well as provisioning user accounts and overseeing day-to-day security operations. We strive to preserve the confidentiality, integrity, and availability of state and citizen data. After two years of successfully focusing on reducing enterprise risk, we placed an emphasis on reducing the risk to our agencies in 2017. We have made great strides and will maintain this focus in FY18.

As in previous years, we will continue to monitor via the McAfee Risk Index and maintain a score of 11 or below, which is well under the industry standard of 20. This year, however, we will have a new increased cybersecurity focus on system hardening for preventing attacks.

WIG II Strategies & Success Metrics

1. Create a Culture of Information Security

Information security is a shared responsibility - it belongs not only to security professionals, but to all those working within an organization, large or small. We have designed an educational security awareness program that gives state employees information they need to avoid potential security threats.



Effective and Efficient Security and Practices

Effective security risk management processes ensure that all security risks are tracked so they can be considered together to assess overall risk. Efficient incident response requires a well orchestrated plan and a well practiced team. To do this, we are:

1. Implementing the Governance, Risk, and Compliance (GRC) tool that enables us to manage and aggregate risks and mitigate activities across the environment. The GRC tool will be fully functional to track three to six audits and security assessments, and will track 100% of unremediated audit findings in FY18.
2. Conducting two formal collaborative cybersecurity tabletop response exercises and one technical response exercise annually.



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Educational Campaigns

Equipping employees with usable information security knowledge is often a challenging task. However, providing our personnel with the information they need is an important component in ensuring the protection of state assets. In FY18, we will seek opportunities to provide employees with tools they can use in their daily jobs to promote security best practices. This includes:

1. Creating a Security Awards Program within the Office of Information Security to recognize employees demonstrating good security practices with small tokens of recognition.
2. Expanding *Security Weekly*, a weekly dial-in discussion, to address broad security questions and topics submitted online. The questions will be solicited through an online forum and answered each month.
3. Implementing an outreach program using various communication media (e.g., written, video, etc.). During the course of FY18, we will create and publish a minimum of four communications, blog posts, or videos.
4. Conducting classroom-based technical security training aimed at equipping technical resources with security knowledge to help them perform their roles more securely. Four of these training sessions will be provided in FY18.

2. Pre-Hardening of Systems and Role-Based Access

Before introducing new hardware (e.g., workstations, servers, etc.) into the environment, OIT pre-hardens the operating system to remove certain pre-installed tools and utilities that could potentially provide a means of unauthorized access to our systems. Role-Based Access, applied across our environment, will reduce privileges to no more than is necessary to perform the exact function of the job. Eliminating unnecessary privileged access reduces the risk of improper access to data and systems.

Pre-hardened Systems and Agency-Level Containers

A collection of security settings will be predefined for each agency to ensure that any new systems will be deployed with all of those settings in place. OIT will:

1. Define a framework for pre-hardening desktop equipment for each agency and define a framework for pre-hardening all virtual servers.
2. Monitor and assess compliance with our configuration hardening standards, and teams will work to improve compliance by 10 percent during FY18 to ensure Agency-Level hardening.

Role-Based Access

OIT's internal and statewide Access Control policies require that access to the state's information systems be restricted to just those who need access to perform their jobs, using the principle of least privilege.

This means:

1. Increasing efforts around Two-Factor Privileged Authentication. 80 percent of all privileged access will utilize two-factor authentication by the end of FY18.
2. Creating a strategy for Privileged Access Management in FY18.
3. Strengthening the strategy around review of elevated permissions for core applications.



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WIG III. Ensure All Coloradans Have Access to Reliable, Cost-Effective Broadband Internet

85% of rural households have access to broadband by December 31, 2018.

The Broadband Office was created to lead a statewide effort to expand broadband coverage and capacity in Colorado. Access to affordable and reliable broadband service is critical to advancing Colorado's economic growth and competitiveness. High-speed broadband service helps create new jobs and attract new industries, expands markets for new and existing businesses, enables Coloradans to better access educational opportunities and resources, facilitates delivery of healthcare services, and helps protect the public's safety. Greater deployment of broadband services will improve long-term quality of life for many Coloradans.

WIG III Strategies & Success Metrics

Broadband Availability

We continue to collaborate to increase broadband availability by working with broadband providers, community members, and other key stakeholders to assess needs/requirements, capabilities, map coverage, drive grant opportunities, and support county and regional representatives in developing and implementing active broadband plans. Bolstering broadband coverage across Colorado will provide our state's rural areas with improved opportunities across multiple areas, including economic development, education, healthcare, transportation, and public safety.



Strengthen Map Data Accuracy and Applicability

As part of the ongoing effort to sharpen the focus of the state's broadband efforts, OIT will work to further refine and integrate our broadband data efforts to develop a more granular and specific understanding of the specific needs throughout the state. With limited financial resources, our goal is to identify specific areas of the state with the greatest need and identify the obstacles to providing service so that we can make calculated decisions from both a financial and policy perspective.

