



# Joint Rule 25 Budget Hearing for the Governor's Office of Information Technology (OIT)

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and  
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# Agenda

- ✓ OIT Strategic Planning Process
- ✓ Key Performance Measures
- ✓ Top OIT Initiatives
- ✓ OIT 2012 Legislative Agenda
- ✓ Q&A



# Galbraith Star Model™

## Strategy

Strategy specifies the goals and objectives as well as the values and missions to be pursued.

## People

People policies build the organizational capabilities to meet the strategic direction.

## Rewards

Rewards align the goals of the employee with the goals of the organization.

## Structure

Structure determines the placement of power and authority in an organization.

## Process

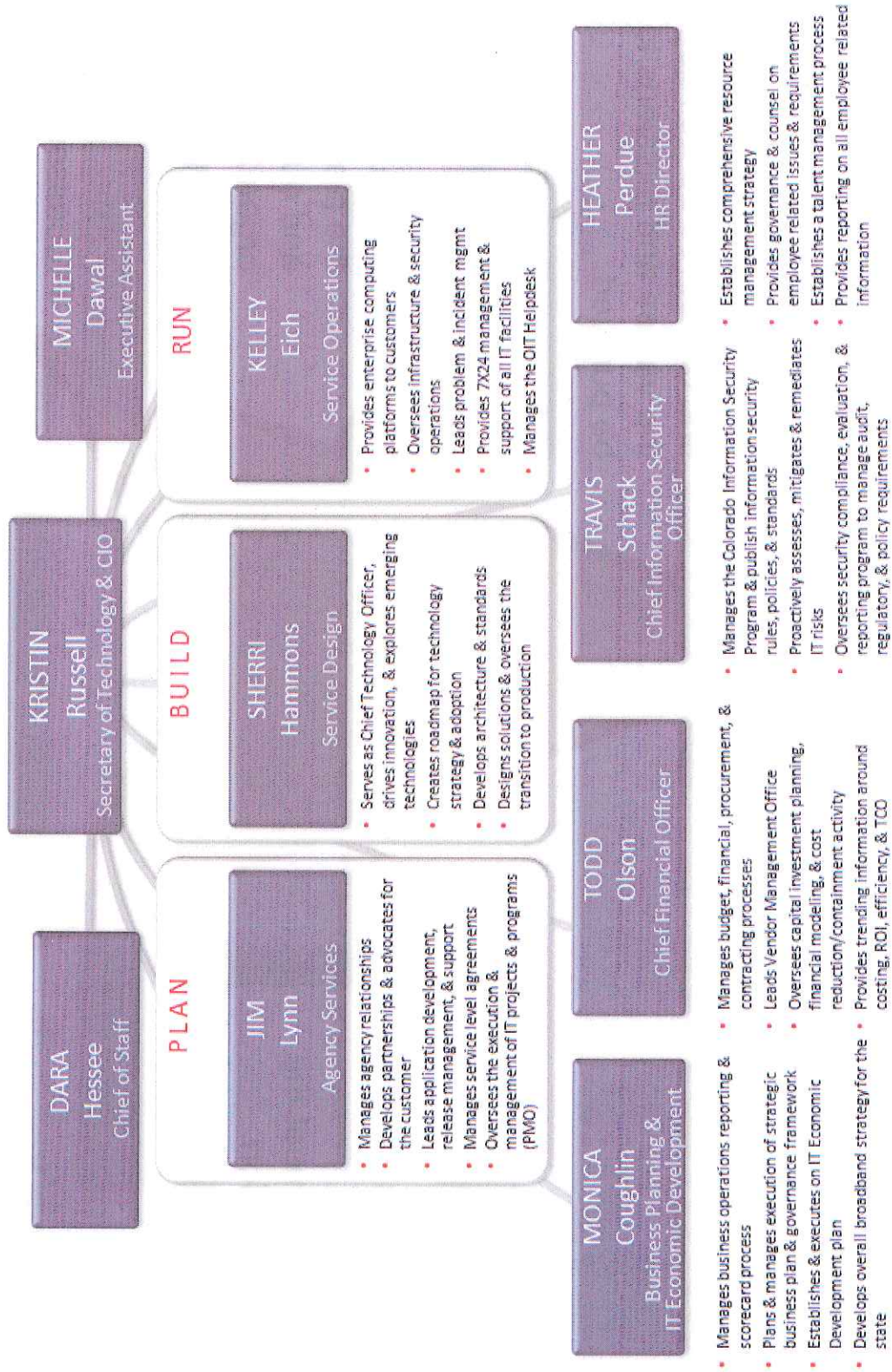
Processes depict the flow of information through an organization. If structure is the skeleton, processes are the physiology or functioning.

