

# Five-Year IT Roadmap



## *History Colorado*

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Aligning business goals and technology forecasts

July 2019



**COLORADO**

**Governor's Office of  
Information Technology**

Serving people serving Colorado

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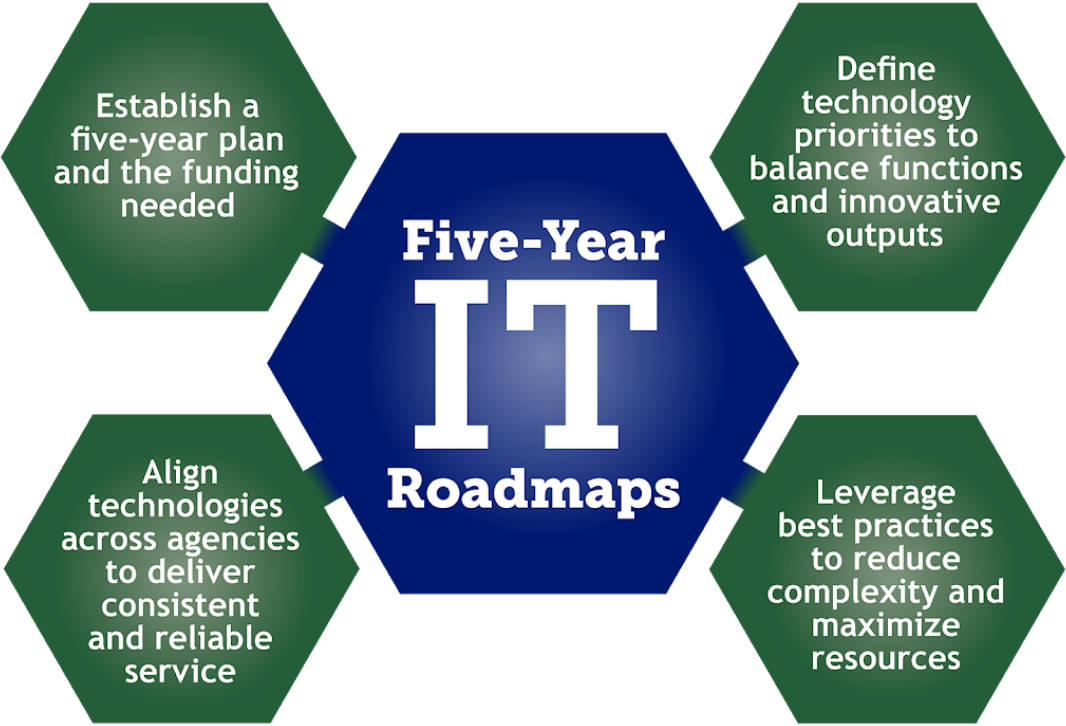
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# Introduction

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The Governor’s Office of Information Technology (OIT) works in partnership with our customers to create a Five-Year IT Roadmap for each agency we serve. OIT has four primary goals that guide our technology planning to help state agencies receive the most from their technology and related services.

## Technology Planning Goals



# Assumptions

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Agency and enterprise initiatives, timelines and costs within this document operate under the following assumptions.

## Environment

- Decisions related to major agency initiatives or projects may alter this plan.
- Infrastructure and security will be maintained to meet state and federal compliance.
- OIT is a cloud-first advocate and, therefore, will look to cloud solutioning for all new service needs. OIT will also seek cloud service capabilities for legacy applications/workloads requiring refresh before targeting on-premise utilizations.
- As it relates to this document, the term “enterprise” is used to define high-impact, IT services utilized by multiple OIT customers.

## Drivers of Cost and Complexity

- Costs are estimates that are based on an initial quote, vendor information or past initiatives and are subject to change.
- It is estimated that overall IT costs will increase by no less than 3% per year.
- Cost allocation for Decision Items are based on OIT’s current Common Policy rates.

## Assumed Constants

- Staffing is assumed to remain constant.
- Hardware refresh cycles are assumed to be executed on a four-year lifecycle for desktop computers and a three-year lifecycle for laptops.
- Approximately 20% of the state IT infrastructure is refreshed annually with the intent of completing a full infrastructure refresh every five years. Budget constraints may impact this cycle.

## Changes to Roadmap

- This is a living document which will be updated once per year; dependencies, timelines, and cost estimates are subject to change.

# Agency Business Objectives

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Maximizing technology resources requires that agency business objectives drive technology investments. The objectives below have been identified by History Colorado and submitted to the Governor's Office of State Planning and Budgeting (OSPB) to reflect the agency's current top strategic IT priorities. OIT works with the agency to provide the best solutions to support each objective.

## Objective 1

Build a long-term sustainable technology foundation for History Colorado through dedicated projects.

### Projects

Community Museum Roadmap - complete in year 1.

Point of Sale - complete in year 1.

E106 - Complete by year 3.

## Objective 2

Strengthen History Colorado technology through the people

Education on OIT services, processes, costs, etc. (ongoing based on listening tour).

Listening tour with every division (face-to-face) (year 1).

## Objective 3

Strengthen History Colorado technology footprint through strategic partnerships and initiatives

Build stronger alignment with institutions of Higher Education.