1. Integrate multiple data sets to create a comprehensive view in a concise digital map.
2. Use data to identify specific locations that do not have broadband and identify (estimated) number of homes.

Increase Connectivity and Affordability of K-12 Broadband Services through E-rate

Building upon the state's partnership efforts with the EducationSuperHighway (ESH), OIT will continue to maximize the impact of the federal E-rate program to ensure every school in Colorado meets national connectivity and affordability standards. We will continue to focus on working with local school districts to identify key issues, develop solutions, and support them in the application process. We will:

1. Work with EducationSuperHighway and local school districts to increase the number of applications for infrastructure or aggregated services under the new E-rate program.
2. Work towards the goal of every school meeting national standards for capacity and affordability.



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WIG IV. Strengthening Colorado's Technology Landscape

100% expansion of customer touchpoints for future digital enhancements reported to the Governor's Office by increasing from 150 touchpoints to 300 by June 30, 2018. This will provide consistency in customer user experience across all executive branch websites.

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 to attract new tech companies to our community, developing young tech talent, and fostering relationships with local technology companies to strengthen their commitment to the state. We look at strengthening technology in the state through an advanced digital transformation program that will provide consistency in customer user experience across all executive branch online presence, which includes online services, official and affiliated websites, and social accounts.

WIG IV Strategies & Success Metrics

1. IT Economic Development

One of the overarching goals of OIT is to lead IT economic development for the state. This entails promoting Colorado as an ideal headquarters location for technology companies, attracting technology companies to relocate and/or expand here, and fostering relationships with technology companies already in Colorado to support their growth as well as strengthen their commitment to our state. In these efforts, OIT collaborates and works closely with the Colorado Office of Economic Development and International Trade (OEDIT) on its execution of the state's strategic economic development plan.



Business Retention and Expansion

OIT focuses on the growth and retention of Colorado's IT industry through multiple activities that raise the profile of Colorado as a highly desirable place for IT companies to grow. We provide information and resources highlighting the benefits that make Colorado a great place for these types of companies to do business. These activities are supported by:

1. Annual economic development trips to technology hubs around the country.
2. Regularly engaging with technology companies that have headquarters operations in Colorado.
3. Active board participation or representation on technology associations and IT-focused networking organizations.

Tech Talent

As job opportunities in the IT sector grow within Colorado, OIT recognizes the need to cultivate the skills and talent to meet this demand within our communities. OIT is championing efforts to further the development of technology skills for Coloradans in the following ways:

1. Involvement and participation in STEM (Science, Technology, Engineering, and Math) activities initiated by school programs such as CareerWise or competitions.
2. Veterans cybersecurity training program, transitioning and priming veterans with cutting edge cybersecurity skill sets transferrable to the private sector.



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2. Digital Transformation

In FY17, OIT appointed its first Digital Transformation Officer (DTO), one of the first positions of its kind among state IT organizations across the nation. In the coming year, the DTO will be focused on further enhancing the experience for our customers and those who use technology to interact with the State of Colorado. Specifically, the DTO will focus on user experience as a core part of how we build our IT solutions for the customer.

Innovation through Social Media

Social media can be used as a collaborative tool to drive innovation. When used effectively, we will see a combination of evolutionary and revolutionary ideas that will transform how the state delivers services to our agency customers. To do this we will:

1. Share information via OIT communication channels (e.g., blogs, multimedia video, social media) regarding innovation, organizational/cultural change or technology developments impacting the state and its residents.
2. Use weekly videos (e.g., “DTO Walk N’ Talks” and “MacGyver Moments”) to highlight OIT innovation and roles, and inspire creative thought in the organization.

Ingenious Development & Recognition Program

A key to developing innovation is to make sure great ideas are recognized. This starts by creating an innovation award program designed to enhance outreach, visibility, and participation of staff. We will do the following:

1. Through a system of awards, OIT will highlight the efforts of our employees’ innovative ideas while servicing our agency customers. The awards and recognition program will cover idea submissions, project innovations (e.g., learn from failure) and be geared towards normalizing innovation efforts as a core part of OIT’s efforts to improve customer service and application enhancements.
2. Continue to host innovation spotlight events and challenges and expand development and recognition efforts to include training of program/ agency-side key influencers on current innovation trends and new technologies to proliferate good ideas and intimate knowledge with new platforms or processes being put into play by OIT.



