COLORADO
Governor's Office of Information Technology
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Reimaging IT:
Standing Up the IT Transformation Program

Information technology (IT) is an essential component of state government, enabling the delivery of critical services to its residents. Since 2008, the Colorado Governor's Office of Information Technology (OIT) has been the enterprise provider of IT support and services to 17 executive branch agencies. Although organizational alignments naturally occurred over the years, the original service model remained relatively intact. But as technology continued to advance at a staggering pace, so too did our customer needs evolve.

OIT recognized the need to make fundamental changes in the organization's service model. Though we experienced successes along the way, change was slow and agencies had no true accountability for their information technology. Led by the State CIO, the executive staff considered various options to once again transform how IT services would be delivered to state agencies. About that same time, the Governor outlined a vision to build increased agency IT accountability and ownership, collaborative IT governance and oversight, and a more nimble and process-oriented IT organization. This drove the State CIO's office to boldly reimagine IT and pursue a programmatic investment in change. Thus, the statewide IT Transformation Program was born.

Project Narrative

Idea

For context, we need to take a brief journey to the past. Information technology (IT) is an essential component of state government, enabling the delivery of critical services to its residents. Before 2008, Colorado had a longstanding history of decentralized IT oversight, redundant IT software and hardware purchasing, a disjointed approach to infrastructure, and failed IT projects, creating an information technology patchwork that increased the cost of government and put mission-critical systems at risk. A series of studies and assessments concluded the state would be better served by consolidating IT functions, services and support into the Governor's Office of Information Technology (OIT). With the overwhelming passage of SB08-155, OIT became the enterprise provider of IT support and services to 17 executive branch agencies beginning July 1, 2008. In 2017, the Colorado General Assembly passed legislation (HB17-1361) for a third-party assessment to determine whether the 2008 promises of consolidation were being met, and a comprehensive report was presented in 2018. While we did not know it at the time, these findings set in motion what is now known as the IT Transformation Program.

Although organizational alignments occurred over the years, the original service model remained relatively intact. As technology continued to advance at a staggering pace, so too did our customer needs evolve. And it was increasingly clear the processes used in the past were no longer sufficient. Though we experienced successes along the way, change was slow; and because IT was considered a shared responsibility, there was no true accountability. As the State Chief Information Officer and the executive staff considered various options to once again transform how IT services would be delivered to state agencies, Colorado's Governor outlined a vision to build increased agency IT accountability and ownership, collaborative IT governance and oversight, and a more nimble and process-oriented IT organization.

In early 2020, we were at a pivotal moment. If we were to make a real and lasting change, we needed to reimagine IT in state government, make a programmatic investment in change, and begin Thinking Differently about how we work and how we serve. We needed to work together with our agency partners to increase efficiency, transparency and customer satisfaction. We needed to transform our statewide IT operations and delivery with increased access to secure, virtual government services for Coloradans. That is when the state Chief Information Officer and his executive staff got down to the hard but exciting business of reimagining IT and creating the IT Transformation Program.
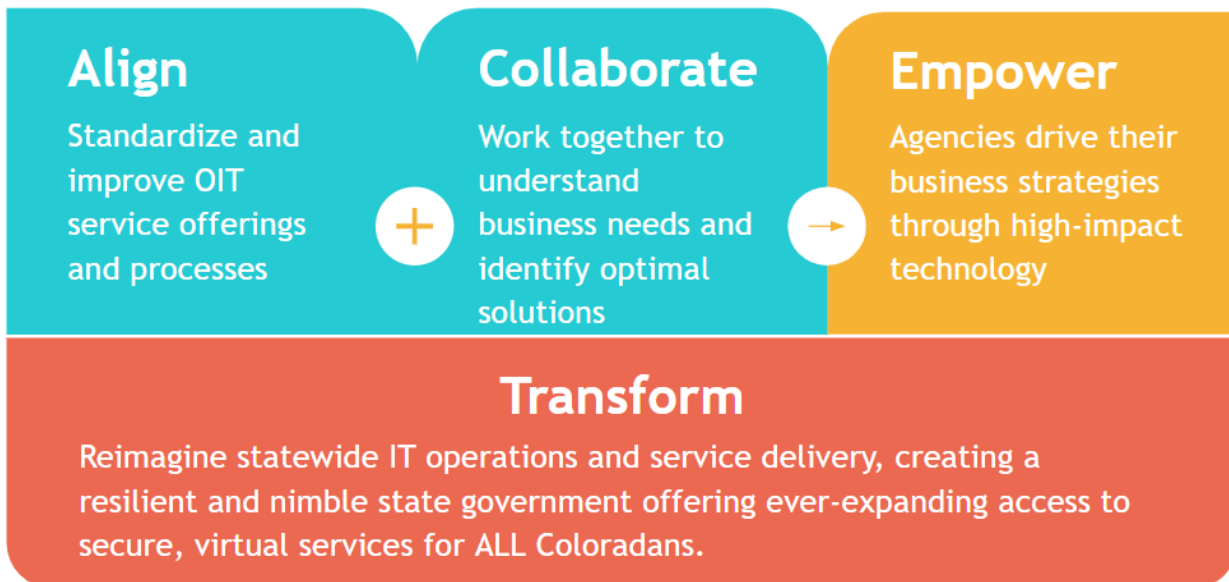
Implementation