# Agency Initiative Roadmap

The graph below shows where agency and enterprise objectives fit into the overall five-year roadmap and plan for scheduled completion. The graph contains three sections. The first presents mission critical technology debt which are either agency or enterprise initiatives that are vital to the functioning of government services. The second section presents new solutions which are requested by the agency or initiatives that OIT has identified as a gap in services or solutions, and the third section presents future innovations which are proposed as solutions that will increase state employee efficiency and improve service to Colorado residents and state visitors.

|                                  |   | FY20 | FY21 | FY22 | FY23 | FY24 |
|----------------------------------|---|------|------|------|------|------|
| Mission Critical Technology Debt | Business Process and Point of Sales Solutions                     |      |      |      |      |      |
|                                  | Connectivity Roadmap/Infrastructure Buildout at Community Museums |      |      |      |      |      |
|                                  | Library and Collections   |      |      |      |      |      |
|                                  | Residential Tax Credit  |      |      |      |      |      |
|                                  |   |      |      |      |      |      |
| New Solutions                    | e-106   |      |      |      |      |      |
|                                  | Google Partnerships   |      |      |      |      |      |

# Agency Initiative Details

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## **Mission-Critical Technology Debt**

These initiatives are vital to the functioning of normal government services. Delay in pursuing the initiatives will create a need for future effort and resources that surpass the resources needed if the initiative were carried out proactively.

## **Business Process and Point of Sales Solutions**

As a cultural institution, History Colorado operates myriad business niches with varying reporting needs and complexities. Development and donor relations, bricks and mortar to web-based retail, concessions, regular museum visitation paired with special events and facility rentals and more spread across the state. OIT will work with History Colorado to document these business needs and find solutions that can be shared across the agency to reduce duplicative effort, and streamline and improve reporting and process flow. This initiative is moving forward after collaboration between OIT and HC. An RFP was released in early May. This initiative is unfunded and the timeline is FY19-20.

## **Connectivity Roadmap/Infrastructure Buildout at Community Museums**

History Colorado's network of historic sites are in need of reliable and affordable network solutions including guest wireless service. The major challenge is the implementation and operational costs associated with the Colorado State Network (CSN) are prohibitive. OIT will work with a third-party vendor to complete an analysis of infrastructure needs based on current and future revenue generating activities and standard business needs to determine the correct service offering at each site. The agency submitted a Decision Item for funding to build out this network infrastructure through (at least) FY21 and then ongoing for operational support. There is currently a \$409,962 delta between funds requested in the DI and the OIT estimate to implement the solution. This initiative is partially funded with a timeline of FY18-21.

## Library and Collections

This is a request for a DBA resource to clean up data before the migration and set-up cost for a new cloud-based collections database. In FY16 History Colorado began looking to migrate data from the current archives and photography collection management database, Toolkit (AT), which is no longer supported or updated, to a new collection management database. The new History Colorado leadership team began working with OIT on a preferred solution that looked at the whole ecosystem for Library and Collections to see if a single product or set of products to consolidate all of their museum collections, library, KB (Knowledge Base), integrations and external media files made. With the goal of streamlining the workflow for staff and making the online collections with better access for the public. The current state requires significant manual effort and human intervention to exchange data between the systems. During this process, OIT and History Colorado learned that the server that this system sits on is at the end of life and should be decommissioned sooner rather than later. History Colorado and OIT would like to move to the new system during this fiscal year, but History Colorado has not budgeted for this project and would not be able to fund this project until FY21. This initiative is unfunded and the timeline is FY20-21.

## Residential Tax Credit

Legislation required this Salesforce solution. This initiative is unfunded and the timeline is FY20.



## New Solutions

These initiatives provide new yet fundamental service to agencies. Heightened end-user technical expectations are driving service providers to strengthen system functionality. Delay in implementing these new services in the coming years would exacerbate major inefficiencies and significantly impair the state from meeting citizen expectations.

### e-106

The Office of Archaeology and Historic Preservation serves as the State Historic Preservation Office (SHPO) for consultations under Section 106 of the National Historic Preservation Act (NHPA). The SHPO is provided 30 calendar days to evaluate and respond to Section 106 projects submitted by federal agencies. Currently, four full-time staff review more than 2,000 hard-copy submitted projects per year. Staff must keep track of multiple hard-copy submissions, multiple project responses, review times and mitigation stipulations.

Federal and other state agencies electronically submit and review the traditional hard-copy formatted Section 106 consultations. An electronic Section 106 (e-106) program will expedite reviews of projects and improve in-house project management and tracking. Consulting agencies would be able to submit projects electronically, resolving the common problem of projects getting lost in the mail. e-106 will also provide the SHPO reviewer better access to information - data can be stored in one place and accessed remotely instead of hard-copy submissions being physically filed in different locations within the office. With e-106, the SHPO reviewer will quickly be able to generate common response letters, ensure SHPO correspondence reaches the appropriate federal or state agency official, notify submitting agencies of additional information needs and track possible mitigation measures. The agency completed an RFP for a consultant to write a roadmap to completion of e-106 that will illustrate timeframes and costs for particular options. The current estimate of \$1,045,405 is from a FY15 capital request by the agency but is subject to change when consultant estimates are completed. This project was gated in May 2018 and is partially funded based on completing estimates. This initiative is unfunded and the timeline is FY19-20.

