COLORADO
Governor's Office of Information Technology

FY 2020
ANNUAL PLAYBOOK

SERVICE

INTEGRITY

TEAMWORK

RESPECT

INNOVATION

COURAGE

Governor Polis' Direction

Be Bold
Be Consistent
No Unforced Errors
Be Joyous

Governor Polis' Vision
The Bold Four

Economy
Foster an economy that works for everyone

Environment & Renewables
Move to renewable sources and
protect the environment

Health
Save Coloradans money on healthcare

Education
Fulfill every child's potential regardless of their zip code

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A MESSAGE FROM OUR CIO & EXECUTIVE DIRECTOR

Team,

It is my honor and privilege to present to you the Governor's Office of Information Technology (OIT) fiscal year 2019-20 Playbook. The OIT Playbook serves as a strategic roadmap for employees, highlighting our purpose and the Wildly Important Goals (WIGs) set forth to support Governor Polis' vision. Please take a moment to read through this Playbook to celebrate our accomplishments and fully discern our strategic path forward.

Since joining OIT as Chief Information Officer and Executive Director in January 2019, I have been in awe of the hard work and dedication demonstrated by our employees to keep state systems running and information flowing, securely. The achievements listed below merely touch the surface of the important work we do every day to serve the state.

Projects & Applications
- Completed 184 agency projects, including eGrants for the CDLE Colorado Workforce Development Council, Parole Calendaring for DOC, a new Electronic Health Record system for the CDHS Division of Youth Services, and many more.
- Became the first state in the nation to move an entire integrated eligibility case system to the cloud through the Colorado Benefits Management System (CBMS) modernization project.

Infrastructure & Operations
- Responded to and resolved 126,685 service tickets with 98% customer satisfaction level.
- Successfully adopted public cloud utilization, moving more than 243 Infrastructure as a Service (IaaS) servers, thereby avoiding a multimillion-dollar infrastructure refresh.

Cybersecurity
- Recovered CDOT systems that were impacted by the ransomware attack to 80% within just four weeks due to strong backups and network segmentation.
- Enabled two-factor authentication for remote access users.

Emerging Technology
- Achieved broadband internet access for 86% of rural households and 96% of all Colorado households, and increased broadband connectivity in Colorado schools by 4%.
- Soft launched the beta version of the myColorado mobile application for residents to renew driver licenses through a mobile device.

I am excited and optimistic about the direction our new mission, vision, values, and WIGs will take us, and I hope you are as well. It is time to take OIT to the next level and continue advancing technology to ultimately achieve our Wildly Important Passionate Purpose of customer delight.

I look forward to working together to boldly accomplish our goals, support the new administration, and proudly serve Coloradans as we set our sights on being the best public service technology organization innovating today for tomorrow.

Thank you for enhancing the lives of all Coloradans through your most important work.

Sincerely,

Theresa Szczurek

Theresa

CALL TO ACTION FOR EMPLOYEES

Each of us has the opportunity to contribute toward the Wildly Important Goals (WIGs) presented in this Playbook by setting and achieving our own performance goals. We are all responsible for delivering customer delight, practicing good cybersecurity habits, ensuring organizational efficiency, and transforming Colorado's technology landscape. By living our core values of service, integrity, teamwork, respect, innovation, and courage, together we will achieve these goals and deliver on our mission of enhancing the lives of all Coloradans.

Please use this Playbook to spark conversations with your colleagues about how you can continue to make a difference for OIT and Colorado.

EXECUTIVE SUMMARY

This OIT Playbook is our time-based strategic and operational roadmap, which defines the specific key initiatives and goals that we want to accomplish over the course of the fiscal year. It is a visual representation that organizes and provides our stakeholders (customers, employees, partners, and ultimately all Coloradans) important information related to the future — where we aim to be and how we will get there — while linking our core mission, vision, values, strategies, and goals to the Governor's vision. Through organizational transparency and straightforward communications, OIT continues to build a culture of efficiency, accountability, shared expectations, and trust that delivers customer delight.

As the enterprise provider of information technology (IT)[1], OIT integrates and coordinates technology solutions for the State of Colorado's executive branch agencies so that they can fulfill their unique missions and provide essential services for Coloradans.

Mission

Together we enhance the lives of all Coloradans.

Vision

Be the best public service technology organization innovating today for tomorrow.

[1]OIT's responsibilities are vast and codified in C.R.S. 24-37.5-101, et seq. As the enterprise provider of information technology to Colorado's executive branch agencies, we develop and support enterprise and agency-specific applications; manage the state's IT infrastructure (e.g., the Colorado State Network, Public Safety Communications Network, data centers, cloud storage, etc.). OIT is also responsible, through our Office of Information Security, for information security governance across the executive and legislative branches of state government.

Core Values

Our core values guide us in how we interact with one another and our customers. We encourage everyone to think of the ways you can incorporate the OIT values into your work every day.

COURAGE
We boldly take action on our convictions. We have the moral strength to venture, persevere, and withstand difficulty. We are entrepreneurial and embrace change to better ourselves and the people we serve.

INNOVATION
We foster new ideas. We challenge the status quo and continuously ask, "How can we do this better?" Then we take action and make a difference through novel processes and technology.

INTEGRITY
We do the right thing in the right way. We communicate with openness, honesty, and authenticity, and are accountable for our actions. We deliver on our promises and adhere to an ethical code. We are good citizens in the communities in which we live and work.

RESPECT
Our people matter. We value, encourage, reward, and recognize them. We choose to be positive and create meaningful connections every day. We are considerate, helpful, kind, and patient in all situations.

SERVICE
We provide value and strive to delight. We seek to understand the needs of our fellow team members, partners, customers, and Coloradans, and then exceed their expectations. We are committed to serving people serving Colorado.

TEAMWORK
We work together toward a common purpose, having fun along the way. We foster a collaborative, creative, and inclusive culture. We create an empowering environment where everyone can contribute and reach their full potential.

Introducing OIT's New Value...

New Value
INNOVATION

To showcase our new core value of Innovation, we will focus on fostering new ideas and challenging the status quo, continuously asking,

"How can we do this better?"

Then we will take action and make a difference through novel processes and technology.

OIT has a unique role in innovating for the State of Colorado. The world around us is being transformed by technology. From the Internet of Things (IoT) to virtual access anytime and anywhere, every agency and every service is undergoing a massive transformation.

Our role as a technology provider to the executive branch means understanding and utilizing these innovations to make government function better. That could be lowering costs, making government easier to access, or providing an entirely new service for our residents and agencies. OIT must continue to innovate to meet the expectations of our diverse customer group.

Employees are empowered to innovate. From small enhancements to an IT process or replacing a 20-year-old system, every OIT employee plays a role in making the state better. To foster this mindset, OIT leadership will continue to champion programs that allow individuals to bring forward new ideas that transform government. From hackathons to innovation week to "I Have an Idea" submissions, we want all employees engaged and empowered in transforming government.

OUR IMPACT BY THE NUMBERS

Empower **~1,000** employees in **71** locations

Serve more than **31,000** state employees in **1,300** locations across Colorado

Support more than **1,100** applications

Manage approximately **300** IT projects in flight at any given time

Resolve **336,000** Service Desk tickets annually

Detect and deflect over **8.4 million** security events daily

STRATEGIC PLANNING & TRACKING

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. This methodology employs four concepts to align and progress an organization towards common goals.

4 Disciplines of Execution (4DX)

These disciplines specifically target the routine and behavioral change necessary to drive organizational improvement:

(1) Focus on the Wildly Important Goals (WIGs) [Discipline of Focus];

(2) Act on the Lead Measures [Discipline of Leverage];

(3) Keep a Compelling Scoreboard [Discipline of Engagement); and

(4) Create a Cadence of Accountability [Discipline of Execution].