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Colorado Challenge

Based on challenge.gov, the Colorado Challenge initiative will be an online repository for Colorado-based hackathons and design sprints to gain access to state subject matter experts. We will:

1. Strive to identify five challenges that will be open-ended, per agency, along with datasets and subject matter experts (SME); this would provide approximately 85 challenges to post online.
2. Use existing tools to host the issue briefs and then design a hub and spoke site to house a calendar of events, contact information, articles, and other information regarding Colorado-based hackathons and design sprint/innovation challenges.
3. Work with Colorado universities, public libraries, STEM programs, educators, and private sector entities to help circulate the SME and datasets.
4. Provide meaningful internships and mentorship opportunities for students across Colorado through online collaboration.



Digital Advancement

Digital advancement includes looking at existing product and services and transforming them with a user experience focus to provide the best possible customer experience and satisfaction.

We will create:

1. A Smart Directory with enhanced search results and customized experience by standardizing and indexing the state's online footprint and then using that structured media to provide contextual search returns in a mobile-friendly pathway.
2. User Experience standards and practices for sites/apps by standardizing language and familiarity (e.g., training and resources) with user experience design principles.



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WIG V. Advancing Employee Support and Collaboration to Drive Customer Service Improvement to Deliver Superior Performance

Advancing employee support and collaboration - 25% increase in OIT's collaboration and engagement community by June 30, 2018. Collaboration and engagement communities will drive employee retention, engagement, and knowledge sharing across OIT.

At OIT, we foster an environment where employees take pride in delivering critical services that impact our entire state. We believe that together we can create an Engaged, Empowered, and Energized culture where all employees feel connected to each other and to our work, leading to better outcomes for our customers.

WIG V Strategies & Success Metrics

Foster an Environment of Communication and Teamwork

At OIT, we know it's not just what we do but how we do it. With OIT Values as our foundation, we will create effective teamwork and collaboration because our customers benefit from our collective and well-coordinated efforts.

Etiquette – What You Say and How You Say It Matters

Our business is built on communication. The words we use - both spoken and written - are pivotal to elicit action, motivate others, and unify our team. At the same time, the mode and tone we use to communicate are equally important. We recognize that:

1. Choosing wisely among the various means of communication makes a big difference. We will provide employees with tips on how best to communicate to provide for a more unified and respectful place to work.
2. Tone always matters. Remember that the mode may be impersonal, but people are not. Relationships are everything.



Build Relationships

Our customers benefit from our collective and well-coordinated efforts. We will be open, candid, and honest in our relationships and communication using the following guidelines:

1. Build relationships through cross-collaboration events inside and outside the workplace.
2. Collaborate to identify and clear the path of potential barriers to teamwork.
3. Ask candid questions to promote dialogue, learn from the past, and discover better ways of doing things.
4. Value a transparent culture where feedback is viewed as a means for everyone to improve.
5. Deliver and accept constructive feedback to help people and teams improve their performance.
6. Listen to understand and demonstrate genuine curiosity to understand the perspective of others.
7. Talk “we” and “team” and discourage “us vs. them” thinking.
8. Attempt always to maintain productive relationships, even in difficult circumstances.



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Career Development and Training

We desire to nurture a learning culture by providing challenging assignments that make a positive impact on our customers, provide a sense of mission and purpose, and provide for opportunities to collaborate with stimulating colleagues. We will undertake the following efforts:

1. Develop new skills and abilities through internal training offerings/brown bag sessions. (Training)
2. Apply an Emotional Intelligence Assessment and Training for our leadership team - we believe by taking a close look at your style and how others view it, you can better understand what areas need to be developed. (Training)
3. Provide Generational Awareness Training; you have to know who you are attempting to lead to better understand their needs, wants, and capabilities. (Training)
4. Help team members visualize what other opportunities are available to them and what it takes to get there through clear Succession Planning and Mentorship opportunities. (Career Development)
5. Help team members develop in their careers by better understanding and identifying their career goals through Individual Development Plans - or IDP's. (Career Development)
6. Provide opportunities to share talent across teams through cross-functional assignments or collaboration opportunities to build OIT's depth and strength. (Career Development)
7. Create a culture where the team embraces the value of personal improvement. (Career Development)

Value Employees Through Rewards and Recognition

OIT's robust Rewards and Recognition Program is designed to encourage and reward behaviors that reflect OIT's values, mission, and vision. The Program is also designed to help employees feel a sense of personal accomplishment at work and a sense that what they do each and every day is important to the vision and mission of OIT. These efforts include:

1. Public recognition of employees in town halls and open mic sessions.
2. ELT Spot Recognition/Skip Level Recognition.
3. Empower and encourage employees to recognize one another's achievements.
4. Focus on the three legged stool of Recognition: Informal (peer to peer), Formal (significant awards for significant achievements), Day-to-Day (supervisor driven).