## Google Partnerships

Members of OIT's Customer Office and Google team are working with the agency to outline how the state's partnership with Google can be leveraged to enhance exhibits, outreach and business. Most initiatives are free to the agency and include:

1. Google for Nonprofit
  - a. Google Nonprofit Email Domain: Potential to reduce History Colorado expense by \$20,000
  - b. Google Ad Grants: \$10,000 annual free AdWords advertising to promote History Colorado
  - c. Google Earth Outreach Grants: Enables organizations to develop customized enterprise-level maps
2. Google Arts & Culture
  - a. Gigapixel images: Opportunity for expanding public access to collections
  - b. Virtual Tours: Opportunity for access to historic sites from a computer. ADA improvements
  - c. Offers searches by: Specific Projects, Historical Events, Historical Figures, or Objects
3. Google Cardboard and VR  
Simple, fun, affordable exploration of virtual reality with wow factor for exhibits
4. Google Play
5. Field Trip: Opportunity to link historic marker database to a much larger audience
6. Indoor Maps: Opportunity for virtual access to rental spaces.

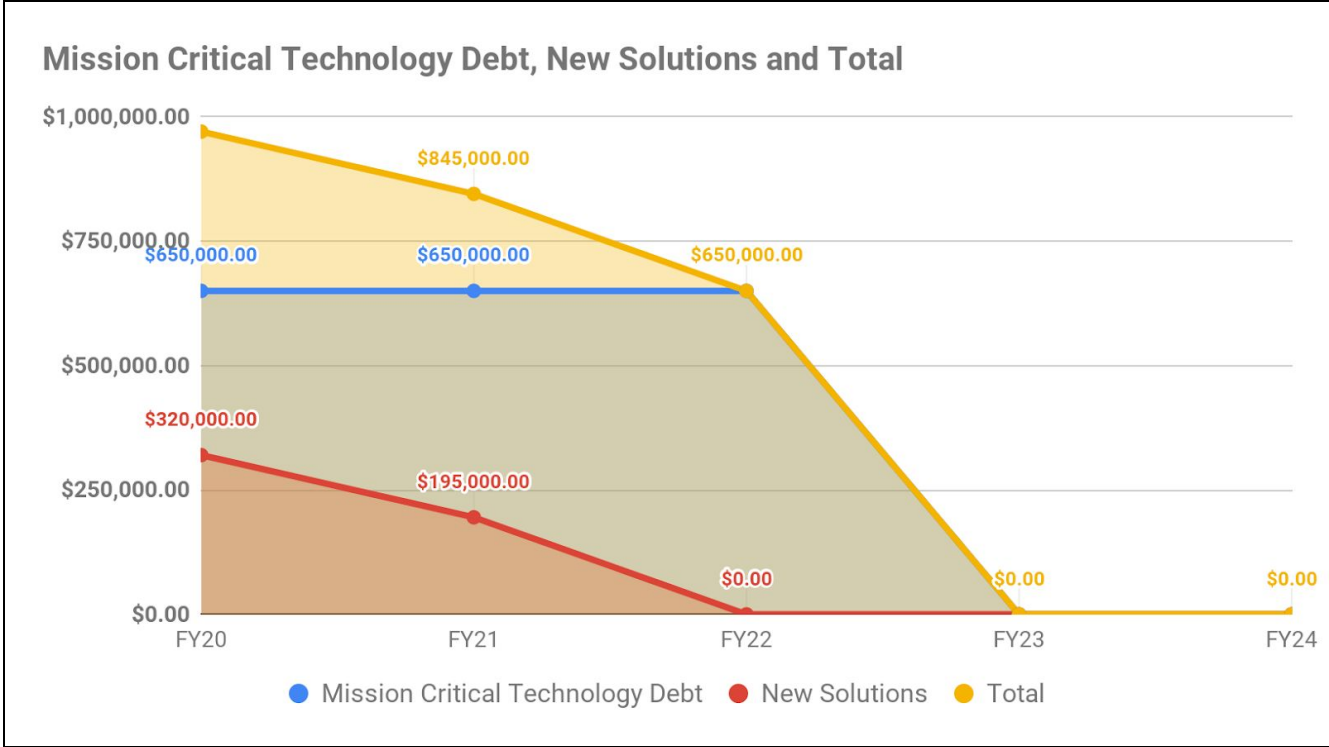
Currently, the partnership is at a crossroads, requiring OIT, the Office of the State Controller (OSC), HC and Google to consider a viable contract for the agency to be able to move forward with these partnerships. In the meantime, OIT will work with HC on attracting volunteer efforts from Google developers to assist with projects to enhance the visitor experience at state museums. This initiative is unfunded and the timeline is FY19-20.

# HC Unfunded Technology Outlook

The totals below are high-level cost estimates where funding has not been clearly identified. In most cases, for technology initiatives defined as an OIT enterprise initiative, OIT seeks funding through Decision Items. Enterprise initiatives help ensure that the state maintains consistent technology service and is able to take advantage of scalable rates.

