



COLORADO

**Governor's Office of
Information Technology**

Serving people serving Colorado

Strategy of Success: Playbook & 5-Year IT Plans

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Executive Summary

Although the consolidation of information technology for Colorado's executive branch agencies occurred in July 2008, strategic planning for asset acquisition, system replacement, and IT project funding was not managed as an enterprise until recently. Strategic planning for IT still took place in each individual agency, which resulted in similar issues in existence before consolidation, including inconsistent hardware and software standards, duplicative services, and lack of consolidated buying opportunities.

Today, the Governor's Office of Information Technology (OIT) has a robust enterprise strategic planning process that includes the OIT Playbook as well as 5-Year IT Plans for each of our agency customers. These initiatives have allowed for data-driven decision-making, active monitoring of service level delivery, and improved financial planning for IT expenditures.

The Colorado General Assembly specifically requested a better way to plan for IT expenditures in alignment with both OIT and state agency priorities. The creation of the 5-Year IT Plans allowed for one-stop answers. Additionally, the Plans allowed OIT to identify the categories in which money was required for IT: ongoing maintenance and support, eliminating technology debt, modernizing old technology, and addressing citizen demand for mobile and innovative solutions.

In parallel to creation of the Playbook and 5-Year IT Plans, OIT set aggressive goals for customer service. OIT has seen a steady increase in service excellence since the fall of 2014. In the first year, we saw a 25% increase in our Net Promoter Score (NPS) and a 20% increase in the second year. We are already showing an increase in our score for the third year in a row and are striving to make our goal of 15% increase. Additionally, OIT has seen a 13% increase in our employee engagement score. As part of implementing enterprise IT initiatives, OIT has seen \$36.7 million in savings over the last three years.

OIT has engendered trust with the state agencies, and has been successful in securing critical funding from the Colorado General Assembly for IT initiatives. OIT's focus on strategic planning, a clear Playbook, and 5-Year IT Plans has transformed our business processes, enabled better collaboration both internally and with our customers, thereby improving employee engagement and customer service, and overall generating greater efficiencies and effectiveness year over year.

Project Narrative

Concept

The Governor's Office of Innovation and Technology was created in 1999 (and renamed Governor's Office of Information Technology in July 2006) to serve as an advisory organization. At that time, executive branch agencies independently managed their own IT services and support, resulting in disparate infrastructures, inconsistent hardware and software standards, duplicative services, increased security risks, failing projects, and the inability to leverage statewide procurement opportunities. The overwhelmingly bipartisan passage of Senate Bill 08-155, also known as "the consolidation bill", shifted how IT services would be delivered to Colorado's executive branch agencies. In July 2008, all IT functions, systems, and assets were consolidated into a single entity - the Governor's Office of Information Technology.

Although IT consolidation occurred in July 2008, strategic planning for asset acquisition, system replacement, and IT project funding was not managed as an enterprise until recently. Strategic planning for IT still took place in each individual agency, which resulted in similar issues in existence before consolidation, including inconsistent hardware and software standards, duplicative services, and lack of consolidated buying opportunities.

Today, OIT has a robust enterprise strategic planning process that includes the OIT Playbook as well as 5-Year IT Plans for each of our agency customers. These initiatives have allowed for data-driven decision-making, active monitoring of service level delivery, and improved financial planning for IT expenditures.

OIT's Playbook

In 2012, OIT executed its first strategic plan called the Playbook. Published annually, the Playbook outlines OIT's mission, vision, values, and priorities for the fiscal year. It helps inform our employees, customers, and other stakeholders where OIT operations and resources will focus. Beginning in 2015, the Playbook has been developed using the *4 Disciplines of Execution* (4DX) methodology pioneered by Stephen Covey. This methodology employs four concepts to align and progress an organization toward common goals. These four disciplines, which specifically target the routine and behavioral change necessary to drive organizational improvement, are: (1) Focus on the Wildly Important; (2) Act on the Lead Measures; (3) Keep a Compelling Scoreboard; and (4) Create a Cadence of Accountability. More than 30% of our workforce contributed to this year's Playbook. We also polled OIT customers for their thoughts on

what would strengthen OIT's relationship with them and incorporated their feedback as well. (A copy of OIT's current Playbook serves as an example and is accessible [here](#).)

Accountability for achievement of goals and overall customer performance occurs in a few different ways. OIT developed a Scoreboard that provides an executive summary of OIT's strategic and operational progress. It includes robust metrics on financial performance, customer service delivery, personnel, information security, and IT economic development. In addition to the enterprise OIT Scoreboard, our functional teams also track a number of metrics related to their team operations. In all, more than 150 performance measures are managed and maintained, providing a foundation for data-driven decision-making and creating transparency in our efforts across the organization. OIT also reports performance to our customers through monthly OneView dashboards. These agency-specific reports address project delivery, service delivery, personnel changes, fulfillment of service level commitments, and other customer-requested items.

