Agenda

- HB 17-1361 IT Evaluation Status Report (*BerryDunn*)
- HB18-1421 Assessment of Major IT Procurement
- SB 19-251 Status Report (*Implementation of BerryDunn Recommendations*)
- OIT Playbook

HB 17-1361 Summary of IT Assessment

52 Recommendations in 11 areas:
- 25 Implemented
- 26 Partially implemented and on track
- 1 Not Agreed

Notes:
*BerryDunn* assessment of IT

On the following status update slides:
- Blue column means complete/implemented
- White or green column means on track
- Pink column on hold
HB 17-1361 Recommendation Status

Management of IT HR  
- DPA completed the system maintenance study for these positions and communicated the final JEL in July 2019
  - 4 of 4 complete as of July 2019
  - 2 of 8 complete

Management and Tracking of IT Assets  
- RFP completed
  - 3 of 4 complete

Savings and Efficiencies  
- Vendor selected
  - 1 of 1 complete as of September 2019

Technology Billing  
- Cost Benefit Analyses and Business Outcomes added to project milestones
  - 5 of 5 complete as of August 2019
  - 1 of 5 on track for July 2020

Technology Strategy & Use of Third Parties  
- Pilot is on schedule for July 2020 deployment
  - 1 of 1 complete as of September 2019

Cloud Strategy & Use of Third Parties  
- Timeline has been established
  - 5 of 5 complete as of August 2019

IT project Evaluation  
- Collaborated with SIPA and updated Cloud Policy
  - PMO templates updated and published

Governor's Office clarified ITD roles and statewide steering committee

4 of 4 complete as of August 2019

October 25, 2019

HB 18-1421 Summary of IT Procurement

21 recommendations in 9 areas:
- 16 Completed
- 5 Partially Implemented and on track

Notes:
- BerryDunn assessed Major IT Procurement practices

October 25, 2019
HB 18-1421 Recommendation Status

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>OSPB instructions have been modified to meet this recommendation</td>
<td>Policy 200-01 updated and approved</td>
<td>Policy 200-03 updated and approved</td>
<td>Risk assessment process and documentation updated and approved</td>
<td>Formal communication from CTO and CCO on Project Manager roles and responsibilities</td>
</tr>
<tr>
<td>Process modified</td>
<td>4 of 4 complete as of August 2019</td>
<td>1 of 1 complete as of August 2019</td>
<td>5 of 5 complete as of August 2019</td>
<td>1 of 1 complete as of August 2019</td>
</tr>
</tbody>
</table>

October 25, 2019

HB 18-1421 Recommendation Status

<table>
<thead>
<tr>
<th>Appropriate Qualified Project Manager</th>
<th>RFP Process</th>
<th>Policy Review and Enforcement</th>
<th>Decommission Legacy Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process updated and hiring aligned to recommendation</td>
<td>Documentation and process updated and approved</td>
<td>Policies 200-01 and 200-03 align with this recommendation</td>
<td>Documentation and metrics updated and included in JTC reporting</td>
</tr>
<tr>
<td>1 of 1 complete as of August 2019</td>
<td>1 of 1 complete as of August 2019</td>
<td>1 of 1 complete as of August 2019</td>
<td>1 of 1 complete as of August 2019</td>
</tr>
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October 25, 2019

COLORADO
Governor's Office of Information Technology

SB 19-251 Summary

5 Recommendations:
- 1 completed (Change Management Plan)
- 4 in progress and on track

Notes:
Based upon BerryDunn recommendations, this legislation funds studies and clarifies process outcomes to achieve improvements

SB19-251 Status Report
William Chumley, Chief Customer Officer

October 25, 2019
### SB 19-251 Outcomes

<table>
<thead>
<tr>
<th>External Vendors</th>
<th>Communication and Stakeholder Management Plan</th>
<th>Customer User Group and Annual Feedback</th>
<th>Transferring Information Technology Assets</th>
<th>Change Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Created Strategy Office</td>
<td>Created Business Architect</td>
<td>Policy drafted</td>
<td>Process updated</td>
<td>FY2019-20 Playbook</td>
</tr>
<tr>
<td>Initial draft of Plan completed</td>
<td>On track for July 2020</td>
<td>Vendor selection underway</td>
<td>On track to deliver report by December 1, 2019</td>
<td>OSPB Budget Instructions Included this requirement</td>
</tr>
</tbody>
</table>

October 23, 2019

### OIT Playbook
- Strategic roadmap for the fiscal year (since 2011)
  - Focus on our goals and initiatives
  - Allow employees, customers, and vendors to understand our priorities
- Input from employees, customers, and the Governor’s Office
- Publicly available on our website (oit.state.co.us/about/playbook)

October 23, 2019

### Guided by Governor Polis
- Direction
  - Be Bold
  - Be Consistent
  - No Unforced Errors
  - Be Joyous

October 23, 2019
### 4-Stage 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?

