



COLORADO
Governor's Office of
Information Technology

Joint Technology Committee
March 19, 2026



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Governor's Office of
Information Technology

Re-aligning OIT to Deliver Value



Need to Accelerate

Delivery Gap

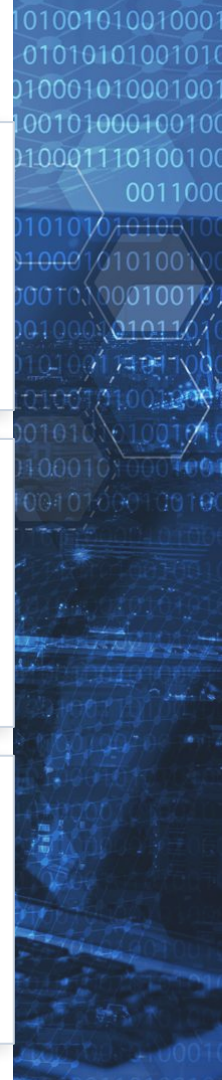
Despite hard work, we're not delivering at the level Coloradans and agency partners need. JTC, JBC, OSA, LAC, and agency feedback made clear our pace of change is unacceptable.

Alignment Problem

The issue isn't effort — it's alignment. We've organized around internal structures rather than outcomes. This misalignment has made excellent work harder.

Lost Sight of Purpose

We've lost sight of our statutory purpose. It's time to realign every function with why OIT exists.





Organizational Alignment

Digital & Delivery

led by Sarah Tuneberg as Interim Deputy Executive Director

Enable excellent service delivery through user-centered design and modern delivery practices

- Artificial Intelligence
- Colorado Digital Service
- Customer Office
- Data Programs & Strategy
- Enterprise Project Management Office
- Service Management Office
- Solutions Delivery & Support
- Strategy, Performance & Administration

Security & Infrastructure

led by Jill Fraser as Interim Deputy Executive Director

Ensure Colorado has a strong, secure foundation based on engineering and architectural excellence

- Data Operations
- GIS
- Information Security Office
- Infrastructure Operations
- Innovation & Enterprise Solutions
- Integrations
- Platform Services



Our goals for this transformation:

01

Align on Enterprise Governance

- Everyone understands how their work connects to our statutory purpose
- Measure outcomes for users – not just process completion

02

Break Down Silos

- Organize around services and outcomes, not internal structures
- Create cross-functional teams that own end-to-end delivery

03

Increase Velocity & Quality

- Invest in tools and automation that eliminate manual work
- Embed testing, QA, and product ownership in delivery teams

04

Decrease Friction

- Make it easy to do the right thing
- Replace unclear processes with clear standards and documentation
- Build systems, not dependencies on individual heroics

05

Prioritize Meaningful Outcomes

- Continuous improvement by investing in training and technology so we can better deliver value
- Real accountability tied to meaningful outcomes



A Hypothesis

Business Operations

The engine that runs the OIT organization itself. It covers internal functions like Communications, Finance and Human Resources, allowing the technical service lines to stay focused on delivery.

Delivery to Coloradans

Accessible, seamless and user-friendly digital interactions and high-speed internet for all. *Examples: myColorado, Colorado.gov, digital design system, broadband*

Delivery to Agency Partners

Bridging the gap between business requirements and technical solutions with a focus on delivery to end users. *Examples: technology consulting, custom applications development and project delivery*

Delivery to State Employees

Dedicated to the state workforce, ensuring that employees have the modern tools they need to perform their jobs. *Examples: hardware, standard software and direct support*

Infrastructure

These are the mission-critical services that must remain consistently operational for anything else to function. *Examples: network, security, cloud hosting and observability/logging*