1. Focus on the Wildly Important Goals

2. Act on the Lead Measures

3. Keep a Compelling Scoreboard

4. Create a Cadence of Accountability

Pursuit of Passionate Purpose: the 4 P's

In addition to the 4DX methodology, we use the two-step "Pursuit of Passionate Purpose" success formula as the basis for a rewarding life and meaningful work:

1. Follow an iterative and ongoing four-stage process.
2. Apply six success strategies, which lubricate movement through the process. How can you turn a good life into a great life? Make a meaningful difference by aligning your passions with a worthwhile purpose and then persistently pursue it. How?
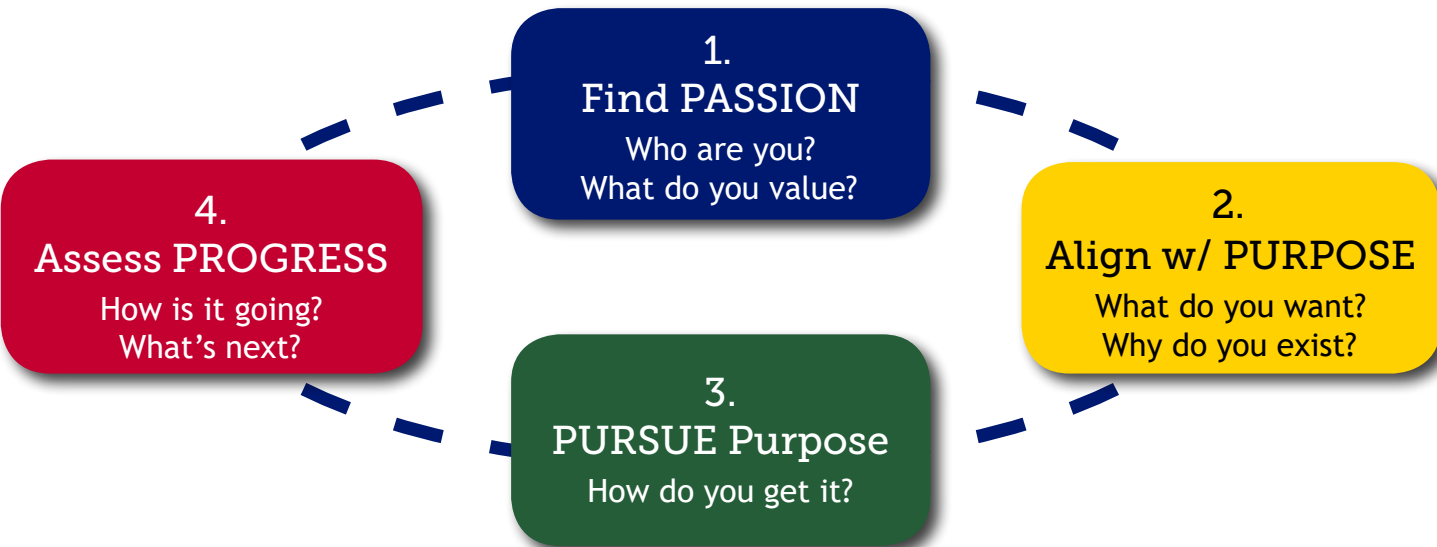
We, at OIT, strive to follow this proven four-stage process:

1. Know and Nurture the Person. Find your passion.
2. Find Passionate Purpose. Align your passion with a meaningful purpose.
3. Pursue Purpose. Establish a plan and execute it persistently with the proper people.
4. Assess Progress. Ask how is it going? Should you stay on course or are adjustments needed?

CIO Theresa Szczurek visits employees in the Network Operations Center (NOC)

Pursuit of Passionate Purpose Process

1.
Find PASSION
Who are you?
What do you value?

2.
Align w/ PURPOSE
What do you want?
Why do you exist?

3.
PURSUE Purpose
How do you get it?

4.
Assess PROGRESS
How is it going?
What's next?

BE A SUNFLOWER

Effective Passionate Pursuers strengthen their Sunflower traits.

We, at OIT, strive to work with our stakeholders using these traits.

Self confidence and esteem. Build full trust in self and others.

Unwavering curiosity. Continue to learn, explore, and discover.

Never quit. Maintain integrity of effort and a strong work ethic.

Fervor. Fuel your pursuits with intense passion.

Live the '2-4-6' formula. 1) Follow the four-stage process and 2) Apply six success strategies.[1]

Optimism. Carry a hopeful, upbeat disposition and believe that good prevails.

Wholeness. Unify all aspects of your nature, especially head, heart, and hands.

Energy. Increase, focus, and use your energy - the capacity to do work.

Regeneration. Be resilient - revive and produce again despite adversity.

[1]Here are two of the Six Success Strategies:
Persistence Strategy: Persistence is the act of steadily continuing to pursue purpose, in spite of hindrances or obstacles. Mindfully persevere with focused determination toward the goal using a 'divide and conquer' approach. Divide the journey into parts and conquer the whole, piece-by-piece. Work on small pieces until you achieve it and then move to the next portion.
Connections Strategy: It is vital to build relationships with and bring along on the journey the proper people and support web, which serve as positive forces. This support network includes the self, the right people and partners, spiritual forces, and environment.
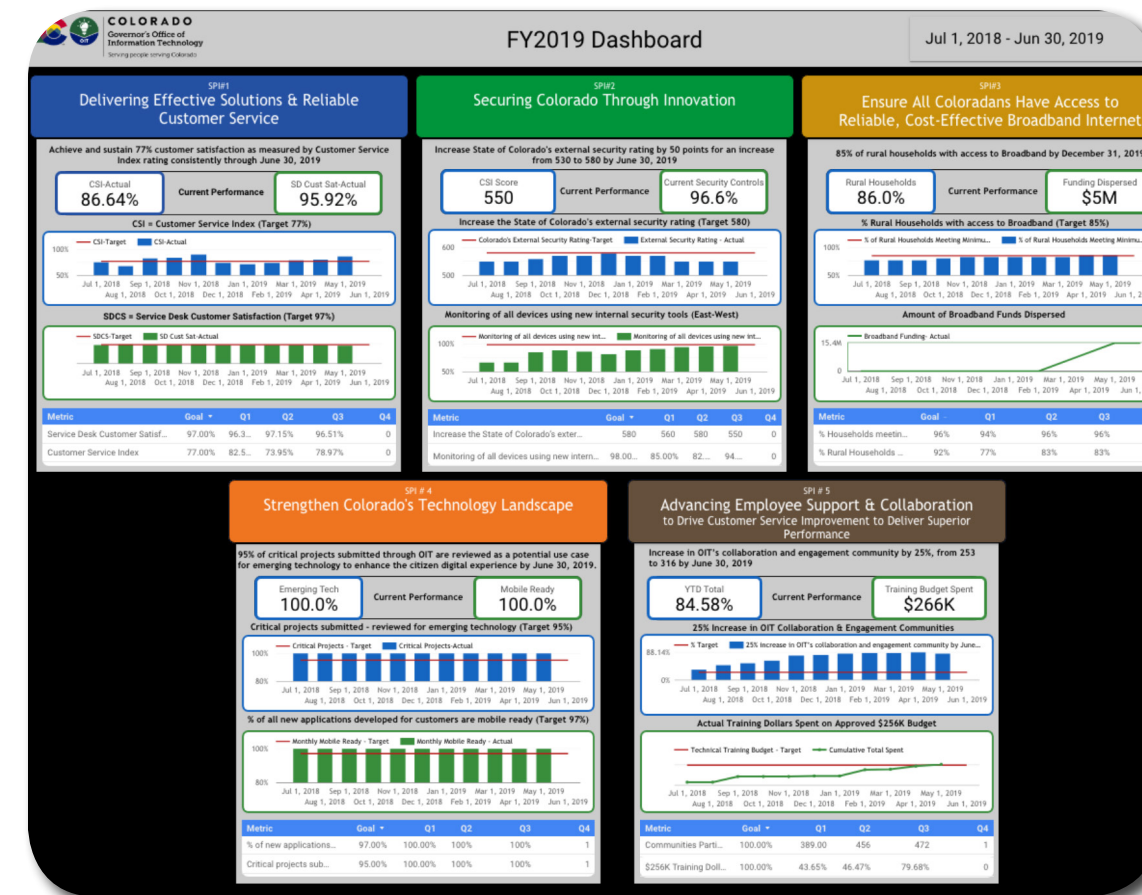
Tracking Our Progress

OIT continues to evolve and improve how we deliver to our customers. Our continuous improvement strategy is designed to identify significant organizational improvements that will increase efficiency, automate processes, and monitor performance that will help drive OIT-wide strategies. We will seek opportunities to streamline processes for effective outcomes that impact technology solutions associated with our overall strategies.

OIT's Enterprise Dashboard

OIT Scoreboards and Dashboards

OIT **Scoreboards** provide an executive summary of OIT's strategic and operational progress. They include robust metrics on financial performance, customer service delivery, human resources, information security, and Colorado's technology landscape. 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 70 performance measures are being managed and maintained, providing a foundation for data-driven decision-making and creating transparency in our efforts across the organization.