In February 2020, OIT began a deep-dive exploration of its past and present, trends in restructuring, and different operating models so that we could develop options to build a resilient and digital state government. Five ideas to accelerate and sustain effective changes in customer

satisfaction, transparency and efficiency were constructed, using consolidated, decentralized and hybrid models. In June 2020, the ideas were presented to the Governor for his consideration, and the model designed to expand agencies' ownership of their information technology and increase their role in the overall strategic direction was selected.
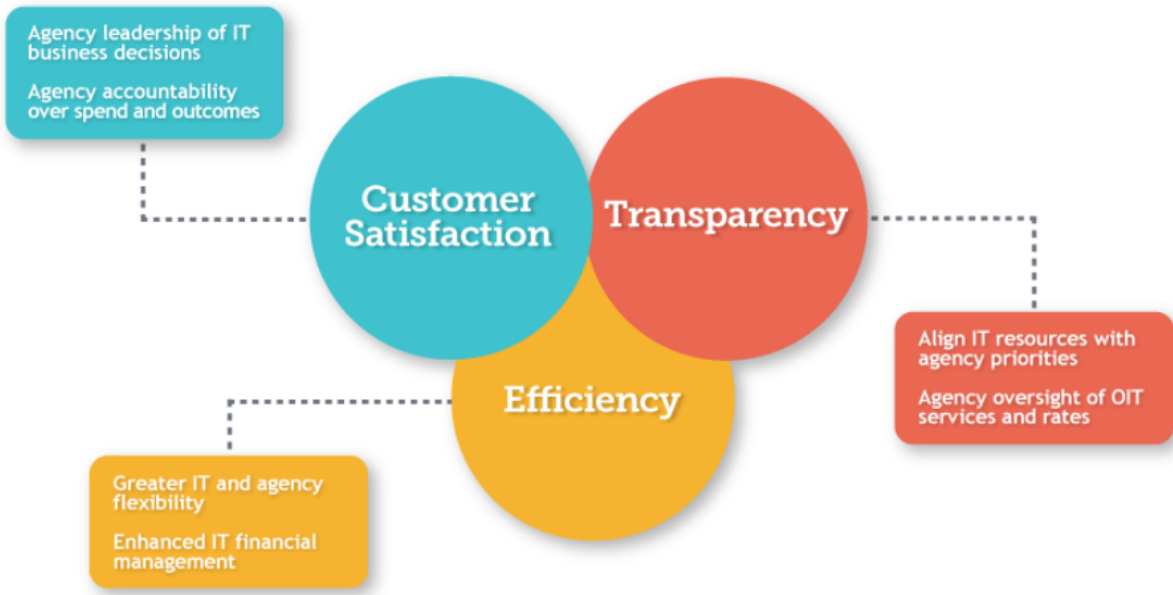
The next step was to create the IT Transformation Office to drive the two-year IT Transformation (ITT) Program and oversee ITT-related projects using a Results Management Office (RMO) approach. The Guiding Principles to standing up the Program were:

Align
Standardize and improve OIT service offerings and processes

Collaborate
Work together to understand business needs and identify optimal solutions

Empower
Agencies drive their business strategies through high-impact technology

Transform
Reimagine statewide IT operations and service delivery, creating a resilient and nimble state government offering ever-expanding access to secure, virtual services for ALL Coloradans.