For a more detailed breakdown, contact your agency’s IT Director.

|                                  | FY20                | FY21                | FY22                | FY23          | FY24          |
|----------------------------------|---------------------|---------------------|---------------------|---------------|---------------|
| Mission-Critical Technology Debt | \$650,000.00        | \$650,000.00        | \$650,000.00        | \$0.00        | \$0.00        |
| New Solutions                    | \$320,000.00        | \$195,000.00        | \$0.00              | \$0.00        | \$0.00        |
| <b>TOTAL</b>                     | <b>\$970,000.00</b> | <b>\$845,000.00</b> | <b>\$650,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |



# Appendix A: Enterprise Initiative Roadmap

The timeline below represents OIT’s enterprise initiatives. Enterprise initiatives help to ensure that the state maintains consistent technology service and is able to take advantage of scalable rates. These initiatives are part of OIT’s overall strategic direction and may be mandated or offered to agencies optionally.

This timeline has been included to provide a reference as to how an individual agency’s IT Roadmap correlates to OIT’s enterprise plan. Descriptions of each initiative can be found in Appendix B.

|                        |   | FY20 | FY21 | FY22 | FY23 | FY24 |  |
|------------------------|---|------|------|------|------|------|--|
| Enterprise Initiatives |   |      |      |      |      |      |  |
|                        | Application Lifecycle Management                |      |      |      |      |      |  |
|                        | CORE NIST File Transfers                        |      |      |      |      |      |  |
|                        | Clarity PPM (CA PPM or Clarity)                 |      |      |      |      |      |  |
|                        | Enterprise Infrastructure Refresh               |      |      |      |      |      |  |
|                        | Firewall Upgrades                               |      |      |      |      |      |  |
|                        | HRWorks   |      |      |      |      |      |  |
|                        | Mainframe Decommission                          |      |      |      |      |      |  |
|                        | Network & Infrastructure Refresh                |      |      |      |      |      |  |
|                        | Next Generation Colorado                        |      |      |      |      |      |  |
|                        | OS Server Upgrades                              |      |      |      |      |      |  |
|                        | Windows 10 Upgrade                              |      |      |      |      |      |  |
| New Solutions          | Antivirus Protection Removal                    |      |      |      |      |      |  |
|                        | Content Services Application Consolidation      |      |      |      |      |      |  |
|                        | Content Services Enterprise Solution Deployment |      |      |      |      |      |  |
|                        | CrowdStrike                                     |      |      |      |      |      |  |
|                        | Desktop Cloud Backup                            |      |      |      |      |      |  |

|  |   | FY20                         | FY21 | FY22 | FY23 | FY24 |
|--|---|------------------------------|------|------|------|------|
|  | MyColorado  |                              |      |      |      |      |
|  | Privilege Access Management   |                              |      |      |      |      |
|  | Salesforce Platform Org Strategy  |                              |      |      |      |      |
|  | Salesforce Lightning Migration  |                              |      |      |      |      |
|  | Salesforce Release & Environment Management                             |                              |      |      |      |      |
|  | Secure Office Print Ecosystem (SOPE)                                    |                              |      |      |      |      |
|  | Technology Accessibility and Mobile Assessment, Testing and Remediation |                              |      |      |      |      |
|  | Future Innovations  | Cloud Access Security Broker |      |      |      |      |
| Data and Access Governance               |   |                              |      |      |      |      |
| Cloud Access Security                    |   |                              |      |      |      |      |
| East West Traffic Security               |   |                              |      |      |      |      |
| Easy Secure Service Excellence - ESSE    |   |                              |      |      |      |      |
| End-to-End Monitoring and Logging        |   |                              |      |      |      |      |
| Identity Analytics and Risk Intelligence |   |                              |      |      |      |      |
| Server and Deskside Endpoint Management  |   |                              |      |      |      |      |
| Smart Cities Exploration                 |   |                              |      |      |      |      |

# Appendix B: Enterprise Initiative Details

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This section provides an overview of each Enterprise Roadmap initiative.

## **Mission-Critical Technology Debt**

These initiatives are vital to the functioning of normal government services. Delay in pursuing the initiatives will create a need for future effort and resources that surpass those needed if the initiatives are carried out proactively.

### **Application Lifecycle Management**

With an inventory of 1100+ applications, a key strategy for OIT is to streamline the application footprint. Through the consolidation of existing and new applications onto standard enterprise platforms, OIT can create a simpler and easier end-user experience, reduce the long-term cost of maintaining duplicative applications, and strengthen OIT's support capabilities. Consolidation efforts completed through FY16 were funded through the Eliminate Redundant Applications Decision Item; with the funding of the Service-Oriented Business System Refresh Decision Item, \$800,700 will be approved for this program in future years. Allocation of the funds will be under the authority of an agency focused governance team. This funded initiative impacts all agencies and the timeline is FY20-23.