SERVICE



INTEGRITY



TEAMWORK



RESPECT



COURAGE

7. Accomplishments from FY17

I. Delivering effective solutions and reliable customer service

The first phase of the DRIVES project went live on February 21, 2017, and the Department of Revenue (DOR) is now using DRIVES for all Driver Services throughout the state.

OIT's Problem Management team implemented a new process in which they become involved more quickly than before, resulting in better customer service across all agencies. For example, we saw a 23% reduction in Major Incidents after resolving consistent errors for major DMV systems.

Consistent improvement in Service Desk ticket satisfaction, we achieved a 97 percent satisfaction rating, exceeding our goal of 95 percent.

The CO-ASSIST system for the Division of Homeland Security and Emergency Management (DHSEM) was developed using Google Apps Engine and released to production. This system is available for use by private enterprises to offer their disaster recovery resources (e.g., road graders, dump trucks, catering services, bottled water, etc.) to local emergency managers who are mitigating disaster situations. DHSEM managers and local emergency can use CO-ASSIST to quickly search for the necessary resources required to mitigate disasters.

Implemented increased off-hours support through service desk, increasing responsiveness to our customers critical issues.

Implemented standardized onboarding and offboarding services via the Customer Service Portal. Customized offerings implemented for Departments of Agriculture and Corrections with ongoing improvements continuing into FY18.

An online permitting application was implemented for Department of Regulatory Agencies which resulted in streamlining the processing time.

II. Securing Colorado Through Innovation

Colorado was one of the first to achieve MARS E2 compliance for our Colorado Benefits Management System.

Two-step verification was implemented across all state employee Google accounts. Colorado is one of the first states to implement two-step verification for all Google accounts. This effort is expected to reduce the impact of successful phishing attacks by more than 90%.

All 17 of the statewide Colorado Information Security Policies (CISPs) were significantly updated and published. This is the result of approximately nine months worth of collaborative work involving participants from both the executive and non-executive branch agencies.

OIT organized a day long Application Security Symposium, which allowed OIT developers to showcase their progress, and provided valuable training for OIT and community partners. Reviews were very positive; the 120 attendees found a lot of value and have asked that we make this an annual event.

III. Strengthening Colorado's Technology Landscape

Developed and circulated a RFP for an alternative plan for the FirstNet initiative. This is a key step in identifying all available options for the implementation of the next generation public safety communications network.

Supported the initial grant process for the Colorado Broadband Fund. Working closely with the Broadband Deployment Board, OIT assisted in developing the processes and identifying the potential impact of the grant applications. The board awarded \$2.1 million in funding that will bring broadband to more than 4,000 homes throughout Colorado.

Formally engaging EducationSuperHighway to partner with Colorado in developing actionable plans to increase the level of E-rate activity in the state. Initial accomplishments include a comprehensive analysis of school connectivity and supporting a consortium of school districts in an effort to reduce the cost of internet connectivity. These efforts resulted in some districts lowering the cost of connectivity to less than \$1.00 per MB, well below the national goal of \$3.00 per MB.

As part of the ongoing effort to use data analysis to drive decisions on broadband, OIT worked to refine the broadband map used to identify specific areas that lack basic broadband. The primary achievement was the transition to using the Public Land Survey System (PLSS) grids rather than the traditional census blocks which provides a much more granular view of broadband availability.

IV. Advancing a Culture of Employee Support and Collaboration

After listening to employee ideas on how to better recognize and reward each other, OIT launched a new Rewards & Recognition Program.

Instituted an Employee Referral Program.

Instituted manager development emphasizing communication, career development, and helping employees receive the tools they need to do their jobs.

The ELT made quarterly visits to non-HQ OIT locations. (Departments of Agriculture, Revenue, Corrections, and Personnel & Administration).

8. Innovations

Smart Cities

From environmental and image sensors to concealed placement alert speakers, Smart Cities will keep residents safe and more aware of their surroundings. This will help deter crime and provide a safer place to live, as well as help increase the economy by enticing more people to come and patronize our local businesses.

Artificial Intelligence (AI)

The State of Colorado will see innovations using Artificial Intelligence in our law enforcement agencies to help solve crimes, recover stolen vehicles, and provide a more active role in protecting the citizen.

The chatbot is another great AI innovation that will have a positive impact on the way Coloradans interact with our agencies.

Mixed Reality

Mixed Reality combines real and virtual worlds to create new environments and visualizations where physical and digital objects co-exist and interact in real time. In the future, the State of Colorado will be able to use Mixed Reality for educational opportunities such as simultaneous learning.

Big Data/ Deep Data

State governments collect and store a vast amount of data, and are still determining how to leverage big data technologies. In order to achieve more comprehensive perspectives on consumers of state services, there is potential for applications of big data in areas combining data sets across programs. Evaluating the specific data streams in potentially an exploratory data analysis manner to discern how this information can be used more deeply will enrich the state's understanding of critical issues.

