



COLORADO

**Governor's Office of
Information Technology**

**BerryDunn (HB 17-1361) Evaluation
Status Report
February 2021**



Overview

Status: 52 Recommendations

38 Implemented, 14 on track by July 2021

11 Recommendation Areas:

- A. Management of IT HR
- B. Management of IT Assets
- C. Savings and Efficiencies
- D. Technology Billing
- E. Cloud Storage
- F. IT Project Evaluation
- G. Joint Technology Committee
- H. Citizen Interactions
 - I. Non-Centralized Agencies
- J. Stakeholder Plan
- K. Governance



IT Transformation

- The 2018 BerryDunn report findings presented an opportunity to holistically assess IT operations and service delivery in the State of Colorado.
- While we did not know it at the time, these findings set in motion what is now known as the statewide IT Transformation Program.
- We are reimagining IT in state government and pursuing a programmatic investment in change - together with our agency partners - to increase efficiency, transparency and customer satisfaction.
- The culmination of this effort will transform statewide IT operations and delivery with increased access to secure, virtual government services for Coloradans.





Management of IT HR

Status: 4 of 4 recommendations complete as of July 2019

Summary of Recommendations:

- A. Improve the standards for non-classified positions
- B. Work with the Department of Personnel & Administration (DPA) to create two new classification series: Network/Telecommunications Specialist and Network/Telecommunications Engineer
- C. Work with DPA to update the Customer Support Coordinator classification
- D. Ensure that key performance indicators (KPIs) exist for all OIT positions, classified and non-classified

Summary of Action Taken:

- Completed Job Analysis Process for all positions which is the reference source for all new position descriptions
- DPA completed the System Maintenance Study for the listed positions listed in B and C above and communicated the final Job Evaluation Letter in July 2019
- KPIs are part of all OIT employee performance plans



Management and Tracking of IT Assets

Status: 7 of 8 complete, 1 on track for July 2021

Summary of Recommendations:

- A. Transfer of full financial control to OIT (includes five recommendations)
- B. Create a single source of truth for all technology assets
- C. Create a dedicated fixed asset type for “IT equipment”
- D. Evaluate the three primary data centers for tier ratings and invest appropriate resources to fix any deficiencies that do not align with the service levels of the services that could be provided



Summary of Action Taken:

- SB19-251 required study to look at the impact on the consolidation of assets and study recommended no asset transfer
- OIT is implementing ServiceNow for Configuration Management Database and Asset Management, core technology to support ongoing automated asset management going live in summer of 2021
- Lakewood Data Center Modernization is 80% complete with remainder to be concluded in 2021
- Disaster Recovery (DR) consultant reviewed and updated all DR plans for Critical, Essential and Business Important applications/systems



Savings and Efficiencies

Status: 4 of 4 complete

Summary of Recommendations:

- A. Revise the annual report to separate the costs savings generated through consolidation and implementation of newer technologies from cost avoidance
- B. Work with agencies to conduct a thorough cost benefit analysis of a all significant IT projects
- C. Ensuring that cost savings rationale for all significant IT projects is communicated to agencies
- D. Champion discussions where OIT is given the spending authority to manage technology assets under its control

Summary of Action Taken:

- Cost Benefit Analyses and Business Outcomes added to project milestones
- Touchpoints with the IT budget request process implemented
- Discussions on spending authority at OIT did not get approval to move forward



Technology Billing

Status: 4 of 5 complete, 1 on track for July 2021

Summary of Recommendations:

- A. Purchase all capital IT assets - related to Management of IT Assets above
- B. Simplifying OIT billing - evaluate and reduce number of billing units of measure
- C. Simplifying OIT billing - simplify reports and reduce changes to billing codes
- D. Simplifying OIT billing - make reports consistent from year to year
- E. Simplifying OIT billing - provide agencies with clear lists of their IT assets



Summary of Action Taken:

- Interim Rate Committee created with agencies and Rate Study conducted via a third party; a new and ongoing OIT rates and services board will help support transparency into IT costs and collaborative oversight of OIT rates
- Real-time Billing (RtB) has been created, shadow billing pilot occurring in FY21 with full launch targeted in FY22
- OIT is implementing ServiceNow for Configuration Management Database and Asset Management, core technology to support ongoing automated asset management going live in summer of 2021



Cloud Strategy & Use of Third Parties

Status: 1 of 1 complete as of September 2019

Summary of Recommendations:

- A. Update OIT cloud strategy to reflect significant changes in the adoption, value, and technology of recommended services

Summary of Action Taken:

- Updated infrastructure and cloud plans/policies: completed
- Modernize the Lakewood data center: completing final stages in FY 2021-2022
- Adopt cloud services: ongoing
- Prepare cloud migration candidacy: ongoing research initiative/as defined per the cloud first strategy
- Renegotiate and renew the eFORT lease: confidential negotiation in progress - OIT submitted the estimated lease reduction amounts to the JBC in a decision item
- Migrate workloads from the leased eFORT data center to state-owned Lakewood data center and cloud: ongoing efforts (1-5 years)



IT Project Evaluation

Status: 5 of 5 complete as of August 2019

Summary of Recommendations:

- A. Include the OIT IT Directors in agency strategic planning activities
- B. Regular meetings between OIT and agencies that garner feedback on OIT service
- C. Clear definition of what constitutes a technology project versus what is considered a business project
- D. Publicizing success stories of cost savings and efficiencies attributable to the OIT evaluation, prioritization, and selection process.
- E. OIT Executive Leadership team meet with agency senior leadership regularly



Summary of Action Taken:

- Bolstered and clarified the role of IT Directors
- OIT executives meet with agencies on a quarterly basis
- Launched ITT projects focused on improving IT strategic planning, and improving statewide IT governance and collaboration on IT strategy and planning



Joint Technology Committee

Status: 4 of 4 complete as of August 2019

Summary of Recommendations:

- A. Clarify the definition of project manager in state statute to align with the industry definition
- B. Ensure agency participation in both the creation of the OIT quarterly status reports and the delivery of the quarterly status reports to the JTC
- C. Update the “Project Overview Section” of the one-page dashboard
- D. New health indicator called “Stakeholder and policy alignment” added to dashboard



Summary of Action Taken:

- Currently updating OIT statute and supporting definitions to be more clear and modern
- Project Dashboard was updated in 2019; it was updated again and went live in February 2021 using the Tableau platform



Citizen Interaction

Status: 2 of 3 complete, 1 on track for March 2021

Summary of Recommendations:

- A. Working with state agencies and SIPA to commission the formation of a multi-stakeholder council to focus on citizen engagement and digital government experience
- B. Implement a statewide strategy and plan, to coordinate, plan, and prioritize citizen and business engagement through IT across the enterprise
- C. Revise Section 24-37.5-105(3)(b), C.R.S., to define a role that aligns with OIT's authority, financial and HR capacity (OIT disagreed with this recommendation in 2017; however, under new leadership this will now be included in the OIT statute rewrite)



Summary of Action Taken:

- Original statute required the use of vendor to develop the plan for digital government; in light of COVID-19 related budget cuts, the work was in sourced and is being completed through the Governor's Office *Reimagine Government* program/ITT project focused on digital government
- Currently updating OIT statute and supporting definitions to be more clear and modern



Non-Centralized Agencies

Status: 1 of 2 complete, 1 on track for July 2021

Summary of Recommendations:

- A. Developing and executing service level commitments (SLCs) for non-centralized agencies
- B. Assigning an existing manager within OIT to be the single point of escalation for all non-centralized agencies to assist in managing the customer relationship

Summary of Action Taken:

- The SLCs (now called SLAs) are developed and being finalized with the respective organizations
- OIT has an assigned IT Director to non-centralized agencies
- OIT holds quarterly meetings with non-centralized agencies IT Directors and commensurate roles
- Non-centralized agencies are included in the monthly OIT User Group meetings



Stakeholder Plan

Status: 3 of 13 complete, 10 on track for July 2021

Summary of Recommendations:

- A. Improve low levels of consumer satisfaction by focusing and improving communications to all customers
- B. Develop a comprehensive communications and stakeholder management plan



Summary of Action Taken:

- Customer satisfaction levels are improving - currently some of the highest to date; OIT was highly effective in supporting the pandemic response and the transition to remote work
- Development of formal stakeholder engagement and communications plan delayed due to COVID-19 activities; now wrapped into ITT and requested deliverables will be complete before July 2021
- Currently making critical investments in communications resourcing
- Customer User Group created in March 2019 crossing agencies and non-centralized stakeholders
- Formal updates from the CIO occur regularly; IT Directors inform agencies regularly of any other OIT changes affecting them



Governance

Status: 3 of 3 complete as of July 2019

Summary of Recommendations:

- A. Create a common policy Governing Board
- B. Shift focus from resource consolidation to process consolidation
- C. Annual meeting with representatives from all agencies and OIT leadership



Summary of Action Taken:

- IT Transformation project focused on IT Governance will create a governing board over OIT rates and services and one over strategy and planning supporting increased agency oversight over OIT operations and a locus of collaboration and convening for the purposes of IT strategy development
- IT Transformation has a strong focus on process improvement and have set a goal to prioritize 13 IT Service Management Process areas for improvement