Dashboards provide a visual representation of the data entered into the OIT Scoreboards, allowing us to quickly see trending information, average statistics, and aggregated information like the Customer Service Index metric. There are two types of dashboards: the Enterprise Dashboard and dashboards for each of the functional groups. The Enterprise Dashboard displays the overall strategic initiatives and the purposeful metrics tied to OIT's strategic goals. The functional group dashboards reflect the metrics and goals that are valued in this area of work and expertise. Once data is input into the applicable scoreboard, it updates the dashboards in real-time.

OIT STRATEGY

Employee Strategy Inputs

The Strategy & Planning sessions enable "Employee Empowerment" by providing an opportunity for our employees to convey their ideas and voice their opinions on the future of OIT, help develop SMART goals, and think strategically. The rewards from these sessions are innumerable — they offer an opportunity for innovation, creativity, teamwork, collaboration, and the ability for all to be on the bus together driving the future of OIT.
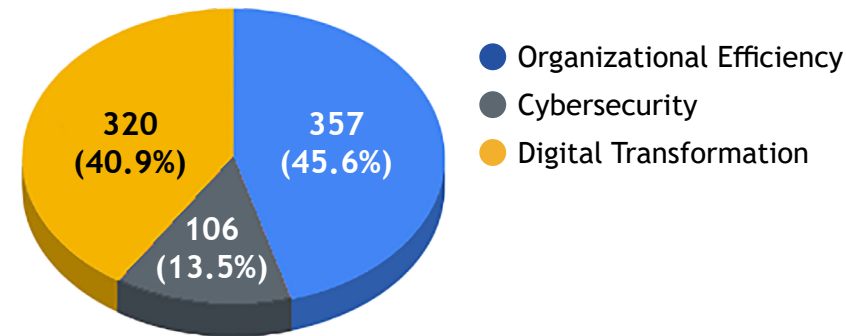
In early 2019, the OIT strategy team engaged with our front-line employees who provided thoughts and suggestions that helped us identify strategies and tactics that make up the OIT FY20 Playbook. Sessions were held in Denver (CDOT HQ), Pueblo (CDHS), and Colorado Springs (DOC HQ). In all, more than 250 people participated in these sessions!

In addition, employees provided more than 100 inputs directly to the CIO through suggestion boxes, snail mail, and personal interviews on specific challenges and reasoned solutions.

Employee Voices Matter

Nearly 800 suggestions were received about what OIT should focus on in FY20. Those responses fell into three primary areas:

Goal Disbursement from Strategy Sessions

- 357 (45.6%) — Organizational Efficiency
- 106 (13.5%) — Cybersecurity
- 320 (40.9%) — Digital Transformation

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SUGGESTED AREAS OF FOCUS

Organizational Efficiency	Cybersecurity	Digital Transformation
Training & Certification Opportunities	Security Practices	Mobile Access
Customer & OIT Collaboration	Security Controls	Cloud Smart
Communication	Protect Data	Agile / DevSecOps Practices & Toolsets
Billing Transparency	Promote Distance Learning	Automation
Demand & Resource Management	Security Training	Self-Service Offerings
Vendor Management	Consolidate Tools	Data Synchronization & Analytics
Expanded Work From Home Program		Chatbots, Artificial Intelligence (AI), & Machine Learning (ML)
		Eliminate Redundant Applications & Equipment
		Electric Cars / Solar Panels / Energy Efficiencies

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"I liked the collaboration in the room, and finding a commonality in positives and in challenges."

• • • • • •

"Chance to express thoughts outside the normal 'chain of command.' Most attendees I spoke to had similar feedback and ideas for moving forward."

• • • • • •

"I benefited from the group approach to identifying opportunities for improvement and the generally positive attitude while dealing with issues that have caused hardship for the agencies. I particularly liked the positive and open dialogue maintained by OIT leadership."

• • • • • •

"There appeared to be an earnest intent to improve the services OIT offers, as demonstrated by the presence of the CIO. Also, it was good that discussion was open and informal. Location was good."

• • • • • •

"Our job is to make people's lives easier not harder!"

Customer Strategy Session

OIT invited all of our agency customers and stakeholders to our first-ever Customer Strategy Session to provide input and for us to gain a better understanding of their business needs. In all, 19 people representing 14 agencies and partners participated[1] in this dynamic and informational discussion.

Among the results of this session was the formation of an OIT User Group to share information across agencies, to brainstorm solutions, and to propagate best practices and efficiencies. The first meeting was held in June 2019 and the group will continue to meet at regular intervals.

[1] The participating agencies were: CDA, CDE, CDLE, CDOT, CDPHE, CDPS, DMVA, DOC, DOLA, DOR, DORA, HCPF, SIPA, and SOS.

WILDLY IMPORTANT PASSIONATE PURPOSE (WIPP)

Customer Delight

Customer delight is surprising a customer by exceeding his or her expectations and thus creating a positive joyous reaction.

Our goal is to delight customers in all of their interactions with OIT. This includes agency customers, strategic partners, vendors, employees, and ultimately all Coloradans. We want to ensure that customer needs are met in a timely, cost-effective manner while finding ways to prove our value and exceed expectations. We strive to be easy to work with while keeping systems, information, projects, and programs running smoothly and securely. We want to remove obstacles to create a low-effort customer experience, minimize confusion to ensure mutual understanding, streamline processes to meet customer needs faster, improve transparency of our operations and billing to prove our value, and quickly handle issues to get customers back to work delivering programs to Coloradans. In turn, we want our customers to say good things about OIT.

To achieve these outcomes, we will establish satisfaction-related metrics and listen to customers to ensure we understand what they truly need. Expected outcomes from these strategic partnerships include:

• Clarified roles and responsibilities for agency-led decision-making.
• Prioritized strategic technology direction for Colorado initiatives, enhancing the ability for agencies and OIT to plan.
• Improved IT standards and satisfaction, and thereby customer delight.
• Ensured widespread adoption of standards and best practices.

FY20 WIGS
Wildly Important Goals

WIG 1

Increase OIT's organizational efficiency, transparency, and customer satisfaction.

WIG 2

Ensure a Secure Colorado by evaluating and improving statewide cybersecurity practices.

WIG 3

Expand virtual access to government services anytime and anywhere.

More than 250 OIT employees and partners contributed to developing our FY20 goals. We also provided direction in alignment with Governor Polis' vision around Education, Healthcare, Renewable Energy, and Tax Reform.

WIG 1
Increase OIT's organizational efficiency, transparency, and customer satisfaction

Measured by establishing a Net Promoter Score® baseline for customer service by December 31 — and implement a plan to increase that baseline by June 30, 2020.

Delivering a consistent, high-quality experience to customers is our priority. With a focus on customer delight, we will look at how we deliver services overall — such as refining service ticket handoffs, clarifying expectations and processes, and equipping our technology professionals with the tools they need to best serve the customer. We will also improve our contracts process and quality. We will ensure that we have the right people, with the right skills, at the right time in alignment with our operational plans, overall strategic direction, and business needs. Along with delivering projects that meet the performance and expectations of our customers, we will create a more 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® . 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?"

Processes and activities to achieve our goals

WIG 1 Strategies & Success
Assess OIT's scope, capacity, and funding to improve efficiency, transparency, and customer satisfaction

Utilizing the outputs of a thorough organizational assessment, OIT will establish recommendations for improvement. These reforms, once implemented, will positively affect OIT's efficiency, transparency, and customer satisfaction. The end result is customer delight.

Many elements contribute to customer satisfaction. We must continue to keep systems operational (KSO) and ensure that the infrastructure is running smoothly, applications produce needed outputs, data is safely stored, new employees are quickly provisioned, questions are addressed by our Service Desk, change requests are evaluated and prioritized by the agencies before they are implemented, assets are appropriately refreshed, and much more. Satisfaction comes from:

- Actively listening to our customers and working to meet their needs while balancing their demands with our resources.
- Ensuring business owners have the information they need to be accountable for outcomes.
- Understanding project outcomes so we can deliver the right solutions as promised on time, on budget, and within scope.
- Providing ongoing post-delivery support and maintenance of systems.
- Ensuring a secure and protected Colorado.
- Incubating emerging technologies to creatively resolve our customers' pain and produce proven case studies.