Block Chain

One of Secure Colorado's program priorities is to leverage research to, among other things, enable the deployment of cutting-edge information security technologies to outpace emerging threats. We plan to actively investigate the use of blockchain technology and seek appropriate opportunities to leverage this technology to improve security for the state.

User Experience

User experience is not just about design, but also understanding "where" users are and how they might gain access to state information - be it through simple text-based chatbot services, to comprehensive/contextual search, to information surfacing in third party apps due to relationships the state has built with those third parties. It is core to enhancing the relationship, visibility and accessibility of the massive range of state services to those we are charged with serving.

9. Initiatives

In addition to our Wildly Important Goals' 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.

Mission-Critical Foundation

HRWorks (Human Resource Information System)

The Department of Personnel & Administration (DPA) and OIT are developing an enterprise Human Resource Information System (HRIS) that is expected to go live in late spring 2018. The HRWorks project is a collaborative effort to consolidate approximately 80 disparate, outdated, and redundant systems into a modern, seamless solution that will eventually integrate with CORE, the state's financial system of record. Modules in the new HRIS will include central employee demographics repository, employee performance management, onboarding, payroll, and timekeeping. Development of the system is funded through a DPA FY16 Decision Item.

Customer Benefits: State agencies will enjoy a single, consistent source of data with improved integrity and security as well as streamlined business processes for critical human resources management functions. The automated tools will reduce or eliminate paper and manual processes, make it easier to retrieve and report data, and help ensure accurate and timely paychecks for state employees.

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: Customers will have greater insights into the number of applications in their agency, the ongoing support costs associated with the applications, and a roadmap for application replacement, updates, and/or decommissioning. This solution also provides for ease of configuration versus software changes and improves response time to meet ever changing business needs.

Identity Management

Implementing an enterprise solution for Identity and Access Management that will provide secure access, authentication, authorization, and user account administration for all systems managed or supported by OIT.

Customer Benefits: Business productivity will be enhanced by providing the right access to the right person at the right time. The system simplifies process and automates account provisioning requests, and allows for end-user self-service opportunities. That means much faster resolution times for access requests, onboarding, and offboarding.

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, and reduced security risk.

Enterprise Wireless

The Enterprise Wireless solution will make secure wireless internet accessible to employees, guests, and customers in state locations, providing them the ability to work efficiently and safely handle data. Providing this basic and expected business service directly responds to the needs of our customers. Funding for this project comes from the OIT FY16 Enterprise Wireless Decision Item that is billed back to the agencies based on FTE.

Customer Benefits: State employees are able to securely perform job tasks on devices with wireless capability (e.g., smartphones, laptops, and tablets) even when away from their desk, thus increasing their productivity. Agencies can leverage wireless solutions to meet the demands of their guests and to be able to provide modern solutions like virtual reality. Guests expect wireless in state facilities just as they do everywhere; this supports meeting the guests at every digital touchpoint.

Advancing Technology

24x7 Service Desk

The Service Desk provides 24/7 Major Incident Management (MIM) support to all agencies. Agencies can add after-hours support to their existing coverage. OIT offers the additional support as a contracted service through a third-party provider. OIT is exploring incorporating the offering into its standard suite of services.

Customer Benefits: Enables the customer to contact the Service Desk anytime during the day or night for major incidents. Customers get their questions answered and problems resolved in timely manner matching the priority of the business needs.

Advanced Security Analytics

As part of our Secure Colorado strategy, OIT looks to improve security incident preparedness and intelligence with the use of a visualization tool. Visualization tools heighten an organization's ability to detect and respond to attempted cybersecurity attacks. This initiative is funded by an FY17 Decision Item.

Customer Benefits: Heightens the ability to detect and respond to attempted cybersecurity attacks before customers are impacted.

Citizen Portal

OIT is leading an effort to create a mobile portal that will give Colorado's residents, visitors, and businesses seamless and interactive access to the services, information, resources, and support provided by state agencies at anytime, anywhere, and from any mobile device.

Customer Benefits: Reduces the need for users to enter duplicative data and provides a protected entry point into the state that meets users of government services whenever and wherever they are.

Storage Software Maintenance

OIT entered into an enterprise storage software Enterprise License Agreement (ELA) in December 2015, recognizing value in the following areas: annual maintenance covered for the software portions of our storage deployments, software mobility across storage platforms and new acquisitions, trade-in opportunity for legacy software, and reduced costs on new storage acquisition. OIT has carried the ELA through FY16 and FY17, and will include agencies in bill-back for FY18 and FY19.

Customer Benefits: Reduces the costs of new storage acquisitions as well as the means of maintaining software storage across the enterprise.