The Star Model drives the behaviors of an organization which then translate to culture and performance.





# Strategic Functional Alignment







# OIT Value Proposition & Top

## Priorities

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

<p><b>CUSTOMER SUCCESS</b></p> <p>We will enable our customers, the state agencies and departments who serve all Coloradans, to be national leaders. We will honor our commitments, provide reliable and high quality services, communicate openly and be a trusted advisor in helping our customers solve their toughest problems.</p>  <p><b>PEOPLE</b></p> <p>People are the foundation of our success. We will attract, develop and retain the best talent for OIT by fostering a culture of empowerment, performance and mutual respect.</p>	<p><b>INNOVATION</b></p> <p>We will provide strategic solutions using emerging technologies that align with the business needs and deliver long-term value for the state and its citizens.</p>  <p><b>SERVICE EXCELLENCE</b></p> <p>We will deliver timely, secure, agile, cost effective, sustainable, high quality IT services that meet and exceed business requirements.</p>	<p><b>INFORMATION SECURITY</b></p> <p>We will protect the confidentiality, integrity, and availability of state information and citizen data. We will be compliant with all federal and state policies and auditory requirements.</p>  <p><b>TRUSTED PARTNERSHIPS</b></p> <p>We will cultivate and strengthen existing partner relationships and develop new partnerships necessary for successful service delivery.</p>
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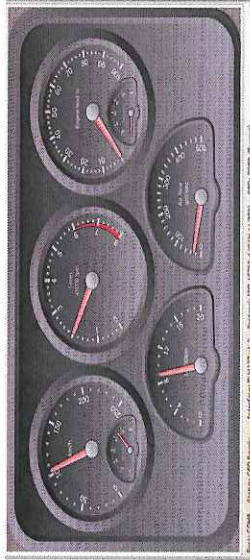
# Business Planning Cycle

Strategy Development

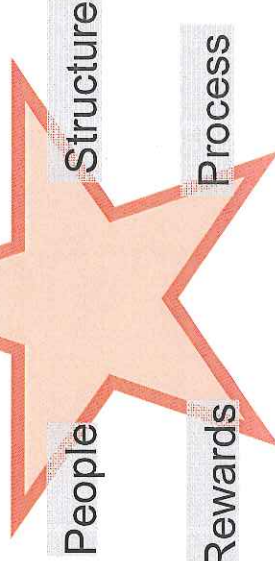
**Priorities**

- CUSTOMER SUCCESS**  
Focus on the customer. Identify their needs and expectations. Deliver on those needs and expectations. Build trust and loyalty. Increase customer satisfaction and retention. (Strategic Initiative: Customer Success Program)
- INNOVATION**  
Invest in research and development. Explore new technologies and business models. Stay ahead of the competition. (Strategic Initiative: Innovation Fund)
- INFORMATION SECURITY**  
Protect the confidentiality, integrity, and availability of information. (Strategic Initiative: Information Security Program)
- TRUSTED PARTNERSHIPS**  
Build relationships and partnerships. Collaborate with other agencies and industry partners. (Strategic Initiative: Trusted Partnerships Program)
- SERVICE EXCELLENCE**  
Deliver high-quality services. Meet or exceed customer expectations. (Strategic Initiative: Service Excellence Program)

Goal & Measure



**Galbraith Star Model™**  
Strategy



Define Initiatives



Budget Planning

Above \$  
Below



# OIT FY12 Playbook



- Value Proposition
- Priorities
- Current & Future State for Each Priority
- FY12 Initiatives with Quarterly Targets
- Call to Action