### **CORE NIST File Transfers**

The CORE secure file transfer service provides file transfer services between the State (all agencies, Wells Fargo and other external/higher ed institutions) and the CORE financial system. The CORE file transfer service was originally implemented during the CORE project as a temporary service. The service compromises regulatory compliance and security of the assets entrusted and has significant risks from process and personnel perspectives. Although meant to be a secure file transfer server, this asset is also used for archival of data files and the nature of that use compromises both the asset and the content. Data currently on the CORE secure file transfer server needs to be migrated to the properly structured and organized file storage and appropriate archiving and retrieval processes need to be established. If not executed there will be severe impacts to the CORE system and continued audit findings, it will cause a drain on OIT resources needed to support the current solution and perpetuation of risk due to inadequate business processes and inadequate, costly IT solutions supporting those processes. CORE secure file transfer server replacement will require any current department/agency user of CORE to become a consumer of technology platforms (Automic and MoveIT) providing new CORE integration services. This unfunded initiative impacts all agencies and the timeline is FY20.

## Clarity PPM (CA PPM or Clarity)

Clarity PPM is a comprehensive project and portfolio management tool in use by OIT and other agency customers to track and report on projects, programs and maintenance activities across the State enterprise. In recognition of this, OIT will begin distributing the costs associated with the tool by user license and type. Invoices are received from the vendor on or about July 1 of each fiscal year. OIT will produce a report of all users on July 1 of each year and based upon license type disburse the expense amongst the agencies of the user community. This initiative impacts all agencies and the timeline is FY20.

## Enterprise Infrastructure Refresh

This effort includes refreshing infrastructure support equipment (power, HVAC, UPS systems, etc.) for all agencies in order to ensure service uptime is in accordance with our service level commitments. This unfunded initiative impacts all agencies and the timeline is FY20-23.

## Firewall Upgrades

OIT will continue upgrading the disparate agency-specific firewalls to the statewide standard Next Generation Firewall. These firewall upgrades will increase security through web filtering, application inspection, and intrusion protection systems, and we expect to see significant cost savings from an enterprise licensing agreement. This funded initiative impacts all agencies and the timeline is FY19-20.

## HRWorks

The Department of Personnel & Administration (DPA) and OIT continue their work to develop an enterprise Human Resource Information System (HRWorks). The HRWorks project is a collaborative effort to consolidate approximately 80 disparate, outdated, and redundant systems into a modern, seamless solution that will eventually integrate with CORE, the state's financial system of record. Development of the system is funded through a DPA FY16 Decision Item. At this time the HRWorks project consists of human capital management (HCM), benefits module, payroll, labor allocation and timekeeping. Work is underway to identify the impact to each agency. Decommissioning of CPPS and related applications will be handled as a separate project. This funded initiative impacts all agencies and the timeline is FY20-22.

## Mainframe Decommission

OIT is working to retire the mainframe and associated applications. Integration and data sets must be identified and planned for migration or retirement. This includes determining agency costs. Agencies that still have applications on the mainframe include the Departments of Human Services, Labor & Employment Personnel & Administration, and Revenue. Additionally, with the state payroll system on the mainframe, all agencies are impacted by this initiative. OIT has identified dependencies amongst other large projects that will prevent the retirement of the mainframe until functionality residing on the mainframe moves to new applications, and will require agency funding to address agency-specific migration and services costs. This funded initiative impacts all agencies and the timeline is FY20-22.

## Network & Infrastructure Refreshes

OIT is developing a statewide refresh lifecycle that will annually replace 20% of network and systems infrastructure that is at its manufacturer's end-of-support lifecycle. This will keep the state's technology current and under warranty, which ensures continued support for these critical components. Customers will experience increased IT system performance with decreases in downtime, outages and lost connectivity with the added availability to a secure and stable infrastructure. This is an ongoing effort that will incur some impact to each agency each year. The effort has been funded through the FY16 Infrastructure Refresh Decision Item; however, the funding does not cover all the needed network refreshes, so agencies will need to fund part of the agency-owned network components. The systems infrastructure portion of the refresh initiative includes shared storage and vBlock hosting platforms in the two state data centers. Agencies do not pay additional funding outside the Decision Item budget line for this portion of the refresh effort. This unfunded initiative impacts all agencies and the timeline is FY20-23.

## Next Generation Colorado

This is a two-part initiative representing infrastructure and operational improvements as well as data center modernization. Next Generation Colorado is an initiative to develop the automation and operations to support quick service delivery, transparent cost modeling, scalability on-demand, high availability, upgrades and agility of workloads across the enterprise. This effort will also include data center modernization, operational management and hybrid cloud solutioning to span private and public Infrastructure as a Service (IaaS) models. This is a capital-funded initiative from a FY18 Decision Item. Half of the funding was approved for use in FY19 and will support cloud readiness and sustainability, security improvements and data center repairs. The second half of the funding is expected to be approved for use starting in FY20 and will be used to continue our FY19 work as well as automation and service efficiencies. This funded initiative impacts all agencies and the timeline is FY19-23.

## OS Server Upgrades

As Windows Servers (2003, 2008 and 2012) reach their end-of-support lifecycles, it is increasingly difficult to find service providers who continue to support these operating systems (OS). To ensure state servers continue to receive appropriate support and reduce risk, OIT will retire and replace all server end-of-support operating systems used by supported agencies. Moving to a newer version will give customers a more secure and supportable OS for their applications. The Enterprise Applications and the Server Admin teams will work together to determine the affected applications in FY19 and migrate the servers to the new OS in FY20 and FY-21. This unfunded initiative affects all agencies and the timeline is FY19-21.