Endpoint Management

Endpoint Management, through the Systems Center Configuration Manager (SCCM), allows administrators to manage large groups of Windows-based computer systems. The tool has been implemented in nine agencies and will be implemented for the remaining agencies (i.e., DPA, HC, OIT, GOV, DNR, CDPHE, DMVA, and DOR) during the course of FY18.

Customer Benefits: This will enable OIT support staff to remotely discover, track, patch, and image equipment, and ultimately will provide a managed inventory of computer assets across the state.

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. Automation of workflows improves repeatable end-user experience and ease of tracking process improvements and operational metrics.

Customer Benefits: Enables agencies to create, edit, review, and publish electronic text.

Integration Services

OIT will be deploying a standard technology service that will reduce cost and improve security and management for the reuse of data integrations and exchange of information between state systems.

Customer Benefits: Enables cost reduction and security improvement between state systems, along with consistent capability for interconnecting different systems and technologies.

Network Monitoring

Implementation of a network monitoring tool across all supported agencies. Teams 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. The initial deployment will monitor network segments and devices; it will later be configured to monitor servers and applications.

Customer Benefits: Enables our network teams the ability to manage the agencies' network devices and users.

Next Generation Solutions

eSignatures

In March 2017, OIT promulgated a new rule (Rule 8 CCR-1501-9) to promote the development of secure electronic transactions for use in signing contracts, statements of work, and the like. OIT is working with the agencies to determine their needs, as well as exploring various enterprise options and tools that provide for eSignature integration and workflow capability. There will be an emphasis on a solution that is out-of-box directly compatible/integrated with the major platforms supported by OIT, including Google, Salesforce and Workday, and that is mobile-friendly.

Customer Benefits: Enables customers and staff to digitally sign contracts, statements of work, and other creating documentation for online approval that also integrates with supported platforms. This saves time and reduces the need for printing documents.

Privilege Access Management (PAM)

Data integrity is vitally important to any organization that depends on the accuracy and privacy of information. Therefore, managing the who, what, where, when, how and why regarding access to information technology cannot, nor should it be, underestimated. The implementation of Privilege Access Management (PAM) will make it harder for attackers to penetrate a network and obtain privileged account access and governs access to privileged accounts.

Customer Benefits: PAM enables password vaulting, where passwords are stored in a digital location and further protected by encryption via a single password. It can also help avoid penalties or lawsuits due to data breaches. This software has the ability to provide hundreds of different reports including asset, compliance, privilege, and vulnerability reports.

Next Generation Colorado

Developing the automation and operations to support quick service delivery, transparent cost modeling, scalability on-demand, high availability, and agility of workloads across the enterprise; recognizing data center modernization, operational management, and hybrid cloud solutions to span private and public Infrastructure as a Service (IaaS) models.

Customer Benefits: Enables faster service delivery, improved efficiency, more options and cost effectiveness.



Agency Initiatives

The annual OIT Playbooks establish a clear direction for OIT-specific goals and objectives; however, the goals have not encompassed IT assets or projects within our customer agencies. Beginning in April 2015, and to better deliver an enterprise IT strategic plan, OIT collaborated with our customer agencies to develop 5-Year IT Plans. Although customer-specific, the Plans allow OIT to manage IT from the entire state enterprise. For example, the Plans define technology targets for equipment acquisition and refresh which are aligned with OIT standards and funding, identify technology needs across agencies which are then managed as one purchase to leverage larger buying power, and identify system replacements for which IT resources (staff and funding) are better managed.

The 5-Year IT Plans include an overarching enterprise IT plan, with 17 state agency parallel plans aligning to the state-wide initiatives, and highlighting state program focused IT systems. Having the Plans in one format and in one location (the Colorado Information Marketplace at data.colorado.gov) allows for easy consolidation and discovery of efficiencies. For example, these Plans enabled OIT to notice a common need for licensing and permitting application across five state agencies thus allowing us to propose a common application documenting shared requirements. This consolidation eliminated several applications, improved efficiency of the applications resources required for support, and saved state agency funding being applied to disparate suppliers.

Here are some of the initiatives defined in the 5-Year IT Plans:

Colorado Department of Agriculture (CDA)

- AgLicense
- Fruit and Vegetable Electronic Certificates
- Colorado MarketMaker
- Produce Safety Rule Farm Inventory Database

Colorado Department of Human Services (CDHS)

- CHATS Modernization Project
- CHATS Point of Sale System Replacement
- Multi-Agency Interoperability Project
- Office Of Behavioral Health - Electronic Health Records System
- Trails Modernization Project

Colorado Department of Labor & Employment (CDLE)

- Connecting Colorado Modernization
- Oil and Public Safety Application Modernization
- Migration to Enterprise Hosting Environment
- Unemployment Insurance Application Modernization
- Workers' Compensation Application Modernization