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### OIT Impact by the Numbers

- ~1,000 employees in 71 locations
- Serve more than 31,000 state employees in 3,100 locations across the state
- Support more than 1,000 applications
- ~300 IT projects in flight at any time
- Resolve 336,000 Service Desk tickets annually
- Detect ~8.4 million security events daily

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### Assess Progress - FY19 Accomplishments

- **RUN - Infrastructure & Operations**
  - Resolved service tickets at 98% customer satisfaction and first call resolution at 93%
  - Adopted public cloud utilization, moving >243 servers and avoiding multimillion dollar refresh

- **MODERNIZE - Projects & Applications**
  - Completed 135 agency projects (e.g., EHR for CDHS Division of Youth Services)

- **TRANSFORM - Emerging Technology**
  - Achieved broadband internet access for 86% of rural households

- **SECURE - Cybersecurity**
  - Recovered CDOT systems attacked by ransomware to 80% in four weeks due to strong backups and network segmentation

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**Find Passion**

**MISSION:**
Together we enhance the lives of ALL Coloradans.

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

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**Core Values**

**SERVICE**
We serve others with care, honesty, and respect. We listen to understand the needs of our fellow team members, partners, customers, and constituents, and then meet those expectations. We are committed to serving people in every Colorado.

**INTEGRITY**
We do the right thing in the right way. We communicate with openness, honesty, and authenticity, and we are accountable for our actions. We treat our staff with respect and fairness in an ethical code. We are a place of trust in the community in which we live and work.

**TEAMWORK**
We support team communication. Working in an environment that fosters innovation, creativity, and success. We strive to empower our employees and leaders in our ethical code. We are the embodiment of the community in which we live and work.

**RESPECT**
We respect people for who they are, encourage, learn, and support. We respect those with different roles and statuses around us. We embrace diversity and unique contributions that foster success and continuous growth. We are committed to fostering a positive and caring environment where everyone is respected and valued for their potential.

**INNOVATION**
We embrace new ideas, new ways of working, and new technologies. We are passionate about continually innovating our work processes and ways of thinking, doing, and achieving in order to be the best we can be.

**COURAGE**
We take up the role of courage and innovation. We take on the challenge of being the best we can be and continuously ask, "How can we do this better?" Then we take action and make a difference through our passion and hard work.

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**4-Stage 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?

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**Align with Purpose**

**Wildly Important Passionate Purpose (WIPP):**

CUSTOMER DELIGHT
Pursue Purpose: OIT Assessments

- WIG 1: assess our scope, capacity, and funding to improve efficiency, increase transparency, and deepen customer delight
- Evaluated our organization using:
  - Views of our customers and other stakeholders
  - Feedback from our employees
  - Independent third parties
- Identified six improvement opportunities

WIG 1: Six Opportunities for Improvement

1. **Process**
   OIT and customers need to consistently adhere to defined product, project, and service life cycle processes.

2. **Ownership**
   IT governance between OIT and customers must be better defined to reduce confusion and friction between organizations.

3. **Resource Management**
   OIT resource management process needs increased rigor to ensure reasonable employee workload while delivering on-time and on-budget for our customers.

4. **Customer Alignment**
   Allocate dedicated resources for strategic customer projects and initiatives to ensure mutual accountability and clear role alignment.

5. **Clarity**
   OIT internal roles, responsibilities, accountability, and hand-offs require better definition to improve org efficiency and customer relationships.