Improve OIT procurement and contracting

OIT will improve procurement processes to provide agencies with technology solutions in a timely, cost-efficient manner, and consistent with what our vendor partners have promised to deliver. The OIT Procurement team will work closely with the Technology and Customer Offices to improve our ability to identify desired customer outcomes and to better solicit solutions based on those outcomes. We will apply Agile and iterative contracting and procurement methodologies to reduce risk and better align with project management goals. We will use invitation to negotiate options where appropriate and ensure that contracts protect the interests of the state with cybersecurity insurance and clear vendor accountability. Using technology such as our newly deployed contract and vendor management systems, we can improve the speed of our processes and spend more time focusing on quality.

Develop strategic workforce alignment plan

To develop a strong workforce, we will focus on key areas of strategic staffing, career learning, professional development, and training, all while demonstrating the value of our employees through rewards and recognition.

We will start by creating a defined workforce plan and strategic staffing model that will allow OIT to understand our bench strength and fill any gaps. We will continue to foster a learning culture. We will have a focus on a well-trained and knowledgeable workforce, which requires the intentional, proactive, and ongoing development of our team members, and thus will broaden the role of our Learning & Development Council. Lastly, we will continue to look for opportunities to reward and recognize our employees through OIT's robust Rewards & Recognition Program.

Establish a project value and performance measure addressing meeting customer schedule, business outcomes, and budget expectations

Improving customer delight is about being a valued partner in how we collaborate to deliver projects. This focus will encompass Demand and Resource Management, how we interact with our customers to understand their IT project needs, and show value for IT projects implemented for agencies to benefit Colorado's residents. We will establish a feedback mechanism for our agency customers to report on their overall satisfaction with projects.
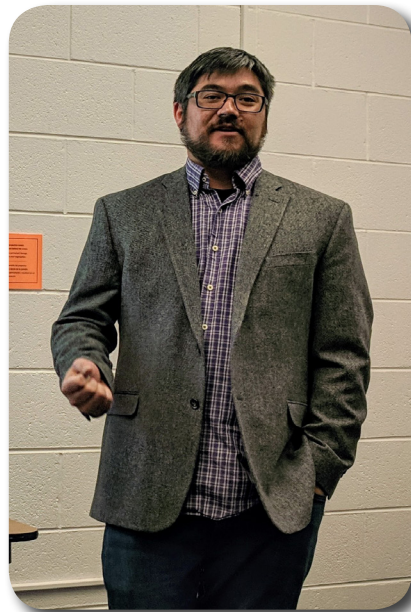
WIG 2
Ensure a Secure Colorado by evaluating and improving statewide cybersecurity practices

Measured by increasing the State of Colorado's security metric by 26 points for an increase from 51 to 77 by June 30, 2020.

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.

A new State of Colorado composite security metric (0-100) will be created from three data points that include a weighted average of an external rating, internal rating, and audit remediation.

The data points include:

- An external rating generated from an objective third-party analysis of Colorado's risk posture that is acquired from multiple external data points. This rating is similar to how an individual credit score indicates credit risk.
- An internal compliance score generated by a toolset that is installed on all workstations and servers across the State of Colorado. This measurement indicates how compliant each system is with State of Colorado security policies.
- A reduction in the number of outstanding audit findings (IRS and OSA) due to remediation efforts.

Processes and activities to achieve our goals

WIG 2 Strategies & Success

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 the information they need to avoid potential information security threats.

Increase OIT External Security Rating

More than 1,500 organizations are using External Security Ratings to continuously monitor cyber risk in their business ecosystem. External Security Ratings are similar to consumer credit scores with a higher rating indicating better cybersecurity performance (the range is 250-900 points). Security ratings also take into account historical security performance. Alerts are generated upon significant changes in ratings, and actionable information is provided to mitigate the specific risk.

Improve OIT's Internal Security Rating

We recently updated our internal rating toolset, providing an enhanced capability to measure system hardening against a standard measurement - the Center for Information Security (CIS) Benchmarks. The CIS Benchmarks are the only consensus-based, best-practice security configuration guides both developed and accepted by government, business, industry, and academia. OIT policies require all state systems to comply with the CIS Benchmarks and we will focus on improving this score for each agency.

Remediate audit findings

The Security Risk and Compliance (SRC) team utilizes a systematic and disciplined approach to track and reduce audit findings. Inputs include external audits and internally performed risk assessments, and the results are documented, analyzed, and communicated to all stakeholders.

SRC will partner with OIT teams and the agencies to clearly define ownership and roles for remediating audit findings and reducing risk while deepening the knowledge of the agencies we serve to form solid and deeper trusted partnerships.

SRC utilizes an enterprise risk management strategy to implement a holistic approach to addressing audit findings and to discover those instances where numerous audit findings may be remediated simultaneously by identifying a common fix. SRC will work with teams to suggest methodologies to address audit findings for both the short-term and long-term.

SRC incorporates knowledge of industry, and the current threat landscape continuously informs the risk management strategy.

To facilitate these efforts, SRC plans to implement automated processes to be more efficient in tracking audit findings, remediation status, and to foster accountability for risk mitigation across the state.

self-service capabilities, multi-modal collaboration, and more. We also continue to focus on providing access to reliable broadband throughout the state, including our rural communities. We look at strengthening technology in the state through an advanced digital transformation program.

Processes and activities to achieve our goals

WIG 3 Strategies & Success
Increase broadband access for rural households

The Colorado Broadband Office will prioritize working with the Broadband Deployment Board to ensure grants for last mile projects are targeting areas with the greatest need. We will continue to collaborate to increase broadband availability by working with broadband providers, community members, and other key stakeholders to assess needs and requirements, capabilities, and map coverage; drive state and federal 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 industries, including economic development, education, health care, transportation, and public safety.

WIG 3
Expand virtual access to government services anytime and anywhere

Measured by increasing the number of government services virtually accessible to Coloradans by five no later than June 30, 2020.

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. This aggressive goal focuses on driving the citizen experience by advancing the state's adoption of emerging technology including artificial intelligence, distributed ledger technology, machine learning, mobile accessibility, expanded

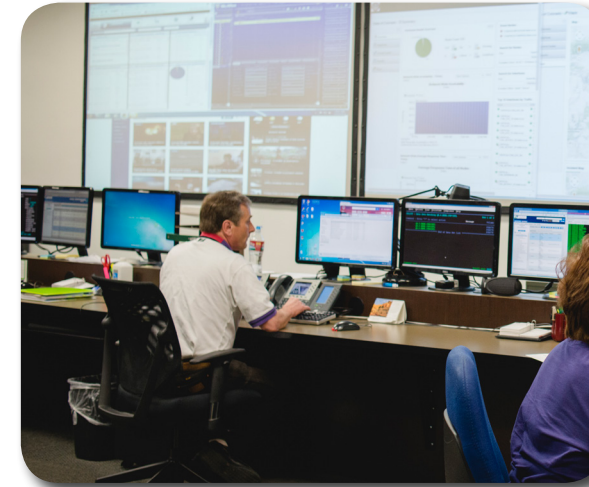### Evaluate landscape of legacy applications

We will transition state systems to more modern architecture that will increase mobility and accessibility of government services to drive a better overall experience for all Coloradans. Through innovation and the use of current and emerging technologies, the State of Colorado will advance the digital transformation of our services.

### Advance digital transformation of state government

We will develop and implement phase one of a Digital Transformation Plan that encompasses emerging technologies, system modernization efforts, and multi-modal unified collaboration strategies (including, as appropriate, data, voice, chat, video, visuals, etc.) to enhance the experience of OIT customers and Coloradans. This goal encompasses the increase of virtual access and use of emerging technology to reduce costs, improve consistency and efficiency within the state, and lower energy consumption.

Expand myColorado mobile application services

The myColorado mobile application will continue to be a key area of focus to centralize state services for Coloradans. Users will be able to conveniently access an array of services, information, resources, and support provided by multiple state agencies in a one-stop shop that can be accessed anytime, anywhere, from a mobile device.