## Windows 10 Upgrade

Support for the Windows 7 operating system (OS) expires in January 2020. To ensure there is no lapse in support, OIT will upgrade all Windows 7 computers (desktop and laptop) to Windows 10. This is a multi-year effort that spans 17 agencies and more than 28,000 devices. The Microsoft Enterprise License Agreement will cover the upgrade for all agencies except four that will need to cover the cost of the upgrades: CDHS, CDOC, DNR and HC. This is a funded initiative and has a timeline of FY20.



# Enterprise New Solutions

These initiatives provide new yet fundamental service to agencies. Heightened end-user technical expectations are driving service providers to strengthen system functionality. Delay in implementing these new services in the coming years would exacerbate major inefficiencies and significantly impair the state from meeting citizen expectations.

## Content Services Application Consolidation

Per the findings from a recent audit, Enterprise Content Services (ECS) will strategically assist agencies in transitioning and migrating away from unsupported, legacy content services applications. The goal is to eliminate redundant agency deployed ECM applications, which will dramatically reduce agency hardware and software costs by leveraging our Enterprise License Agreement with Hyland. Furthermore, this will streamline content management applications and directly support the playbook strategy of "Strengthening Colorado's Technology Landscape". We will continue to move the state's legacy and/or unsupported applications to our enterprise content services platform, which will reduce the total number of applications. The EDW application is the immediate focus in FY20-FY22 and is used by 14 agencies today. HP Records Manager deployed at CDPHE will also drive forward in FY21-FY22. This initiative is unfunded and the timeline is FY20-24.

## Content Services Enterprise Solution Deployment

ECS is continuing to develop enterprise solutions that can be leveraged by all agencies - highly standardized with an ability to customize via embedded non-code configuration will dramatically increase time to value. Agencies will directly benefit with improved operational efficiency, document/information sharing, visibility and cloud infrastructure. This effort ties to many of the agency application modernization efforts. Targeting License, Permitting & Inspections, Contract Management, Electronic Requisitions, Employee File Management, and Travel Requests, Approval & Reimbursement solutions. These solutions will improve business processing times and bring complete visibility to each business lifecycle, saving time and money! Content Services enables us to establish these enterprise solutions, which become standardized products offerings in our solutions portfolio. This initiative is based on the assumption that approximately half of the agencies leverage each of the following solutions:

1. License, Permitting & Inspections - OIT pilot is underway. Standard service offerings are slated for FY20.
2. Contract Management - contract creation through signatories (integrated with DocuSign). OIT project in-flight.
3. Electronic Requisitions - complete processing of funding requests with dump into CORE - already live at OIT.
4. Employee File Management - focus on capturing and managing HR employee files. OIT and CDOT are in-flight.
5. Travel Requests, Approval and Reimbursements - already live at OIT.

This unfunded initiative affects all agencies and the timeline is FY20-24.

## **Crowdstrike Deployment**

Deploy Crowdstrike across all agency systems to provide the very best endpoint security and protection from current threats, for the agency. This is a funded initiative and the timeline is FY20 - FY24.

## **Desktop Cloud Backup**

OIT will be providing expanded backup services across the state in the future. This expanded service will now include providing backups of documents and files that are stored on individual laptops and desktops. This is a funded initiative and the timeline is FY20 - FY24.

## **myColorado**

OIT is leading the effort to create a mobile application that will deliver current and future agency services on a modern and mobile platform. The myColorado app will provide residents, visitors and businesses easy and secure access to services via Federated Identity Management for users engagement through a single interface accessible anytime, anywhere. The solution will provide easy integration for agencies wanting to add a service to the app. It will provide users a protected entry point into state services, and once they establish a profile, it will reduce the need to re-enter that data. Phase 1 is the release of the app through the Department of Revenue in FY19 with the initial services of driver license and vehicle registration renewal as well as the ability to store a digital copy of a vehicle insurance card. It will also include the ability for the Governor's office to provide direct communication to app users. Future phases will include the integration of services provided by multiple state agencies. Phase II, could include state services provided by DNR, DOC, DOLA, DPA, CDPS and CDE. The planning efforts are underway which includes determining costs and funding. This is a funded initiative and the timeline is FY20.

## **Optimization of Endpoint Security**

Assess endpoint security tools to ensure the most effective security while minimizing performance impact. This may result in the lessening or removal of the McAfee endpoint agent, and may incorporate additional tools and capabilities to ensure appropriate anti-virus, encryption, and patching. This is a funded initiative and the timeline is FY20 - FY24.

## **Privilege Access Management (PAM)**

This is an effort to implement a least privilege management solution to oversee enterprise password management over privileged credentials, application password management and session logging and server privilege management to ensure administrator and root security and compliance. The benefits are many and include: a dashboard for operations, management and audit reports, an open standards tool that integrates with ITSM, IDM, Active Directory, etc. It also offers automatic discovery of systems with privileged access, automating the creation of role-based access, assisting in role definition/creation, and secure employee exit deprovisioning which currently relies on manual processes that create security risks and the loss of assets. This funded initiative affects every agency and the timeline is FY20.