6. **Investment Priority**
   Aligned with the state IT strategy, define the process for funding OIT's customer priorities to improve transparency.
**WIG 1: Organizational Alignment Benefits**

Helps us to:
- create clear customer expectations
- act more nimbly
- be more accountable to each other and our customers
- improve alignment to customers
- enhance solution and service delivery success with “resource need” planning and commitment (demand & resource management)

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**WIG 1: Chief Operations Office**

Reporting to Chief Information Officer, the Chief Operations Office includes:
- Human Resources
- Finance
- Legislative Liaison

- **EFFICIENCY**
  - Aligns key business functions of finance and human resources in one organization

- **CUSTOMER DELIGHT**
  - Aligns the legislative liaison with finance to partner on the annual budget - a critical component in legislative engagement

Plus...
- **BEST PRACTICE**: This structure is consistent with many large public and private organizations

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**WIG 1: Chief Strategy Office**

Reporting to Chief Information Officer, the Chief Strategy Officer role includes:
- Strategy
- Communications / Branding
- Business Architecture (new role)
- Product Management (new role)

- **EFFICIENCY**
  - Brings strategy, product management, and communications together for better stakeholder alignment

- **TRANSPARENCY**
  - Business Architect clarifies who we are and how we work within OIT and with our customers

- **CUSTOMER DELIGHT**
  - Clarifies product offerings to improve customer expectations and understanding of OIT
  - Defines, communicates, and manages OIT's value proposition to our customers through our product offerings

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**WIG 1: OIT Board & Executive Staff**

To support the new organizational structure and direct reporting relationships to CIO & Executive Director Theresa Szczurek, the executive team will be comprised as follows:

**OIT Board**
- Chief Information Officer - Theresa Szczurek
- Chief Customer Officer - William Chumley
- Chief Technology Officer - VACANT (Interim - Dan Santangelo)
- Chief Information Security Officer - DeBbi Blyth
- Executive Director - Broadband Office - Tony Neal-Graves
- Chief Operations Officer - Tony Neal-Graves
- Chief Strategy Officer - VACANT (Interim - Tony Neal-Graves)

**OIT Executive Staff (OIT Board plus the following leaders)**
- Chief People Officer - Bob Nogueira
- Chief Financial Officer - Laura Calder
- Chief Communications Officer - Brandi Simmons
- Legislative Liaison - VACANT (Interim - Michael McReynolds)

The OIT Executive Staff is the group that runs the organization. The acronym "ELT" has been retired.
Exciting - Colorado Digital Service

colorado.gov/digitalservice

- Attract IT experts from diverse backgrounds to do a “tour of service”
- One- to two-year terms
- Approximately four employees to start
- Augment OIT’s top priority work

WIG 1: Increase efficiency, transparency, and customer satisfaction

- Strategy 1: Assess OIT’s scope, capacity and funding to improve efficiency, transparency and customer satisfaction
- Strategy 2: Develop and fully implement a Strategic Workforce Alignment Plan
- Strategy 3: Establish a ‘project value and performance’ measure baseline that addresses meeting the customer schedules, business outcomes and budget expectations

WIG 1: Increase Efficiency

Colorado Benefits Management System

Phase I:
- First state to move entire eligibility system to the cloud, making it more secure and adaptable

Phase II:
- Reduced lines of code from 7.5M to 700,000
- Saved $7.5M in estimated costs to replace legacy equipment

WIG 1: Customer Satisfaction

Customer Relationship Management

- Customer User Group - identifying best practices across agencies, sharing value from IT, partnering and building mutual teamwork & understanding
- Quarterly Business Reviews - OIT and agency leadership meet at minimum quarterly to review strategic items and successes and other challenges
- Project Metrics - shifting to identify project outcomes and metrics to highlight key business improvements and not just on time and on budget
- Customer Experience - improving consistency of customer experience of OIT through five year roadmaps, monthly agency prioritization and project updates, driving business ownership of all things IT
WIG 1: Projects

135 Projects Completed: 1/01/19 through 10/23/19

Case Study: DOC Parole Calendar System

Description: Scheduling a hearing involves numerous logistics such as location, identification of all parties required to attend, and the Community Parole Officer in charge of transportation.

Process: DOC and OIT collaborating using Agile and joint scrum team

Result: Product was exactly what the customer wanted and was delivered five weeks earlier than the estimated completion date.

Feedback from Andrea Clark, State Board of Parole: "(The product) is amazing! It makes my life ridiculously better. I estimate it cuts my time on scheduling by 30%.”

Feedback from Tammy Murphy, State Board of Parole: “We are very happy with the finished product and can't thank you all enough!!! You chose the perfect team for this project, they were incredibly knowledgeable, engaged, and thorough!”