Focus on innovation with the development of an incubator group

We need an environment where we can have rapid innovation and test out exciting new technology without the fear of adversely impacting the business. With the development of OIT's first incubator group, we will set a goal of at least one pilot innovation project in collaboration with an agency partner completed with a case study by June 30, 2020. This will allow OIT to rapidly develop emerging technology and provide new options for our customers.
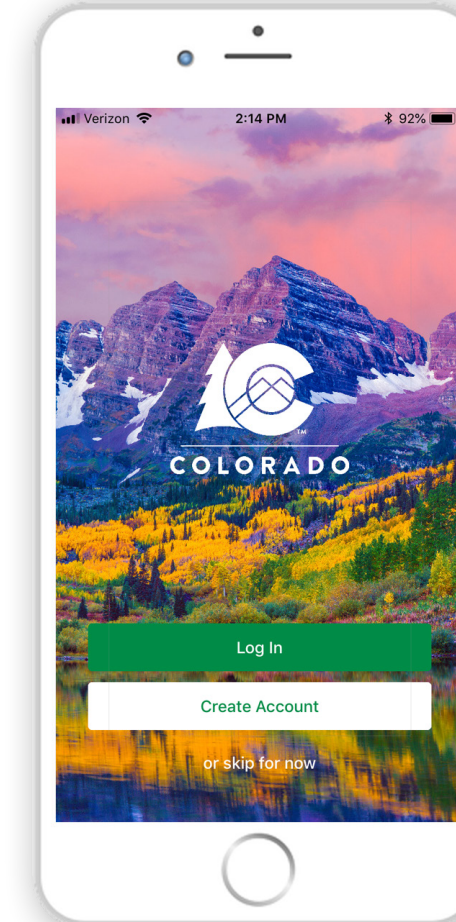
myColorado login screen

OIT strives to be the best public service technology organization innovating today for tomorrow.

# PRIORITIES

Emerging Technology

Data Sharing and Data Strategy - Integration Services

As the state increasingly recognizes the interrelationships between state programs and services, we need to analyze the effectiveness of state programs and devise policy by combining data from multiple agencies. This requires sharing data across programs in a manner that ensures the security of the data and the privacy of Coloradans. In addition, we can promote transparency of state government and innovative use of state data by making public data fully discoverable and accessible. OIT is leading several efforts to meet three broad objectives and is incorporating them into a data strategy for state government. These objectives are:

- Protect and leverage the value of state data as a strategic asset.
- Improve and expedite data sharing among state agencies.
- Make state public data open.
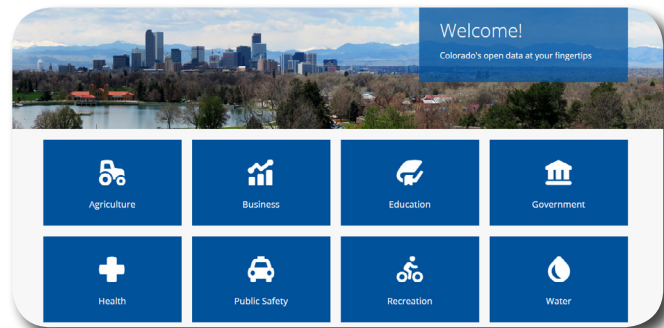
Find public data at https://data.colorado.gov

Governor Polis' Vision:
"To establish Colorado as a national hub for blockchain innovation in business and government."

Blockchain and Distributed Ledger Technologies

Following up on the efforts started during FY19, in FY20 OIT will further advance the way blockchain technologies are used to help protect the vast amount of data entrusted to the State of Colorado, solve digital identity-related problems, and ensure the integrity and security of distributed workloads.

Thaddeus Batt, Blockchain Solution Architect

OIT's Blockchain Solution Architect will lead the development of the state's blockchain infrastructure, educate others on the value of blockchain, and identify optimal criteria for blockchain usage in applications.

OIT's Technology and Information Security Offices will work with other agency teams in pursuing a phased approach toward providing all Coloradans with secure, transparent, and trusted data access for government services through the innovative application of blockchain and distributed ledger technologies.

Blockchain explained...

A blockchain is a database that is shared across a network of computers. Once a record has been added to the chain it is very difficult to change. To ensure all the copies of the database are the same, the network makes constant checks. Blockchains have been used to underpin cyber-currencies like bitcoin, but many other possible uses are emerging.

Source: http://graphics.reuters.com/TECHNOLOGY-BLOCKCHAIN/010070P11GN/index.html

Blockchain Phased Approach

Phase I
- Bring focused expertise into OIT to champion blockchain initiatives.
- Perform a study to show value of blockchain use cases.
- Conduct proof of concepts with appropriate agencies to learn and vet the technology.

Phase II
- Identify high value target applications and processes that can benefit from the characteristics of blockchain technologies.
- Create a reference architecture for government blockchain/distributed ledger technology applications.
- Identify agency customers that want to champion a blockchain initiative combined with compelling use cases.

Phase III
- Nurture network of relationships, including Higher Education, local IT providers, and industry groups.
- Create decision items to support agency use cases and for funding Higher Education public/private pipeline programs and research and development.

Phase IV
- Deliver blockchain/distributed ledger technology-based agency apps that show quantifiable value to customers.

Phase V
- Market successes in Colorado to spur additional investment and interest.
- Generate additional government use cases and standardize the technology stack.

myColorado Mobile Application

Colorado aims to be among the first states to utilize digital identification services, allowing residents to validate personal information such as age with just their mobile device. The platform will get smarter year-after-year, accelerating interactions and moving users towards one-click transactions. Another convenient feature is an in-app "smart search" that produces results for only valid state services, removing confusion on where to go from search engines that are cluttered information. We envision a future where Coloradans can interact with state government from anywhere using just a mobile device.

Business Operations

Process Improvement (Lean)
OIT's Lean program is centered around encouraging a culture of operational excellence with bold innovations and supporting the ideas that lead teams to streamline their processes. This helps us meet our WIGs and the Governor's goals, and ultimately benefits all of Colorado. Our Lean efforts will be instrumental in creating efficiencies, which in turn frees up resources to meet the demands of our customers and gives our employees more time to be innovative and deliver a better customer experience.

Agile Methodologies
Today's fast-paced environment of initiating new projects and enhancing existing solutions requires that OIT continuously evaluates our processes and exceeds customer expectations with timely delivery and high satisfaction. Incorporating Agile methodologies will allow us to be adaptive in meeting our customer needs while simplifying our internal delivery practices. From prioritizing requested work upon intake to an effective release management process to ensuring clean and secure deployment of solutions, OIT can fundamentally change how work gets done, provide accelerated reduction in our backlog, and show vastly improved efficiency of our work. OIT has already implemented Agile in individual contexts and will expand this approach across even more areas of the organization in FY20. This includes contract management, which will allow shorter and more specific deliverable-focused contract terms that position the state best for efficient vendor delivery, managed project costs, and improved vendor management.

Demand and Resource Management
Technology operations are becoming increasingly complicated due to digital disruption, aging legacy systems, siloed processes, and growing citizen expectations and needs. Improved internal collaboration and engagement with customers is essential for positioning OIT as a trusted business partner. Demand and Resource Management will help us reach this goal and enables OIT to:

- Create a more accurate view of the demand for IT services and our customers' topmost needs.
- Add an initial high-level solutioning and estimating process based on a consistent, enterprise, customer-centric Level of Effort (LOE) model. This will decrease service estimate turnaround times and provide a more predictable experience for our business stakeholders.
- Deliver a new OIT Statement of Work for each engagement approved by the customer.
- Improve the coordination of solution design and delivery across OIT teams.

Demand and Resource Management processes will build a highly engaged, customer obsessed, consultative culture with an increased focus on internal and external collaboration and continuous solution delivery, where customers achieve desired outcomes with transparency and a superior customer experience. When customers have greater visibility to prioritize work for strategic planning and execution, OIT teams will have greater transparency on the work most important to customers, which will facilitate better planning and resourcing across the OIT domain.
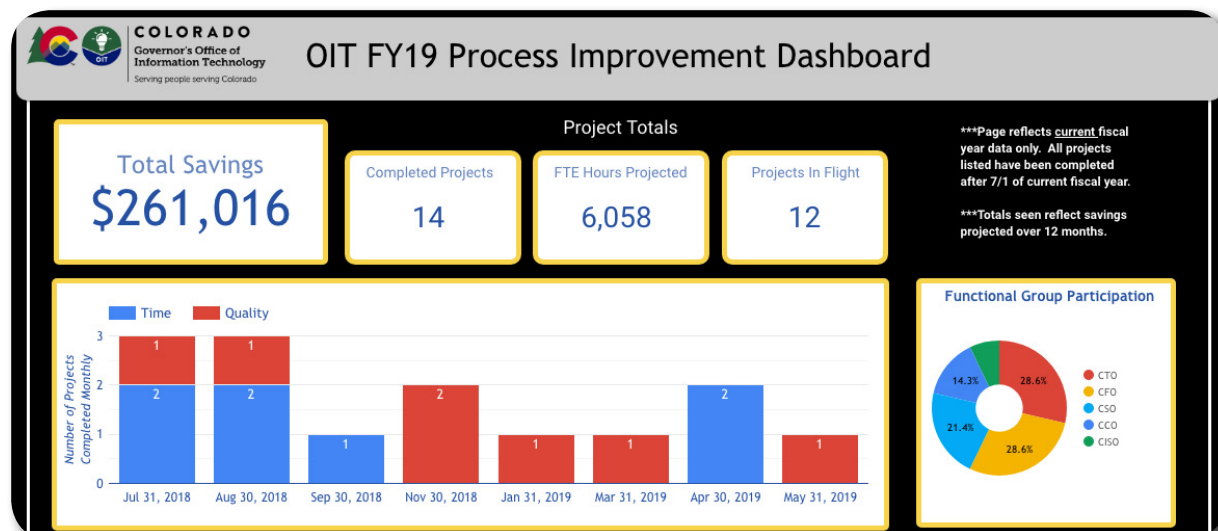
Current and completed continuous improvement initiatives

