

Organize to Deliver: OIT's Operating Model

A presentation to the Joint Technology Committee
June 30, 2026



The honest truth

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.

Our job

What Colorado law says we're here to do (CRS 24-37.5-105):

Oversight & Standards

Establish, maintain, and enforce information technology oversight and standards statewide.

Advice & Expertise

Provide assistance, advice, and expertise to state agencies regarding IT decisions.

Strategy & Security

Oversee statewide IT strategy, security, data, architecture, and standards.

Coordinate with Agencies

Coordinate with state agencies regarding business relationships with private sector IT providers.

In plain language:

We exist to deliver valuable, modern technology guidance, support, and partnership to Colorado agencies



Why now? Why all at once?

Government has a high tolerance for bad tech. Colorado no longer has that luxury.

The threat environment

Vulnerabilities are now exploited in hours.

Quantum computing is beginning to break encryption that protects your data and ours.

Our current structure cannot respond at that speed.

The structure problem

We organized around internal structures instead of outcomes. You can't fix that with a new process or a reorganized team.

If we'd done this incrementally, the old gravity would have won.

This required letting go of people we cared about — including some who existed to navigate OIT's difficult bureaucracy.

We're building an OIT that doesn't need navigating.

The shift

OIT is shifting from a project-based operating model led by time, scope, and budget to a product-based model led by outcomes and customer value.

The shift OIT is making

Traditional IT builds systems that meet defined requirements. Modern product teams deliver services that meet people's needs — and keep improving them after launch.

These are not the same work. They require different roles, different decision-making structures, and different definitions of done.

OIT's new model builds that capability and will deliver better outcomes for agencies and Coloradans.

Traditional IT Organization

Builds systems to spec. Success is measured at handoff. "Done" means deployed.

Modern Product Organization

Delivers for users. Success is measured by outcomes. "Done" means working — and accountable over time.



What a product model is (and isn't)

This is an operational and cultural transformation. Not simply a reorg or a title change.

What this transformation **IS NOT**:

A quick fix. It will require time, patience, and iterative improvement, not overnight changes.

Merely changing titles. Calling someone a Product Manager while giving them a backlog of requests and no authority to push back changes nothing.

One size fits all. The product model applies differently to digital delivery, systems integration, and infrastructure.

Just about tools and processes. Tools and process are downstream of people and culture.

What this transformation **IS**:

A shift in mindset. From reactive to proactive, feature-focus to outcome-orientation, problem solving over output.

Empowered teams. Teams are given problems to solve and trusted to solve them — not handed a spec and told to build.

Outcomes over outputs. Success is not "delivered on time and on budget." Success is "works for the people who have to use it."

Cultural change. Genuine responsiveness to user feedback and a test-and-learn approach become the operating norm.



How a product model works

Three dimensions. The question they answer. What they mean for OIT.

How we build

How does work get done?

Small, frequent releases. Iterative delivery. User research built into each cycle. Usability measured continuously, not checked at the end.

How we solve problems

Where do answers come from?

Teams engage directly with users to discover what's usable, feasible, and viable. Not a list of features handed down by stakeholders.

How we decide which problems to solve

Who sets direction?

Leaders define a clear product vision and identify the most important problems to solve. Teams don't set direction, but they own how to get there.



Based on Marty Cagan's "TRANSFORMED" framework

The Pod: OIT's unit of delivery

Pod – /päd/ – NOUN:

a small, cross-functional team accountable for outcomes – not a project team with a new name.