WIG 2: Ensure a Secure Colorado

- Strategy 1: Enhance the statewide security plan by identifying strengths and vulnerabilities, making necessary modifications, and implementing recommended security controls
- Strategy 2: Improve McAfee Compliance score
- Strategy 3: Improve BitSight rating
- Strategy 4: Remediate audit findings

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.

https://dashboard.state.co.us/departments.htm
**WIG 2: Secure Colorado**

*Catering an emergency*

If there is a playbook for bouncing back from a ransomware incident, it might resemble the one the Colorado Office of Information Technology developed last year when that state's transportation agency had its own run-in with the SamSam virus.

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**Security Program in Place**

<table>
<thead>
<tr>
<th>Colorado CDOT: SamSam February 2018</th>
<th>Inconsistent or Non-Existent Security Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.7 million total cost</td>
<td>$17 million+ total cost</td>
</tr>
<tr>
<td>&lt; 8 weeks recovering</td>
<td>&gt; 6 months recovering</td>
</tr>
<tr>
<td>4 weeks offline</td>
<td>&gt; 3 months offline for ⅔ of the services</td>
</tr>
<tr>
<td>No production data loss</td>
<td>Significant data loss including 10 years of</td>
</tr>
<tr>
<td>No resident impact</td>
<td>public safety data</td>
</tr>
<tr>
<td></td>
<td>Resident impact for up to 6 million people</td>
</tr>
</tbody>
</table>

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**WIG 2: Keeping Colorado Secure**

**WIG 2: More Ways We Secure Colorado**

- Enterprise firewall migration
- Two-Factor Authentication
- Principle of least privilege and better controls for privileged accounts
- Enhanced network visibility and detection of security events
- Advanced email protection
- Cloud governance and data protection

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**FY20 WIGS**

*Wildly Important Goals*

1. **WIG 1**
   - Increase OIT's organizational efficiency, transparency, and customer satisfaction.
2. **WIG 2**
   - Ensure a Secure Colorado by evaluating and improving statewide cybersecurity practices.
3. **WIG 3**
   - Expand virtual access to government services anytime and anywhere.

[https://dashboard.state.co.us/departmenis.htm](https://dashboard.state.co.us/departmenis.htm)
**WIG3: Expand Virtual Access**

- **Strategy 1:** Rollout of Release 1 of the "mycolorado" mobile app to include digital REAL ID and other capabilities
- **Strategy 2:** Increase broadband access for rural households from 83% to 92%
- **Strategy 3:** Develop and implement phase one of a Digital Transformation Plan that encompasses emerging technologies, system modernization efforts and multi-modal unified collaboration strategies to enhance the experience of OIT customers and Coloradans
- **Strategy 4:** Identify outdated legacy applications and update at least 5 systems to modern standards

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**SI-1: Virtual Access via myColorado**

- State government services anytime, anywhere
- Official State of Colorado mobile app
- Available for iPhones and Android devices
- Renew a Colorado driver license
- Working on adding new services and functionality like Digital ID (stay tuned)

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**SI-2: Increase Broadband Access**

"Broadband is no longer a luxury, but a necessity. Affordable and reliable broadband is critical to educating our youth, providing quality health care, and keeping our residents safe."

*Gov. Polis, May 14, 2019*

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**SI-2: Expand Broadband Across Colorado**

- Increased rural broadband access to 86%
- 96% of all Colorado households have broadband access
- Increased broadband connectivity in Colorado schools by 4%
SI-3: Advance Digital Transformation

- Develop and implement a transformation plan
- Increase virtual access and use of emerging technologies:
  - Reduce costs
  - Improve consistency and efficiency
  - Lower energy consumption

SI-4: Develop Incubator of Innovation

Goal:
One pilot innovation project with agency partner with a case study

Chatbots / Voicebots:
- PEAK: Implemented in August 2019 for 24x7 online technical assistance (beta version) of CBMS
- Considering how to enhance OIT’s Service Desk

Example: Advance Blockchain Technologies

Governor Polis’ Vision:
“To establish Colorado as a national hub for blockchain innovation in businesses and government.”

- Blockchain Council (passed Secure Token act)
  - [https://chooselocalcolorado.com/blockchain/](https://chooselocalcolorado.com/blockchain/)
- Hired Blockchain Architect
- Trained and certified 16 Blockchain Developers
- Create a reference architecture
- Identify use cases and conduct proof of concepts

Questions?