Employee Culture

Career Development and Training
To stay at the forefront, we will continue to foster a learning culture. Developing a well trained and knowledgeable workforce requires the intentional, proactive, and ongoing development of our team members. Having well trained teams makes organizations far better in many ways: increased morale and satisfaction, productivity, safety, value, and independence. These traits, along with increased organizational knowledge, influence our ability to change, break down silos, work in teams, develop future innovations, and communicate with each other in a more transparent manner. All of these qualities affect OIT's success, employee engagement and retention, and customer delight.

Effectively developing our workforce includes providing opportunities such as training, certifications, career pathways, challenging assignments, and collaboration with stimulating colleagues — all of which foster a sense of mission and purpose. We believe that successful people see learning as a continual journey, not something they reach.

Value Employees Through Rewards and Recognition
We recognize that our employees are our most valuable asset and the key to our success. Because of this, we will continuously look for opportunities to reward and recognize our employees through OIT's robust Rewards & Recognition Program. Our goal is to offer employees a sense of personal accomplishment at work as well as the feeling that what they do each day and the manner in which they do it is important to the mission and vision of OIT. In the coming year, we will evaluate ways to reward collaborative OIT efforts that successfully work across functional group silos, thereby celebrating team successes that drive customer delight and support OIT's mission, vision, WIGs, and values.

Values Spotlight award recipients
Derek Martinez (left) and Jamie Minerich (right)

AGENCY INITIATIVES

Agency Five-Year IT Roadmaps

OIT began collaborating with agency customers in April 2015 to develop agency-specific Five-Year IT Roadmaps to define their technology needs and priorities, provide insight into IT funding needs and gaps, and allow business goals and initiatives to drive technology solutions. Although customer-specific, the Roadmaps allow OIT to manage IT across the enterprise. For example, the Roadmaps define technology targets for equipment acquisition and refresh that aligns with OIT standards, funding, and technology needs. They are then managed as one purchase to leverage larger buying power.

On the following pages are some of the initiatives outlined in the agency Five-Year IT Roadmaps. These are all collaborative efforts between OIT and the agencies we serve, and are just a sample of the approximately 300 projects in flight at any given time.

Colorado Department of Agriculture (CDA)
- AgLicense
- Hemp Application
- Fruit and Vegetable Electronic Certificates
- Colorado MarketMaker
- Produce Safety Rule Farm Inventory Database
- Brand Horse Permanent Travel Card

Colorado Department of Human Services (CDHS)
- Joint Agency Interoperability Project
- Trails Modernization Project
- Data Integration Initiative
- Colorado Benefits Management System (CBMS) Transformation
- Families First

Colorado Department of Labor and Employment (CDLE)
- Connecting Colorado Modernization
- Oil and Public Safety Application Modernization
- Unemployment Insurance Application Modernization

Colorado Department of Transportation (CDOT)
- Highway Safety Program
- I-70 Viaduct Project
- Program/Cash Management
- Evolution of Cloud Smart Services and CDOT Technologies
- V2X program for Connected Vehicle Communications on I-70
- Data Analytics Intelligent System (DAISy)

Colorado Department of Public Health & Environment (CDPHE)
- Air Pollution Systems Modernization
- Electronic Birth Systems Rewrite
- Health Facilities System Rewrite Phases I and II
- Application Modernization - Water Quality Control Division

Colorado Department of Public Safety (CDPS)
- CAD Reprocurement
- Colorado Crime Information Center (CCIC) Reprocurement
- Integration with the District Attorney's e-Discovery System
- Community Corrections Information and Billing (CCIB) System Replacement
- Division of Criminal Justice Grants Management System

Department of Corrections (DOC)
- DeCORuM Phases II, III, and IV
- Chromebook Deployment - Education Section
- ITX Facility Photo Imaging Software Upgrade
- Business Applications Refactoring
- Business Applications Modernization

Department of Military and Veterans Affairs (DMVA)
- Infrastructure Refresh

Department of Natural Resources (DNR)
- Arkansas River Decision Support System (ArkDSS) Admin and Accounting Tools
- Integrated Parks and Wildlife System (iPAWS) Phase II
- CPW Law Enforcement System
- DNR Infrastructure Upgrade Phase III
- MyDWR Well Permitting Forms/E-commerce
- Silverlight Replacement
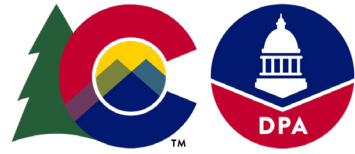
Department of Personnel & Administration (DPA)
- HRWorks
- CORE Upgrade (CORE Phase II)
- Enterprise Case Management - State Personnel Board
- Fleet System Replacement (Asset Inventory Management System)
- State Archives Digital Repository

Department of Regulatory Agencies (DORA)
- Licensing System Replacement - Division of Professions and Occupations
- Licensing System Replacement - Division of Real Estate
- Electrical and Plumbing Inspections - Division of Professions and Occupations
- Public Utilities Commission Systems Refresh (case management, electronic filings, permitting)
- CaseConnect v2.0 - Colorado Civil Rights Division

Department of Revenue (DOR)
- Decommission CSTARS Tumbleweed Replacement
- Workstation Refreshes
- Fuel Tracking System Replacement
- Sales and Use Tax Simplification
- MED IT Modernization
- DL/ID System Replacement

Department of Local Affairs (DOLA)
- Formulaic Grants Management System
- Property Taxation County Portal
- Division of Housing Grants and Loans

Health Care Policy & Financing (HCPF)
- Google/Microsoft Office 365 Roadmap Development
- Member Contact Center (MCC) Workforce Management (new solution)
- Two-Factor Authentication
- Legacy Database Migration
- BUS/Demand Driven Design (DDD) Web Support/Modernization/Decommission
- OeHi Roadmap Initiatives: Master Patient Index, Provider Directory
- Colorado Benefits Management System (CBMS) Transformation

History Colorado (HC)
- Connectivity Roadmap: Community Museums Network Upgrades
- E-106: Automated Preservation Record Keeping
- Business Process and Point of Sales Solutions
- Campus IT Infrastructure Upgrade/Life Safety Upgrade
- Update from Windows Server 2003 to Windows Server 2008

Offices of the Governor (GOV)
Includes the Governor's Office, Colorado Energy Office, Office of State Planning & Budgeting, Office of Economic Development & International Trade, and Office of Information Technology
- Governor's Dashboard (https://dashboard.state.co.us)
- Modernization of the Governor's Office Salesforce Suite of Applications
- Wireless Service Buildout for the Capitol and Executive Residence
- PC/Laptop Technology Refresh
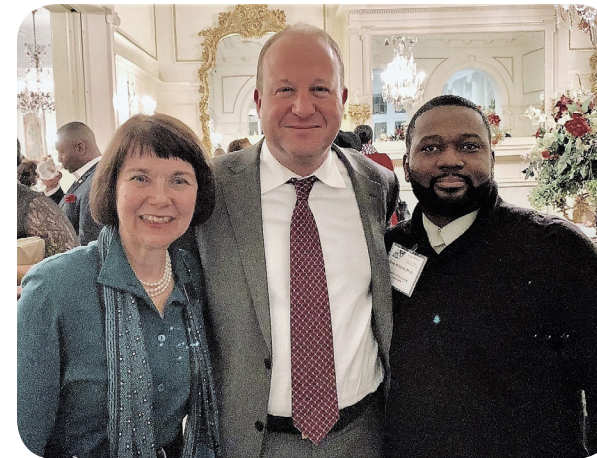
ENTERPRISE INITIATIVES

Below are examples of the many enterprise technology initiatives that OIT undertakes in any given year. Some of these ventures are a result of new statutes — such as conducting an asset management study and procuring a new tax simplification system — while others are employed to better secure Colorado, upgrade hardware and software, streamline applications, and provide a better user experience.