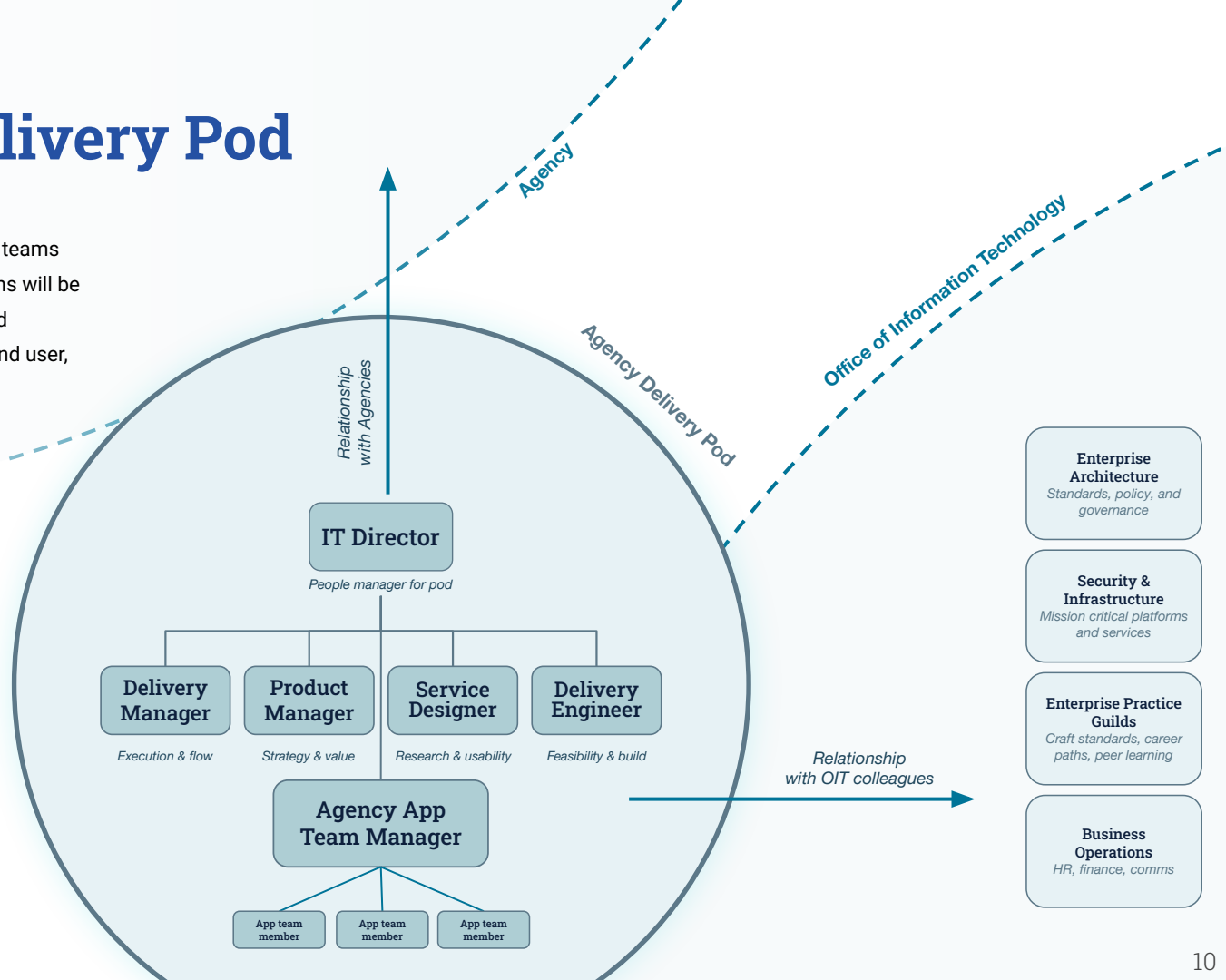
Product Manager	Value and viability — is this the right problem to solve, will the solution work in context? Does it align with outcomes?
Service Designer	User-centered — does the end-to-end experience meet user needs, and is it truly usable by the intended users?
Delivery Engineer	Feasibility — can we build it, and how? Involved in the <i>why</i> and <i>what</i> , not just the <i>how</i> .
Delivery Manager	Rhythm and standards — is the team unblocked, is progress visible, are delivery standards being met?

The Agency Delivery Pod

Agency delivery pods are cross-functional, agile teams paired directly with agency partners. These teams will be explicitly empowered to solve problems and held accountable for whether services work for the end user, not process compliance.

These pods have strong and distinct relationships with both the agency they support and with their colleagues at OIT.

Agency application teams are moving from the standalone SDS organization to become part of these cross-functional, agency-supporting pods.



We didn't invent pods

A pod-based way of working is a proven approach used by teams globally — in both public and private contexts, including:



GOV.UK



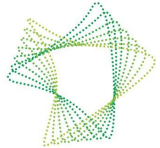
THE U.S. DIGITAL SERVICE

NETFLIX

amazon



Microsoft



GOVTECH
SINGAPORE

estonia



Google



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ATLASSIAN

Building high-performing teams

Transforming into a product team means shifting from building-to-spec to solving problems. High-performing product teams bring together diverse expertise around a shared vision, with the autonomy and accountability to focus on outcomes over outputs.