5-Year IT Plans

The OIT Playbook established a clear direction for OIT-specific goals and objectives; however, the goals did not encompass IT assets or projects within our customer agencies. Beginning in April 2015, and to better deliver an enterprise IT strategic plan, OIT partnered with our customer agencies to develop 5-Year IT Plans. Although customer-specific, the Plans allow OIT to manage IT from the entire state enterprise. For example, the Plans define technology targets for equipment acquisition and refresh which are aligned with OIT standards and funding, identify technology needs across agencies which are then managed as one purchase to leverage larger buying power, and identify system replacements for which IT resources (staff and funding) are better managed.

The 5-Year IT Plans include an overarching enterprise IT plan, with 17 state agency parallel plans aligning to the statewide initiatives, and highlighting state program focused IT systems. Having the Plans in one format and in one location allows for easy consolidation and discovery of efficiencies. For example, these Plans enabled OIT to notice a common need for licensing and permitting application across five state agencies thus allowing us to propose a common application documenting shared requirements. This consolidation eliminated several applications, improved efficiency of the applications resources required for support, and saved state agency funding being applied to disparate suppliers.

Significance

The creation of the Playbook began with a legislative mandate named the SMART Act requiring state agencies to develop and track performance measures. At OIT, we wanted to create something more, by developing a strategic plan that would first begin with a culture and set priorities for delivering effective and reliable customer service. Our Playbook needed to look at future innovations in technology and use performance metrics to drive business decisions. By reaching out to all levels of the organization in creating the Playbook, we achieve acceptance and responsibility from our staff in meeting and exceeding our goals.

The Colorado General Assembly specifically requested a better way to plan for IT expenditures in alignment with both OIT and state agency priorities. The creation of the 5-Year IT Plans allowed for one-stop answers. Additionally, the Plans allowed OIT to identify the categories in which money was required for IT: ongoing maintenance and support, eliminating technology debt, modernizing old technology, and addressing citizen demand for mobile and innovative solutions.

A key benefit from strong strategic planning has been identifying an ongoing level of IT funding around technology debt that would eliminate future surprises. Given the current projections, OIT was able to show the state legislature the expense graph and the potential leveling of the technology debt if annual amounts of \$2 million, \$5 million, or \$7 million were applied. This allowed the Colorado General Assembly to be better stewards of ongoing budget demands for reducing technology debt. Ultimately, the Colorado General Assembly established a Technology Advancement Fund upon OIT's recommendation. This fund allows for both emergency funding options and OIT-driven choices for reducing risk and technology debt.

Impact

There have been significant improvements since development and execution of the Playbook and 5-Year IT Plans, including cost avoidance, faster access to information, faster support, fewer single points of failure, higher quality product/service, improved data protection, improved documentation transparency, improved planning capabilities, improved user experience, more reliable support, reduced paper, reduced manual work, reduced redundancy, reduced security risk, streamlined process, consistent communication.

OIT set aggressive goals for customer service and OIT has seen a steady increase in service excellence since the fall of 2014. In the first year, we saw a 25% increase in our

Net Promoter score and a 20% increase in the second year. This year, we are already showing an increase in our score for the third year in a row and we are striving to make our goal of 15% increase.

OIT understands the importance of our employees and recognizing their value. We also understand how important employee engagement is in delivering exceptional customer service. Over the last five years, OIT has seen a trend of continuous improvement in Employee Engagement. OIT has one of the highest Employee Engagement scores as compared with Colorado's executive branch state agencies. Since measuring employee engagement, OIT has seen a 13% increase in our employee engagement score.

Enterprise and Infrastructure has seen increased stability resulting in reliable service delivery for our customers. Network, Server, and Data Center availability increased to 99.9% uptime from 99.7%. We dropped from an average of 17 failed changes a month to nearly zero failed changes over the last two years, while at the same time increasing the number of changes submitted through our Change Management process.

In an effort to provide efficient and reliable service and to be stewards for the citizens of Colorado, we strive to find efficiencies in our programs and services. One way we do this is by tracking cost savings and cost avoidance. Since monitoring over the last three years, OIT has seen \$36.7 million in savings.

Through our improved strategic planning process, we have been able to identify common IT needs across agencies. Some of the accomplishments include:

- Human Resource Information System (HRIS)
- Enterprise Timekeeping System
- Electronic Health Records
- Enterprise Agreements - allowed agencies to truly see the impact of duplicative software and products adding limited value
- Backup and Disaster Recovery
- Active Directory Consolidation
- Enterprise Identity Management
- Network equipment replacement, and ability to establish redundant capability
- Server and storage consolidation onto common platform
- Statewide monitoring of desktop assets, ability to push software updates, and asset tracking
- Improvement in network uptime
- Decrease in server failures

Over the years and partnership with the state agencies, OIT has engendered trust with the state agencies and has been successful in securing critical funding from the Colorado General Assembly for IT initiatives. OIT's focus on strategic planning, a clear Playbook and 5-Year IT Plans has transformed our business processes, enabled better collaboration both internally and with our customers, thereby improving employee engagement and customer service, and overall generating greater efficiencies and effectiveness year over year.