The Office would be responsible to develop structured and repeatable processes for project

intake; tools for project selection and prioritization; governance; tracking, monitoring and reporting; and change management. The Office would also be responsible for ensuring collaboration among an incredibly diverse set of stakeholders as well as maintaining a robust [website](#) with transparent information about each of the ITT-related projects. Once the Office roles and responsibilities were established, we were ready to staff the Office with four full-time positions who would be supported by the project managers assigned to lead the initiatives. With the Program Manager hired in August 2020, Governor Polis officially announced the [IT Transformation Program](#) via [this video.](#)

Impact

With the IT Transformation Program firmly in place and "operationalized," OIT has made significant progress in transforming statewide IT operations and service delivery. The following are just a few examples of what has been achieved through the Program's oversight.

- **[Real-time Billing](#)** was launched to replace the standard acceptable practice of billing agencies two years in arrears with invoices for work services consumed in the prior month. The OIT Billing website was also launched to provide agencies with increased visibility into their IT consumption and costs.
- An **IT Service Management tool suite**, which we call ServiceHub, was implemented upon which we can iteratively add new modules to help us deliver, support and manage IT services in a way not previously possible. To date, modules within the tool enable demand and resource management as well as the information necessary to generate the Real-time Billing invoices. We are currently working on adding an intuitive self-service portal where customers can find information to solve common IT problems, learn how to use their IT hardware and software, ask questions and more.
- ServiceHub's **[IT Asset Management](#)** module replaced the many disparate spreadsheets and provides agencies with a holistic view of their IT assets so that they can make informed business decisions. More than 45,000 state hardware assets are now being tracked in this single comprehensive system.
- **Tech debt** - the cost of maintaining legacy technology - is a challenge faced by the public and private sectors. We have embarked on a collaborative effort with our agency customers to identify and capture their tech debt using Technology Planning Workbooks (TPW). The TPWs will enable us to assign a "health" grade and provide data at a glance across all applications. This will provide better data to help with forecasting demand and preparing budget requests.
- Through the **Digital Transformation** project, more than 149,000 interactions were diverted to a virtual setting in FY 2020-21, and agencies stated that 70% of all applicable services were available online.
- **Streamlining Enterprise & Recurring Services on Interagency Agreements (IAs)** reduced the time to fulfill an agency request for enterprise services by 50-75%. Additionally, with a transformed billing process, 65% of enterprise service costs were billed within the first two months of this fiscal year.
- Two governance boards have been stood up with members from both OIT and our customer agencies. The **Strategy and Planning Board** was established to allow agencies to help set

the Enterprise IT Strategy. Through the **Rates and Services Board** agencies help guide the portfolio of services offered by OIT and transparent billing rates. Both Boards further our customers' sense of ownership as there are "no decisions about us without us."

- OIT's **Service Catalog** was restructured with easier to understand descriptions of the 50 service offerings, as well as their rates and how to procure the services.
- Work is underway to **consolidate the two enterprise data centers** into one location. When complete, this will save the state $1.6 million annually.
- Through the **Ease of Use project**, we gathered information from state employees about their experience in using critical and essential applications. The results will be used to inform a roadmap for addressing those applications with low ease of use scores and high technical debt.
- Based on the feedback from more than 4,800 customers included in the **Evaluate Stakeholder Engagement and Communications project**, we are creating communications strategies and plans to ensure we are communicating the right information at the right time and at the right level to improve customer satisfaction.

We invite you to view this 90-second video in which our CIO and Executive Director talks about the ITT Program and how we are Thinking Differently. While there is still much more to reimagine, the Program has shaped a shared vision for the future of technology in the state.