Application Life Cycle Management
With an inventory of 1,100+ applications, a key strategy for OIT is to streamline the application footprint. Through the consolidation of existing and new applications onto standard enterprise platforms, OIT can create a simpler and easier end-user experience, reduce the long-term cost of maintaining duplicative applications, and strengthen OIT's support capabilities.

CORE File Transfers
The CORE secure file transfer service provides file transfer services between the state (all agencies including institutions of higher education, as well as financial and other external institutions) and the CORE financial system.

Database Monitoring
We will implement a solution to monitor all state databases, which will provide OIT with proactive visibility into, and analysis of, database environments.

Digital Trunked Radio System (DTRS) Microwave Upgrade
This project will replace the current microwave radio apparatus with upgraded microwave radio hardware and software affecting 220 radio towers, five master sites, and 45 dispatch centers located throughout the state.

Disaster Recovery Processes
OIT is reviewing Disaster Recovery processes for critical and essential applications, and working to understand Recovery Point Objectives (RPO) and Recovery Time Objectives (RTO).

Enterprise Content Management
The Enterprise Content Services (ECS) Program is leveraging a new five-year Enterprise License Agreement to provide content management solutions to our customers. This new platform is particularly useful for automating case management, contract management, document storage, as well as for online forms. ECS will engage with customers to help them transition from unsupported, legacy content services applications to this new platform and look for opportunities to reduce redundant applications. It is anticipated this will reduce agency hardware and software costs. Additionally, ECS will continue to develop enterprise solutions that can be leveraged by multiple agencies.

Enterprise Data Services
We will establish and maintain a referential architecture conducive for secure, reliable, highly available, auditable, and reusable exchange of data while attaining sustainability of platforms, processes, and people.

Enterprise Firewall Migration
OIT will continue upgrading the disparate agency-specific firewalls to the statewide standard Next Generation Firewall. These firewall upgrades will increase security through web filtering, application inspection, and intrusion protection systems, and we expect to see significant cost savings from an enterprise licensing agreement.

Mainframe Decommission
OIT is working to retire the mainframe. Associated applications, integration, and data sets must be identified and planned for migration or retirement, and agency costs determined. Agencies that still have applications on the mainframe include the Departments of Human Services, Labor and Employment, Personnel & Administration, and Revenue.

Network & Infrastructure Refreshes
OIT is developing a statewide refresh life cycle that will annually replace 20% of network and systems infrastructure that are at the manufacturers' end-of-support life cycle. This will keep the state's technology current and under warranty, which ensures continued support for these critical components.

Next Generation Colorado
Next Generation Colorado is a two-part initiative to develop the automation and operations to support quick service delivery, transparent cost modeling, scalability on-demand, high availability, upgrades, and agility of workloads across the enterprise. This initiative represents Infrastructure and Operational Improvements as well as Data Center Modernization.

OS Server Upgrades
As Windows Servers (2003, 2008, and 2012) reach their end-of-support life cycles, it is increasingly difficult to find service providers who will support these operating systems (OS). To ensure state servers continue to receive appropriate support and reduce risk, OIT will retire and replace all server end-of-support operating systems used by supported agencies.

Secure Office Print Ecosystem (SOPE)
OIT is working with the Department of Personnel & Administration (DPA) on the Secure Office Print Ecosystem (SOPE) project to secure the state's multifunction printers against hackers. This project involves approximately 656 devices managed by DPA's Multifunction Printer Program that are distributed in 16 executive branch agencies.

Two-Factor Authentication
OIT will enable two-factor authentication (2FA) to add an extra layer of security to the verification process and thus reduce the risk of data breaches and meet data privacy requirements. 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.
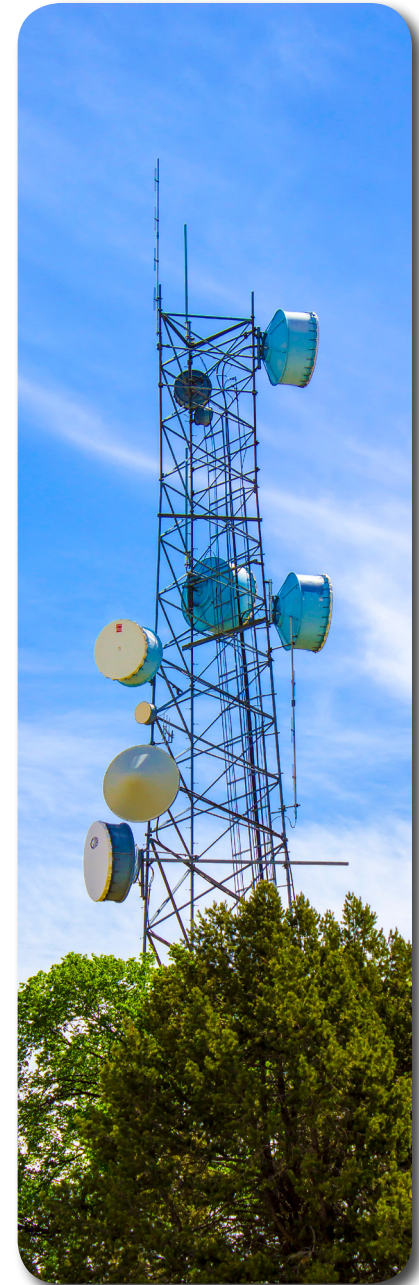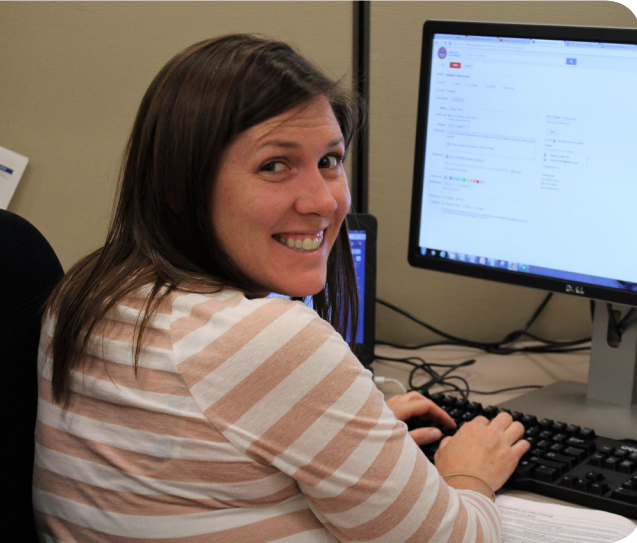
Public Safety Communications Network microwave relay tower supporting DTRS

FY19 ACCOMPLISHMENTS

Many of OIT's projects and initiatives span a period of several years and build upon past achievements. Thus, even as we eagerly embark on this next fiscal year, it's important to look back at some of the many accomplishments attained by OIT in FY19.

Agency Projects, Initiatives & Support

- Unemployment Insurance Application Modernization is a multi-year project that will modernize two of CDLE's core systems - the Colorado Unemployment Benefits System (CUBS) and the Colorado Automated Tax System (CATS). The new system is expected to result in reducing overpayments, fraud, and time for claimants to receive benefits.

- Migrated the Colorado Benefits Management System (CBMS) from state data centers to the cloud, becoming the first integrated eligibility and enrollment system in the nation to do so.

- The Provider Transition Portal Project for HCPF went live in November 2018 and greatly improved more than 3,000 providers' processes around sharing information.

- Implemented an Electronic Health Record in all 10 of the CDHS Division of Youth Services (DYS) facilities. The increased documentation accuracy achieved through its electronic charting and medication management capabilities are contributing to the improvement of care to the youth DYS serves.

- In August 2018, the DRIVES multi-year project to replace DOR's 20+ year-old legacy driver license and the state titling and registration system (CSTARS) went live.

- eGrants phase 1 for the CDLE Workforce Development Council went live on April 30. This was the first pilot of our new customer engagement and collaboration model.

- Using Agile methodology, OIT partnered with the Department of Corrections to successfully implement a new Parole Board Calendaring system, delivering it five weeks sooner than originally expected.

- The MyBizColorado mobile accessible website launched in June 2018 and was the result of an effort between multiple state agencies, including OIT. MyBizColorado is a one-stop shop designed to make it easier for Colorado's budding business owners to do things like apply for sales tax and professional licenses.