Governor's Office of  
Information Technology  
FY12 Playbook

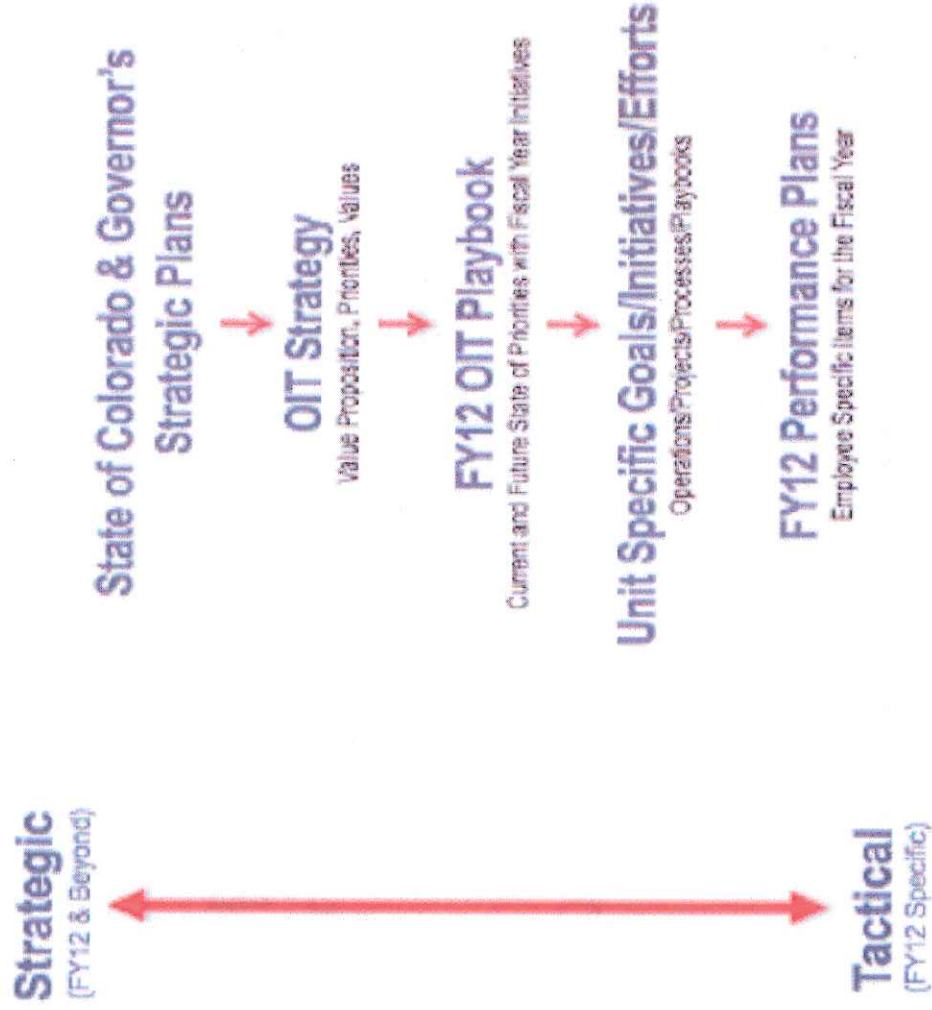






# Strategic Planning

*How Does It All Fit Together?*







# OIT Playbook – Q1 Update

**Innovation**  
NEW 2

4  
5

**Customer Success**

1  
1  
4

**Information Security**

4  
4  
1

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**People**  
NEW 2

3  
3  
3

**Service Excellence**

1  
8  
2  
3

1  
N/A

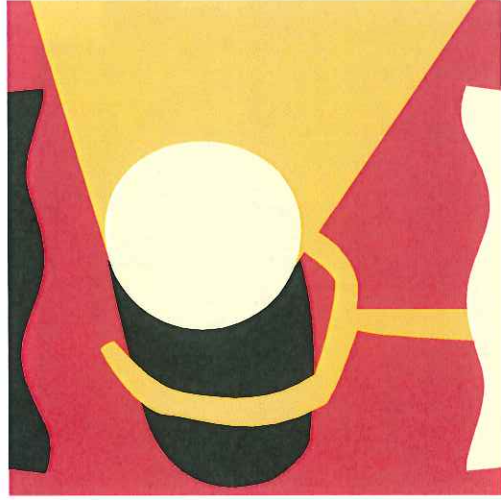
**Trusted Partnerships**

2  
2  
1



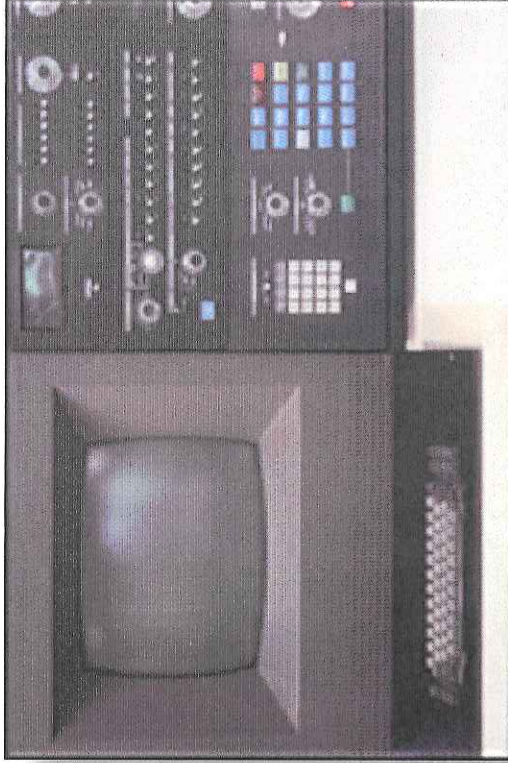


# Spotlight on Top Budget-Related Initiatives



- COFRS Modernization
- Data Center Consolidation
- IT Storefront

# COFRS Modernization



- Current system 20 yrs old and at end of life