Reactive “feature factory”

Serves stakeholder requests

Measured by ticket completion

Skips or outsources discovery

"Done" means deployed

Proactive product team

Partners with the business to solve problems

Measured by outcomes

Discovery is core to the work

"Done" means working for users

OIT's pods are designed to be product teams.

The distinction is not cosmetic — it determines whether agencies experience OIT as a partner or as a vendor.

The operating model

The product model is a framework for how OIT will deliver.

An operating model is how OIT is designed to make that possible.

Six components for success

Not just a reorg. A redesigned system.

1 STRUCTURE



A multi-stream delivery model with clear accountabilities and an enterprise foundation

2 ECOSYSTEM



A partnership posture toward agencies — enabling, embedding, and setting standards

3 TALENT



A workforce built for modern delivery — hired, developed, and retained with intention

4 GOVERNANCE



Decision-making, planning, reporting, and performance rhythm. Demos not memos.

5 PROCESSES



Intake, delivery, and measurement redesigned to enable delivery not obstruct it

6 BEHAVIORS



The cultural conditions the model depends on — named, modeled by leadership, and measured



Borrowed in part from McKinsey's Organize to Value framework

1 STRUCTURE

OIT has multiple service lines, each with a distinct customer, definition of success, and way of working.

Delivery to Coloradans

Accessible, seamless, and user-friendly digital services and connectivity for all in Colorado

Delivering with Agencies

Working with state agencies to identify requirements and technical solutions for end users

Supporting State Employees

Ensuring all employees have the tools they need to perform their jobs

Broadband

Equal access to affordable, fast, and reliable broadband for every Coloradan

Infrastructure

Mission-critical services that must remain consistently operational for anything else to function

Enterprise Standards, Policy, & Governance

Policy, architecture, and enterprise standards ensure technology is interoperable, sustainable, and secure. They enable speed, clarity, and excellence up and down the stack, and across all of OIT.

Enabled by

Business Operations & Administrative Functions

The engine that runs the OIT organization itself, allowing the technical service lines to stay focused on delivery.

*e.g. Communications,
Human Resources,
and Finance*

2 ECOSYSTEM

In the past, Agencies replicated OIT functions out of necessity. We're building an OIT agencies want to work with.

OIT's relationship with agencies operates in three modes, matched to agency capability and need:

01

Embedded delivery partner

For agencies that need hands-on delivery support, OIT provides a pod team paired with a business product owner on the agency side. OIT delivers; the agency owns the outcome.

02

Enabler and standards-setter

For agencies with capable digital teams, OIT provides the platforms, standards, and assessment criteria that let those teams operate with delegated authority. The agency delivers; OIT ensures compatibility and security.

03

Shared platforms

Identity, payments, hosting, design system — agencies use what OIT builds and maintains, rather than procuring the same capability independently.

The product director role — a named, accountable counterpart on the agency side — is the mechanism that makes all three modes work. OIT will help stand up this capability through playbooks, hiring support, and embedded support.

3 TALENT

OIT needs a workforce designed for modern delivery. The reset starts — and succeeds or fails — with people.

The current workforce was shaped by job classifications, hiring practices, and definitions of "IT work" from a different era. Product managers, service designers, site reliability engineers, and modern software engineers are still exceptions. The reset makes them the standard through four commitments:

Role clarity.

Every position has a clear role with defined skills, accountabilities, and career path. OIT will establish role-specific definitions that reflect the work modern delivery requires — so that hiring, developing, and holding people accountable all start from the same clear foundation.

Reskilling.

OIT's commitment is to invest in the skills the reset requires deliberately and continuously — through structured reskilling tied to real work in the new model, not one-time training events.

Hiring.

OIT will build a talent pipeline designed to attract people who want to do meaningful public sector work — hiring deliberately for the roles modern delivery requires, at a pace and through processes that can compete for that talent.

Retention.

Keeping talented people is as important as finding them. OIT's retention strategy is explicit: clear growth paths, meaningful work, and an environment where skilled people are recognized and deployed against work that matters.