- Completed a successful PC refresh for CDA.

- Developed the State of Colorado's first eBook Transition Plan website, which was used by all state agencies — including OIT — to post their transition plans for the new administration.

- Joint Agency Interoperability (JAI) funding was approved by the Federal Centers for Medicaid Services (CMS). This is a critical step forward in this cross-agency (CDHS, HCPF, and OIT) Health IT project to promote data sharing and consistency.

- The new CDPS Background Check SmartForm system was deployed to fully automate the extensive background check process for CDPS.

Data & Geographic Information Systems

- Completed processing statewide enterprise Geographic Information System (GIS) data sets for land ownership and address points. Using data published in the Colorado Information Marketplace (https://data.colorado.gov), Colorado's portal to discover state data, OIT held its first public data analytics challenge focused on three critical issues for the state as well as continuing to support the Secretary of State's GoCode Colorado challenge.

- OIT's Data Office established GIS data in the cloud, enabling access from anywhere and providing critical redundancy while meeting cost constraints.

Infrastructure, Operations & Security

- Installed and/or configured high definition video conferencing equipment and applications at various agencies, enabling an energy-efficient option for holding Cabinet meetings.

- The Colorado State Patrol's Port of Entry in Loma was completely rebuilt; the grand opening occurred on January 24, 2019.

- Critical firewall migrations were completed for CDHS and CDA ensuring more secure environment for counties.

- OIT's endpoint intelligence security tool was successful at preventing the deployment of several instances of the Emotet malware.

- Two-factor authentication is now required for all remote access to the following agencies: CDA, DORA, DPA, History Colorado, CDLE, DNR, DOLA, CDHS, CDPHE, and the Governor's Office — as well as OIT. This is a huge win for state security.

IT Policy & Advancement

- Implemented a new statewide Acceptable Use of State Data & IT Resources Policy (AUP).

- Created the Statewide Technology Solutions Workgroup to identify opportunities that will increase the shared value and use of enterprise solutions benefiting multiple agencies across the state.

- OIT's Technology Accessibility Advisory Board supported the passage of Senate Bill 19-202 to improve mail-in ballot access for voters with disabilities. As a result, the Secretary of State will provide voters with disabilities a secure and accessible solution to mark a ballot privately and independently using the nonvisual access, low vision, or other assistive technology with which they are most familiar.
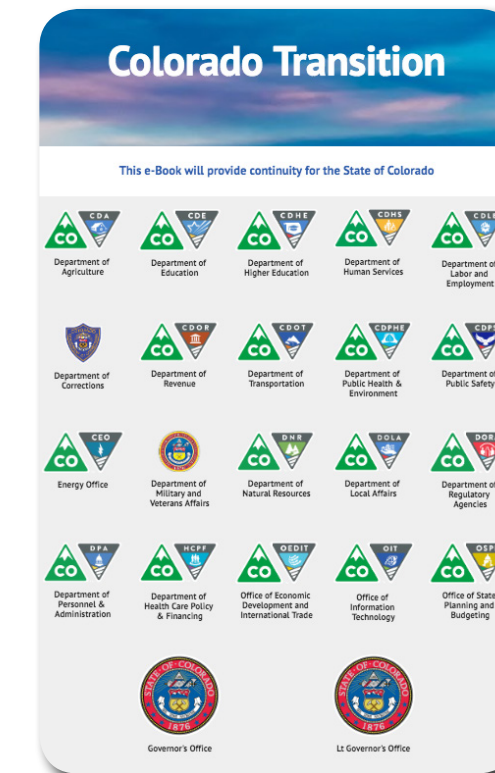
Loma's rebuilt Port of Entry

Emerging Technology & Digital Transformation

- OIT embarked for the first time into public cloud-based Infrastructure as a Service (IaaS). We will be working to move more services into the cloud smart environment.

- Soft launched the beta version of the myColorado mobile app in January 2018, allowing residents to renew their driver licenses from a mobile device.

OIT Financial Operations

- OIT implemented new and improved eForms for requesting funding, travel, and expense reimbursements.

- Launched a new IT Financial Management tool for tracking and monitoring IT expenditures, rates, and agency allocations - work that was previously done with spreadsheets. This tool will provide more efficiency and better insight and accountability over IT spending.

Broadband

- 98% of school districts now meet current broadband connectivity standards. Additionally, the statewide average cost is now below $3 per MB, which meets national affordability standards.

- The Colorado Broadband Office successfully implemented the Kid's Link Colorado initiative, which is focused on ensuring that all Colorado schools meet national connectivity standards. Through a partnership with the EducationSuperHighway and local school districts, $37 million in E-Rate grants were used to achieve 98% of districts reaching the federal guideline for connectivity.

Human Resources

- Established a Tuition Reimbursement Program for our employees.

- Wall of Fame employee recognition displays, including OIT core values displays and a "cog wall" with various events throughout OIT's history, went up on the hallway walls at OIT's headquarters location. Foundation trees that include brass leaves with every employee's name were also applied to the walls.

- Implemented electronic signatures (DocuSign) for external new hires, promotions, and transfers, replacing our paper-based onboarding process with a modern and more efficient system.

- DocuSign was used to obtain employees' acknowledgment of OIT's revised Background Checks Policy & Procedures, marking the first time the tool was used to obtain policy acknowledgment — and we achieved 100% compliance.

- Provided several trainings to our supervisors: Find the Fit, Navigating FMLA and ADA, Employee Management, Leadership Foundations, and Progressive Discipline.

APPENDIX A: OUR CUSTOMERS

Our ultimate customers are Coloradans

We work with many different stakeholders who provide direct or indirect services to Colorado's residents, businesses, and visitors.

OIT's Agency Customers

OIT is the enterprise provider of information technology and communications services for the following executive branch agencies. These are our strategic agency partners delivering on the Governor's vision.

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

HC - History Colorado

HCPF - Health Care Policy & Financing

Our Statewide Security Customers

The Chief Information Security Officer and Office of Information Security serve customers at 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.

Our County Customers

OIT provides varied services to 30,000 county employees in all 64 of Colorado's counties, including security risk and compliance, technical support for CBMS, PEAK, CHATS, and Trails, and assistance with computer refreshes.

Our Strategy Stakeholder Partners

OIT partners with the Statewide Internet Portal Authority (SIPA), the legislative branch, and the Department of State to provide services to Colorado's residents.

APPENDIX B: OUR LEADERSHIP

- Agency & Enterprise Applications Development & Support
- Colorado Benefits Management System
- Chief Data Office
- Data Center Services
- Database Services
- Deskside Support & Services
- Digital Transformation
- Digital Trunked Radio System (DTRS)
- Enterprise Architecture
- Geographic Information Systems (GIS)
- Mainframe, System & Server Administration
- Network & Voice Services
- Public Safety Communications Network
- Security Operations & Access Control
- Services Engagement

David McCurdy
Chief Technology Officer

Theresa Szczurek, Ph.D.
Chief Information Officer & Executive Director

William Chumley
Chief Customer Officer

- Agency IT Directors
- Business Relationships
- IT Agency Roadmaps & Service Level Commitments
- IT EcoSystem & Customer Service Portal
- Major Incident & Change Management
- Project Management & Business Portfolio Alignment
- Service Desk

- Budget Office
- Contracts & Compliance
- Controller
- Financial Planning & Operations
- Procurement
- Vendor Services

Laura Calder
Interim Chief Financial Officer

Executive Leadership Team

Bob Nogueira
Chief People Officer

- Benefits & Compensation
- Employee Relations
- Learning & Development
- Performance Management
- Rewards & Recognition
- Talent Acquisition

- Broadband Community Education & Outreach
- Broadband Federal Funding Enablement
- Broadband State Agency Coordination
- Broadband Strategy, Policy & Advocacy
- OIT Asset Management
- OIT Legislative Affairs & Policy
- OIT Organizational Strategy
- OIT Process Improvement

Anthony Neal-Graves
Executive Director
Colorado Broadband Office

Deborah Blyth
Chief Information Security Officer

- Security Risk & Compliance
- Security Governance
- Security Architecture Planning & Review

Brandi Simmons
Chief Communications Officer & Public Information Officer

- Customer Communications
- Digital Media
- Health IT Communications
- Industry Relationships
- Internal Communications
- Marketing & Branding
- Media Relations

COLORADO

Governor's Office of Information Technology

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