- Imminent risk of failure
- Outdated and inefficient
- Inability to meet statutory requirements
- New cloud-based system cost: \$42M (over 5 yrs); \$92M (over 10 yrs)

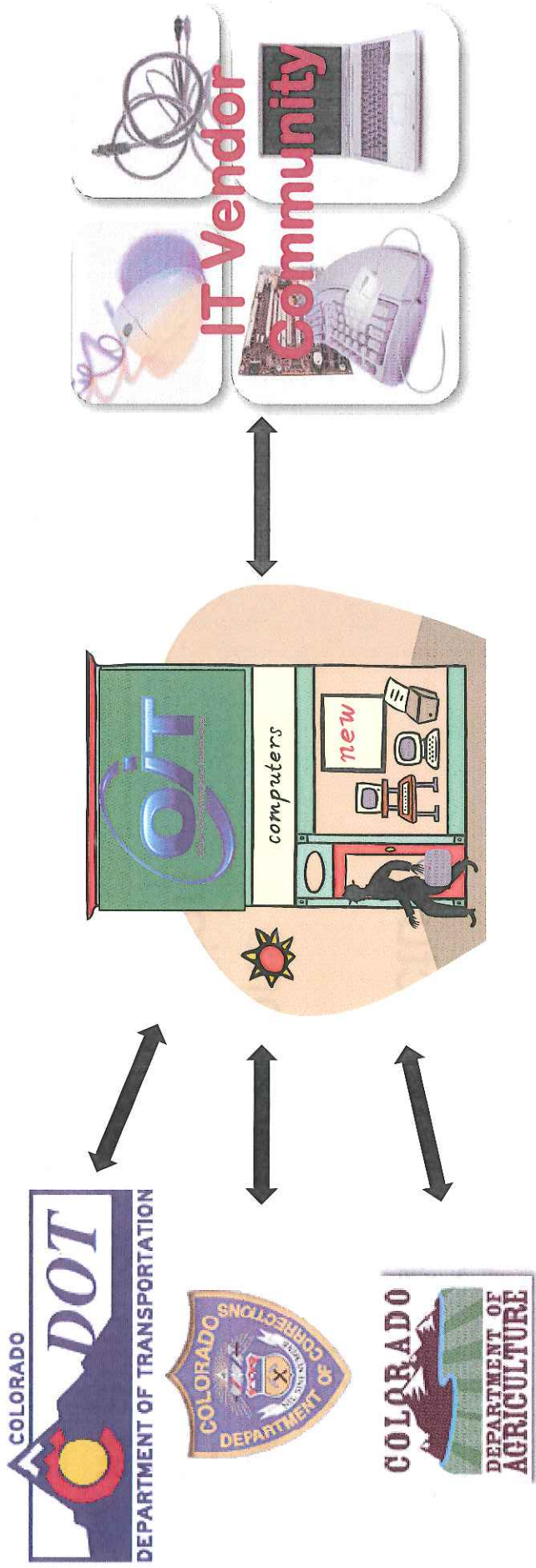


# Data Center Consolidation

- Finalize Migration Strategy
- Upgrade infrastructure at primary and secondary locations
- Estimated \$1.5 million in annual savings
- Reduce data center footprint (sq. ft.) by 80%



# OIT as the IT Storefront



**Benefits:**

- Estimated \$5 million in Additional Savings
- Standardization of IT Platforms
- Full consideration of Asset Lifecycle – Sustainability, Security, Disaster Recovery
- Asset Management (hardware, software licensing, maintenance)
- Economies of Scale