Colorado Department of Transportation (CDOT)

- Highway Safety Program
- I-70 Viaduct Project
- New CDOT HQ Building
- Program/Cash Management
- Evolution of Cloud Services and CDOT Technologies

Colorado Department of Public Health & Environment (CDPHE)

Electronic Birth Systems Rewrite
Health Facilities System Rewrite
Laboratory Information Management System (LIMS)
Water Quality Control Division - Application Modernization
Colorado Environmental Online System (CEOS, formerly known as CIMPLE)

Colorado Department of Public Safety (CDPS)

CAD Reprourement
CCIC Reprourement
Colorado Fire Prediction System
DFPC Records Management System 2.0
CBI Fee Collection System

Department of Corrections (DOC)

DeCORuM Phase I: Electronic Health Records
DeCORuM Phase II: Offender Management
DeCORuM Phase III: Parolee Management & Parole Board Automation
ITX Facility Photo Imaging Software Upgrade

Department of Local Affairs (DOLA)

New Paperless Process for Appeal Board
Online Application Filings (for three Divisions)
Migrate Microsoft Access Database for State Assessment to New Platform
Change Process for Local Government Information System (LGIS) Contacts
Automated Process for Calendar/Scheduling of Appeals

Department of Regulatory Agencies (DORA)

PUC Systems Replacement
Integrated Inspections Solutions

Department of Military & Veterans Affairs (DMVA)

Infrastructure Refresh

Department of Natural Resources (DNR)

Integrated Parks and Wildlife System (iPAWS)
Coal Mine Exam Database, Permit System, and Brass Cap applications (migration to OIT support)
Arkansas River Decision Support System (ArkDSS) Admin and Accounting Tools
Major System Enhancements to HydroBase Data Management Console
Alluvial Aquifer Accretions and Depletions Analysis Tool (AAADAT)

Department of Personnel & Administration (DPA)

Consolidation of IT Systems and Architecture
Enterprise Case Management - Office of Administrative Courts
HRWorks
Replace Existing Collections System
South Campus Infrastructure Refresh

Department of Revenue (DOR)

DRIVES Phase II
Pipeline Review
Tumbleweed Replacement
County Kiosk Pilot
Enterprise Legislative Management System (ELMS)

Offices of the Governor (GOV & OIT)

Colorado Energy Office, the Office of State Planning & Budgeting, the Office of Economic Development & International Trade, and the Office of Information Technology

Governor's Office - Modernization of Salesforce application suite
Wireless Service Buildout for the Capitol and Executive Residence
Colorado Energy Office Portfolio Management- Salesforce
CISCO SMARTnet Maintenance
Digital Trunked Radio (DTR) Microwave Upgrade
Automatic ONE Automation
Capability Maturity Model Integration (CMMI) Certification for OIT
Secure Infrastructure Program

History Colorado (HC)

Business Process and Point of Sales Solutions
Campus IT Infrastructure Upgrade/Life Safety Upgrade
Website Redesign
e-106
Google Partnerships

Healthcare Policy and Financing (HCPF)

2 Factor Authentication for Outlook Web Access (OWA), eVPN, and Network Login
Member Contact Center (MCC) Workforce Management (new solution)
Network Infrastructure Refresh

10. 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.

11. Call to Action for Employees

OIT provides a technical foundation for our customer agencies to deliver a safe, happy, and healthy Colorado. This document does not begin to encompass all the work we do, but provides a snapshot of our key focus areas and our path forward.

Each of us has the opportunity to contribute toward the Wildly Important Goals presented here and can incorporate them into our own path of success in our performance plans. We are all responsible for delivering excellent customer-focused service, enhancing security measures, engaging each other in our work, and strengthening Colorado’s technology landscape. Striving to achieve these goals will allow us to deliver on our promise of “Serving people serving Colorado.” Please use this Playbook to have a conversation with peers, team members, managers, and leadership on how you can make a positive impact for OIT and for Colorado.

Appendix A: Our Agency Customers

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

CDA - Colorado Department of Agriculture

CDHS - Colorado Department of Human Services

CDLE - Colorado Department of Labor and Employment

CDOT - Colorado Department of Transportation

CDPHE - Colorado Department of Public Health and Environment

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

GOV - All Offices of the Governor, which include the Colorado Energy Office (CEO), the Office of State Planning & Budgeting (OSBP), the Office of Economic Development & International Trade (OEDIT), and the Office of Information Technology OIT)

HC - History Colorado

HCPF - Health Care Policy and Financing

Our Statewide Security Customers

Through our Office of Information Security and the Chief Information Security Officer, our customers are all state 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: Strategic Planning Methodology

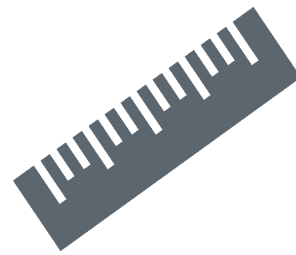
In May 2014, the Governor's Office selected a new strategic planning methodology. The 4 Disciplines of Execution (4DX) has been instrumental in providing the executive branch with a common language and consistent method for developing and measuring strategy execution.