4 GOVERNANCE

How OIT makes decisions, sets priorities, and measures results determines what we are capable of delivering.

The current governance model holds OIT accountable for following process. The new model holds it accountable for delivering results. Three governance changes define the new model:

Decision rights

Clear accountability for who decides what, at what level, without requiring escalation for decisions that should be made closer to the work. Each stream has named leadership with genuine authority in their domain.

Priority setting and planning

OIT will use a consistent planning framework — the Strategy Stack — to connect organizational strategy to pod-level work. Priorities are set deliberately, visibly, and in a rhythm that agency partners can plan against.

Performance rhythm

Regular review against leading indicators, visible to agency partners and not just internal to OIT. If trend lines are moving in the right direction, the model is working. If they're not, that's the conversation — not whether process was followed.

5 PROCESSES

Every process OIT runs will be evaluated against one test: Does it make good work easier or harder?

Process reform is where resets most often fail. New processes get layered on top of old ones. The org ends up doing everything it did before plus a list of new things. Nothing actually changes. Three priority areas of work:

Intake

Redesigned around agencies' needs, not OIT's internal workflow. The goal is to be fast, transparent, and route work to the right stream without requiring the agency to understand OIT's internal structure to navigate it.

Delivery

Iterative delivery, real user research, and continuous measurement replace waterfall documentation, upfront specification, and deployed-to-production as the definition of done. Done means it's working for users.

Governance checkpoints

Existing processes will be evaluated and either justified against a current risk or retired with public documentation of why. Adding controls on top of old ones adds layers without reducing real risk.

6 BEHAVIORS

How we show up every day is what will make this transformation happen, and make it stick.

Start with users.

Every decision asks: what does this mean for the person who has to use it? User needs are not a constraint on the work. They are the point of the work.

Feedback makes us sharp.

Data is visible. Feedback is solicited and genuinely heard. An organization that treats uncomfortable feedback as noise stays stuck.

Mistakes are expected. Blame is not.

What matters is what you learned and what you do differently. Catching problems early, at small scale, before they compound — that is risk management.

Empowered to solve, trusted to decide.

Teams own problems, not just tasks. Leaders extend trust; teams take ownership. Neither works without the other.

Iterate and learn.

Plans are hypotheses. Small releases, short feedback loops, and course corrections are disciplined work, not failure.

Principles over process.

Process serves delivery — reliability, velocity and outcomes. If a process prevents good work, it gets changed or removed.

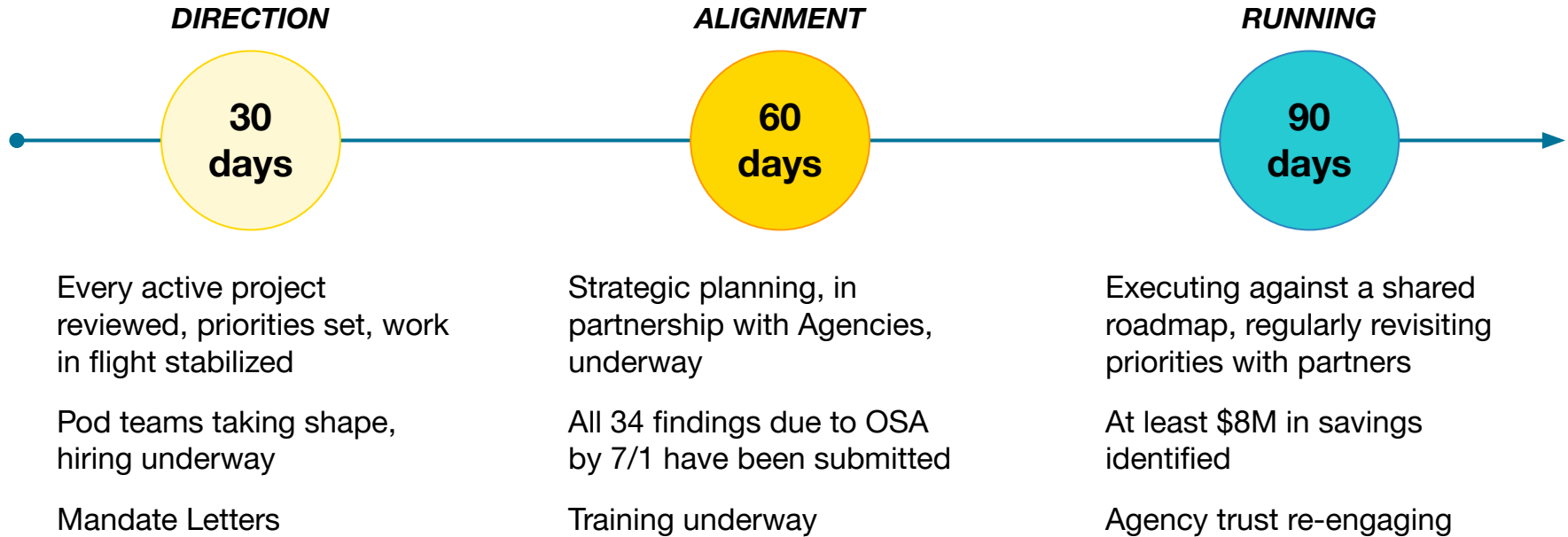
Leaders make these real by retiring controls publicly and explaining why, asking about user outcomes rather than delivery dates, applying standards consistently and calling it out when it's not met, and treating agency feedback as signal rather than noise.