# OIT 2012 Legislative Agenda

- **Critical Requirements for CO State IT Projects →**  
Ensure the sustainability of IT systems by requiring that project plans include the critical components (e.g., project management, information security, ongoing support) that will result in project and system success. Also, give agencies the option of using OIT to perform IT work funded through capital construction dollars when the cost and quality of using OIT is better than external resources.  
*[Representative Murray & Senator Bacon]*
- **Extend Ability to Amend Existing IT Contracts → Gain**  
additional operational efficiencies and financial savings by extending OIT's ability to leverage agency-level contracts for the enterprise (as granted by SB10-032) for another two years. *[Joint Budget Committee]*
- **OIT Broadband Responsibility →** Add broadband oversight and coverage goals to OIT's governing statutes, centralizing the authority and accountability for State-level broadband activity under a single entity. *[Sponsors TBD]*



# Questions?





# Appendix



# Key Performance Metrics

Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
Cost Savings & Cost Avoidance	\$3.25 million	\$1.75 million	<span style="color: green;">●</span>	<span style="color: green;">↑</span>

This metric will track savings and cost avoidance achieved as a result of consolidation and other initiatives and seeks to identify and define measurable outcomes related to the benefits of consolidation. The data reported will focus on professional services and operating expenses and does not consider the impact of ongoing base personal services reductions. Data is tracked on a monthly basis and the current actual is \$1.75 million year to date.

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Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
Procurement - # of Days to Process a Purchase Order	<10 business days	15 business days	<span style="color: red;">●</span>	<span style="color: green;">↓</span>

This metric measures the average number of business days from the initiation of an internal IT procurement request to final purchase order issuance date. The metric is tracked on a monthly basis.





# Key Performance Metrics (cont.)

Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
<i>Contracting - # of days to complete contract</i>	<45 business days	29 business days	●	↓



This metric measures the average number of business days from the solicitation award or internal procurement request to final contract execution. The metric is tracked on a monthly basis.

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Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
<i>% of Participation at All Hands &amp; All Managers Meetings</i>	80%	80%	●	↓



This measure ensures regular and effective communication, improves collective performance, strengthens brand awareness, increases staff morale and motivation, develops key skills, and creates a forum for open dialogue. Data is based on the total percentage of participation at quarterly All Hands and All Managers meetings.

## Key Performance Metrics (cont.)

Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
<i>First Contact Resolution</i>	60%	67%		

This metric assesses the percentage of customers' issues that are resolved within the first point of contact. Data is tracked on a monthly basis.

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Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
<i>Mean Time to Total Resolution</i>	90%	92%		

This measure calculates the average resolution time of service requests that were closed within the given period that aligns with the priority of the request. Data is currently being captured for the eight largest departments and OIT headquarters with priority 1 targeted at <four hours, priority 2 at <24 hours, and priority 3 at <two weeks. Data is tracked on a monthly basis.





# Key Performance Metrics (cont.)

Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
<i>Project Health Index for Major IT Projects</i>	90%	95%	●	↑

This metric uses as its basis the OIT Standard Project Health Status and is based on six standard criteria (scope, resources, budget, risk, schedule, and deliverables). This is intended to measure the average overall health of Executive Governance Committee (EGC) technology projects. Data is tracked on a monthly basis.

Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
<i>Application/System Availability</i>	99.50%	99.56%	●	↓

This metric measures the overall application availability percentage (excluding planned downtime) for critical and essential systems and business applications. This was defined as the most relevant measure of service delivery success by OIT customers in FY 2010-11. Data is tracked on a monthly basis.

Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
<i>Percentage of Security Awareness Trainings Completed</i>	95%	95%	●	↔

This measure identifies the percentage of state employees who complete the required annual statewide security awareness training. Data is tracked on an annual basis.



# Key Performance Metrics (cont.)

Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
Broadband Availability % by Households*	94%	92.81%	<span style="color: red;">●</span>	<span style="color: red;">↓</span>

This metric tracks the household broadband availability percentage (wireline & fixed wireless) across Colorado (where broadband is defined as 3 Mbps down and 1 Mbps up). The objective is to understand the current broadband landscape in Colorado and how we are improving. Data is tracked biannually. Note that this metric is currently based on provider-reported data.

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Performance Measure	Target	Actual (as of Jan 2012)	Status	Trend
Rural Broadband Availability % by Households*	90%	88.73%	<span style="color: red;">●</span>	<span style="color: green;">↑</span>

This metric is similar to the one above and is focused on broadband availability in rural areas only. Data is tracked biannually, and this metric is currently based on provider-reported data as well.

*\*It should be noted that while OIT is working to spur broadband deployment through a variety of activities (e.g., empowering local communities, coordinating broadband efforts, etc.), we are not engaged in or funded for actual infrastructure build-out. Therefore, the above broadband-related performance measures are primarily tracking metrics that we aim to influence through indirect means.*