## **Salesforce Platform Org Strategy**

Defining a Salesforce Org Architectural Strategy to improve business/IT alignment, platform effectiveness and IT cost savings is part of the Salesforce Program strategic initiatives planned to continue transforming how government innovates, maintains and promotes secure cloud-based agile technology platforms in an enterprise model. This approach will account for the OIT enterprise Salesforce support model and application management best practices. This initiative is unfunded and the timeline is FY20-24.

## **Salesforce Lightning Migration**

Continued migration of existing legacy applications to and development of all new applications in the Salesforce Lightning (UI) is an effort to maintain the quality of the platform and accessibility to new product features. This is part of the effort to improve business/IT alignment, platform effectiveness and IT cost savings and is part of the Salesforce Program strategic initiatives planned to continue transforming how government innovates, maintains and promotes secure cloud-based agile technology platforms in an enterprise model. This initiative is unfunded and the timeline is FY20-24.

## **Salesforce Release & Environment Management**

Salesforce Release & Environment Management practices and tools to govern how changes occur between the platform and various environments is an effort to minimize application issues and protect the integrity of existing applications in the multi-use environment when deployed to production. This initiative is unfunded and the timeline is FY20-24.

## **Secure Office Print Ecosystem (SOPE)**

OIT is working with the Department of Personnel & Administration (DPA) on the Secure Office Print Ecosystem (SOPE) project to secure the state's multifunction printers against hackers. This project involves approximately 656 devices managed by DPA's Multifunction Printer Program, which are distributed in 16 executive branch agencies. As partners of the SOPE project, OIT's security and deskside teams are helping to upgrade firmware and secure the printer platform and its entry points into the state network. OIT is also providing project management services. DPA is incurring all costs associated with this managed print service solution. This unfunded initiative affects all agencies and the timeline is FY20.

## **Technology Accessibility and Mobile Assessment, Testing and Remediation**

OIT has a statutory obligation to work with executive branch agencies to improve technology access to users with disabilities, including those who are blind and/or visually impaired (see C.R.S. 24-85-101 et seq). To fulfill our duty to improve these services, OIT must provide tools, methods and resources to adequately assess, remediate and maintain the systems for their ability to provide proper accessibility (in conformance to industry standards). This initiative will establish project governance, application testing requirements, standards and training to achieve the goals and mandates of this statute. Any changes needed to address accessibility within an agency will be funded by the agency. The initiative is scheduled for assessment in FY19-20 and remediation thereafter.

# Enterprise Future Innovations

The ideas in this section have been proposed as solutions that will allow OIT to grow and discover new and innovative services for state agencies. The solutions in this section will increase state employee efficiency and improve service to Colorado residents and state visitors. These ideas are either unfunded or funded through Decision Item funding. We may see these as new projects in the future.

## Cloud Access Security Broker

Cloud Access Security is a software functionality that enables automation of manual processes used to govern the use of and protect sensitive state data in the cloud. As cloud computing continues to grow, OIT needs a way to deliver consistent security across multiple clouds and protect everyone using that data, this is outside of on prem data storage. The solution is scheduled to go active in FY20 with ongoing funding each year thereafter. This funded initiative impacts all agencies and the timeline is FY20-24.

## Data and Access Governance

This initiative ensures that sensitive, unstructured data is only accessible to approved users. Funding will be used to implement data governance to analyze, approve and fulfill unstructured data access to files, folders, shares across Microsoft NTFS file systems, Network Attached Storage (NAS) devices and SharePoint - on prem storage. The solution is scheduled to go active in FY20 with partial ongoing funding each year thereafter for maintenance. This funded initiative impacts all agencies and the timeline is FY20.

## East West Traffic Security

The East West Traffic Security initiative addresses vulnerabilities present within the traffic going to public cloud, traffic between agency-to-agency applications, and traffic from network to servers. These initiatives are the "glue" that helps bind the security infrastructure together, representing agency network upgrades and firewall upgrades and enhancements. They cross the functional infrastructure, Network, Access Control and Security Operations. The solution is scheduled to go active in FY20 with partial ongoing funding each year thereafter for maintenance. This funded initiative impacts all agencies and the timeline is FY20.

## Easy Secure Service Excellence - ESSE

The Enterprise Application team is requesting a network solution that will allow all application developers to access the code at any agency in the Executive branch. At this time, firewall rules and servers are set up currently, because each agency has its own network, developers would need remote access to 17 agencies to perform work. This request is being made in hopes that Enterprise Applications will be able to align with Demand Management infrastructure, enabling developers to serve across many domains, working across a multitude of practices. This structure will directly impact the level of service EA is able to provide to the customer. In order for EA to move to a Service Excellence model, this demand must be met. This unfunded initiative impacts all agencies and the timeline is FY21-24.

## **End-to-End Monitoring and Logging**

This initiative will increase the annual budget for this particular activity, which enables OIT to have the management platform to automate, manage and patch more endpoints and at a faster pace. Technical training and an incident response retainer are inclusive of this initiative. The anticipated outcome of this initiative is that all agency endpoints would be aligned under a common platform that deploys scripts, patches, and updates for proper security compliance and hardening. In short, agencies can expect to see the number of vulnerable endpoints to be drastically reduced. The solution is scheduled to go active in FY20 with ongoing funding each year thereafter. This funded initiative impacts all agencies and the timeline is FY20.