So what?

The operating model's test is not internal. It's whether the people who depend on OIT's work experience a difference.

First 90 days

These are the milestones that matter from June-September — what's coming and when



What agencies will experience differently

01 A named relationship, not a queue

Every agency has a named OIT counterpart — an IT Director-led pod — accountable for the relationship and the work. Not a ticketing system.

02 A partner, not a compliance burden

Agencies stop paying for the work of managing the work. Chargebacks reflect delivery, not overhead.

03 Capable agency teams enabled, not gate kept

Agencies with strong digital teams get delegated authority to operate — with OIT providing standards, platforms, and assessment. Not a compliance check.

04 A technology strategy they can plan against

A clear roadmap with outcomes — not a reactive list of tasks. Shared platforms reduce duplicate procurement. “Built by OIT” means agencies can rely on it.

05 Services measured by whether they work

Delivery to agencies is measured by outcomes — do Coloradans complete the task they came to do? — not by whether OIT shipped on time.

Risk informed security: Built into delivery

Ongoing resilience, not point-in-time compliance

Security & Infrastructure

Aligning security and infrastructure eliminates the friction between security requirements and delivery times. Risk-informed decisions happen at the same table.

Enterprise Architecture Leadership

A dedicated Enterprise Architect ensures security architecture and governance are embedded in how we build – not layer on after the fact.

Security as a Delivery Quality

Under a product-based model, security is a dimension throughout, not a gate at the end. Ongoing resilience built in by design.

First 30 days- value delivery

- ~\$6M in platform renewal savings, plus 10% reduction on GCP costs for FY27
- Vendor partners activated to support risk reduction, operating model, and an acceleration of value delivery
 - Cisco
 - Splunk
 - Google
 - Palo Alto
 - ServiceNow
 - Tanium



First 30 days- hiring velocity

as of June 26, 2026

Recruitment & Applications

1,297

Applications Received

873

Pod Positions

424

Enterprise Practice
Leads

Offers & Talent Acquisition

24

Offers Extended
& Accepted
(includes 18 DTs)

5

Offers
In Progress

10 Returning OIT Employees

Confirmed
7 returned

In Progress
3 in offer stage



DT = Director of Technology (formerly IT Director)

First 30 days- key hires

Casey Cook

- **Leading Enterprise Standards, Policy Governance**
- **15 years at USDA, Director of Strategic and Complex Solutions, led enterprise architecture, cloud services, and modernization for USDA's 29 agencies**
- **Chaired USDA's Cloud Working Group**
- **Served 11 years in the Army**



First 30 days- key hires

Sarah Holt

- Agency delivery leadership
- 18 years at Google, Global Head of Tools, Development, and Automation
- Deep experience in leading site reliability, incident response, and product operations
- Led technology and business modernization for St. Vrain Valley School District



First 30 days- key hires

Jane Yang

- **Leading AI Strategy & Architecture**
- **Administration for Children & Families, Chief AI Officer, Acting Director of Digital Service, State Technology Relations Lead**
- **Federation of American Scientists, Impact Fellow**
- **One Acre Fund, Senior Manager Strategy & Research**



Thank you.

Questions?