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
Goals**



**2. Act on the
Lead Measures**

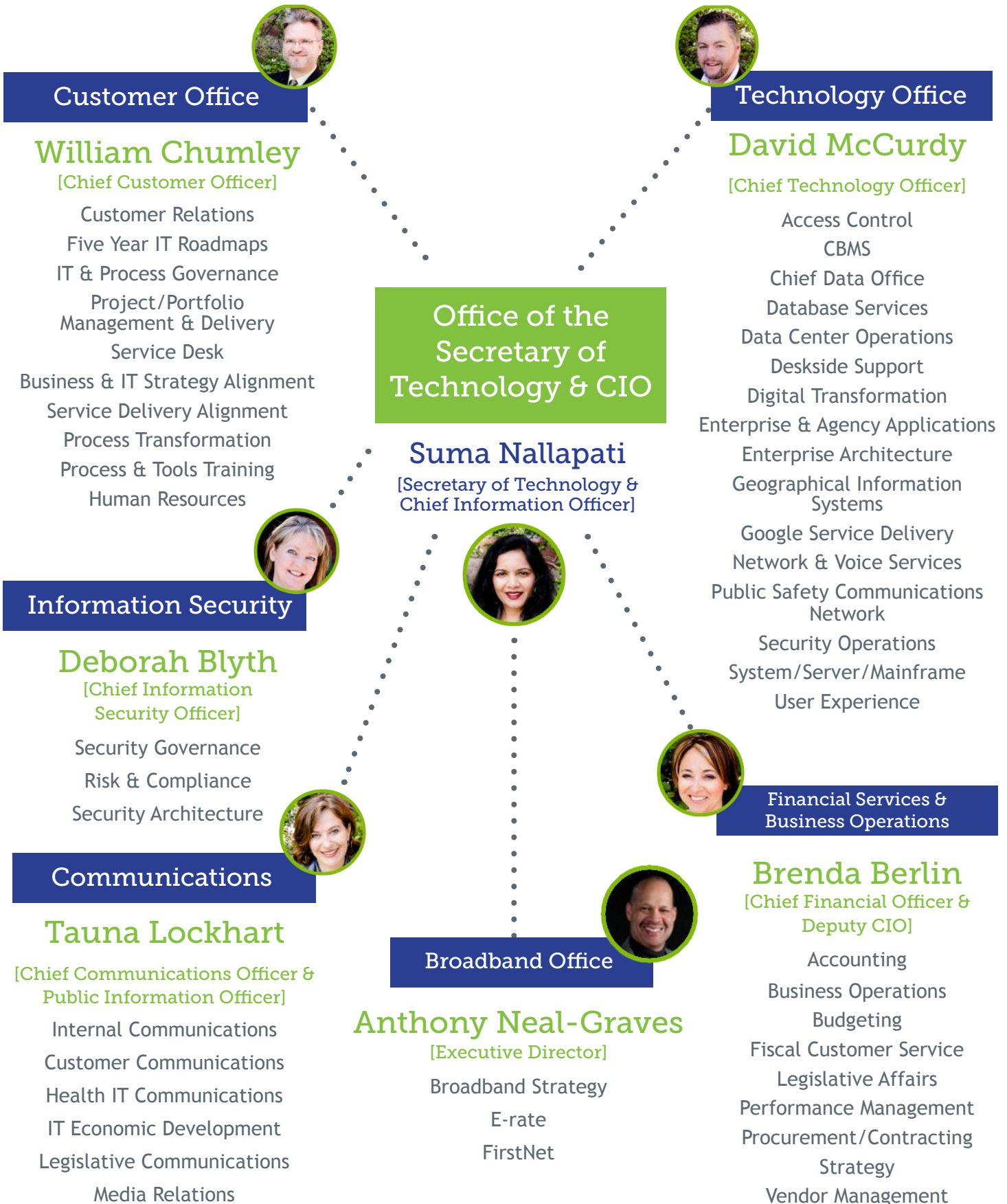


**3. Keep a
Compelling
Scoreboard**



**4. Create a
Cadence of
Accountability**

Appendix C: Office of the Secretary of Technology & CIO





COLORADO

Governor's Office of
Information Technology

Serving people serving Colorado





OIT FY18 Playbook

Strategic Planning Roadmap

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 StateofCOIT.blogspot.com

 colorado.gov/oit

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 Colorado Governor's Office of
Information Technology