## **Identity Analytics and Risk Intelligence**

OIT would like to incorporate identity analytics into our security and big data strategy using machine-learning and advanced behavioral analytics that consume and analyze data and will improve our capabilities to detect and respond to risk timely, help with digital change, increase agility and enable higher levels of automation. This funded initiative impacts all agencies and the timeline is FY20.

## **Server and Deskside Endpoint Management**

This initiative will increase the annual budget for this particular activity, which enables OIT to have the platform to automate, manage and patch more endpoints and at a faster pace. Technical training and an incident response retainer are inclusive of this initiative. The anticipated outcome of this initiative is that all agency endpoints would be aligned under a common platform that deploys scripts, patches, and updates for proper security compliance and hardening. In short, agencies can expect to see the number of vulnerable endpoints to be drastically reduced. The solution is scheduled to go active in FY20 with ongoing funding each year thereafter. This funded initiative impacts all agencies and the timeline is FY20.

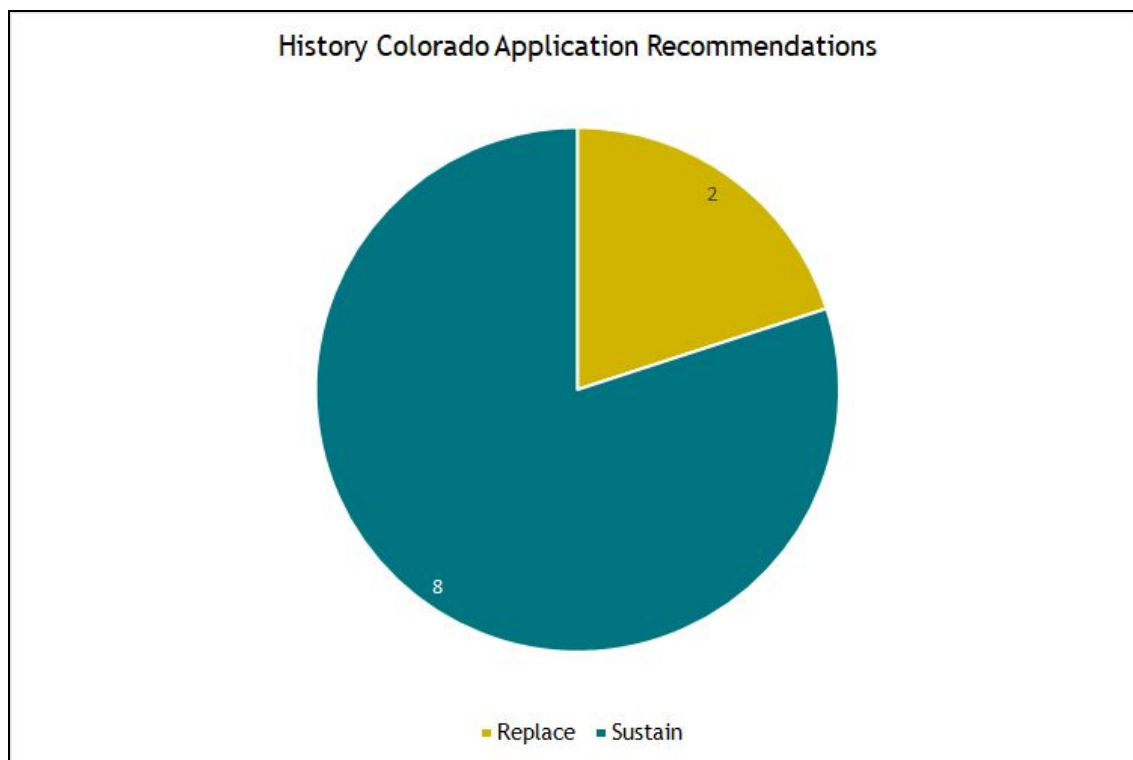
## **Smart Cities Exploration**

A smart city is a designation given to a locality that incorporates information and communication technologies to enhance the quality and performance of urban services such as energy, transportation and utilities to reduce resource consumption, wastage and overall costs. Traditional smart city projects focused on community internet access, smart lighting, transportation and citizen data sharing. State effort around smart cities would be focused around the coordination of infrastructure and standards to enable smart applications that seamlessly transition as residents transition from one locality to another. This unfunded initiative impacts all agencies and the timeline is FY20-24.

# Appendix C: History Colorado Application Lifecycle Recommendations

The table and chart below show the applications used by History Colorado, and the lifecycle recommendation for each application. In future years this will be expanded to include the application lifecycle timeline. The definitions for the recommendations below are as follows:

- **Consolidate:** Recommended when more than one application is being used to perform a single process. The multiple applications should be consolidated to perform the process.
- **Decommission:** Recommended for applications that have a definite plan to be decommissioned.
- **Enhance:** Recommended when an application that needs to be upgraded requires a more significant effort to upgrade than a recommendation to sustain.
- **Replace:** Recommended when an application needs to be replaced with a newer application.
- **Re-Platform:** Recommended when an application has the proper functionality but may be written in an outdated language or database and needs to be moved to a better platform.
- **Sustain:** Recommended when an application is functioning properly and does not require a major upgrade or change.





## History Colorado

# Five-Year IT Roadmap