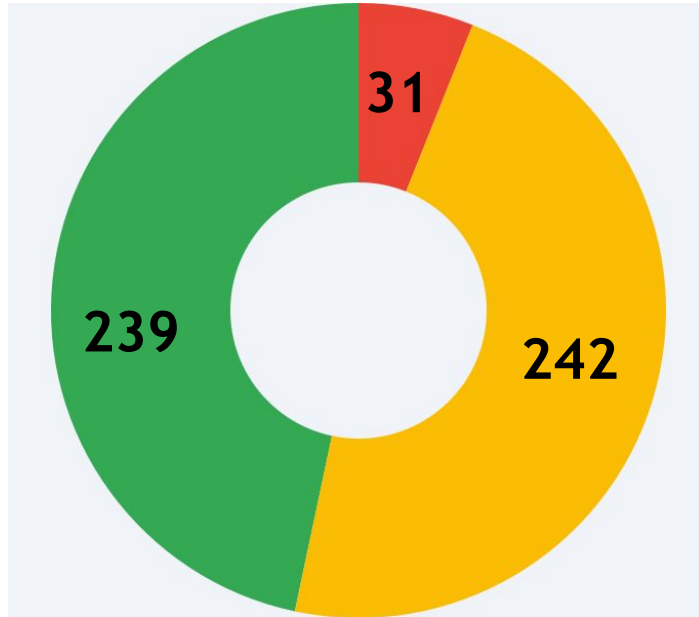
Enterprise Standards, Policy & Governance

The foundation of OIT's work: policies, architecture and standards ensure technology is interoperable, sustainable and secure. By establishing universal standards, this layer enables speed, clarity and excellence in service delivery.

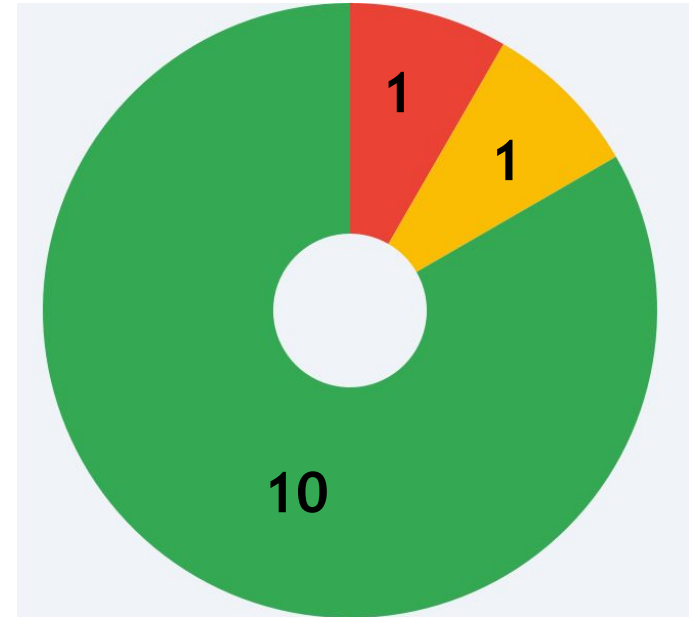


Where are you with the changes?

OIT Staff, n= 517



Agency Product Directors, n= 12



● I'm on board / Let's go!

● I'm cautious / I have questions

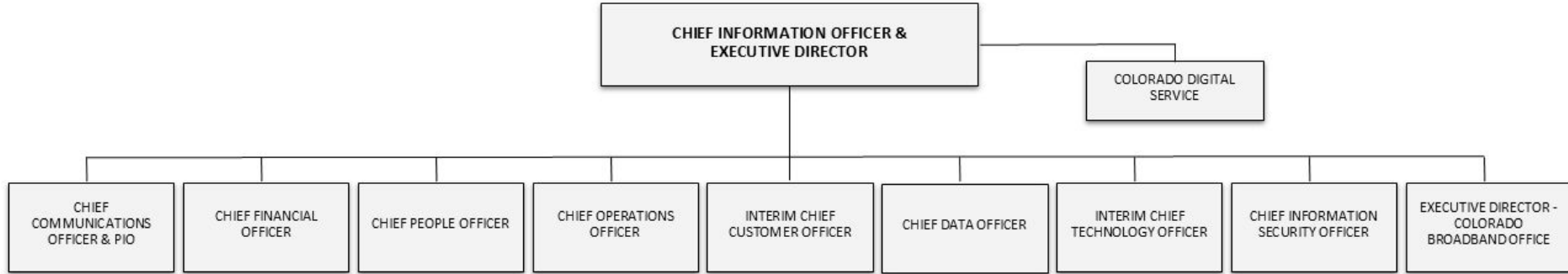
● I'm stuck / I don't understand why we are doing this

Questions?

Appendix



Former Org Structure - CIO Direct Reports





New Org Structure - CIO Direct Reports

