AGENCY OF DIGITAL SERVICES

ADS Strategic Plan

2021 - 2025

A guide to the goals, strategies and metrics providing direction to the Agency of Digital Services in the coming four years.

Submitted by:
John Quinn, Secretary and State CIO

VERMONT

Introduction

Greetings from the Secretary

I am pleased to present to you the Agency of Digital Services 2021 Strategic Plan. Our plan articulates the principles that will guide the agency into the future as well as the recent accomplishments that helped us get to where we are today.

The COVID19 pandemic presented many challenges to Vermonters' in 2020, which forced the agency to adapt quickly to the continuously evolving issues posed to our partner agencies that serve our citizens. Because of the strong foundation that was laid by the agency, we were able to meet these challenges with dedicated IT professionals committed to our partner agencies and departments, all sharing knowledge and support, while building for the future. This foundation has led to success in reducing the time it takes for development and deployment, a process that used to take months or years to complete, now can be completed in as little as a few weeks. Improved Coordination, strong commitment, and modern advances have positively impacted the way we serve Vermonters during these difficult times.

ADS has come a long way in a very short time, and I am proud of our accomplishments to date. In the coming year, we will continue to focus on security, Vermonters' experience with Government services, modernization of systems, and IT costs.

With sincere thanks to all who have contributed to the successes of ADS to date,

John Quinn III
Secretary and Chief Information Officer (CIO)

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VISION

To provide government services that are secure and easily accessible to all people doing business and interacting with the State of Vermont.

MISSION

To collaborate with our partners in state government to deliver simple and intuitive technology solutions that improve the lives of Vermonters.

Our Guiding Principles

TRANSFORM OUR CUSTOMER EXPERINCE
- Deliver measurable value to our partners in State government
- Engage early and often
- Be honest about the scope of our challenges
- Work with agencies to understand their mission

INVEST IN AGENCY AND PROJECT SUCCESS
- Innovate and Operate Effectively and Efficiently
- Master the fundamentals to be the best
- Balance the value of developing new capabilities with project risk and cost
- Provide training and empower our employees

INVEST IN OUR TECHNOLOGY
- Continuous improvement requires continuous education
- Reuse existing technology solutions before buying new, buy before build

SECURE VERMONT'S DATA
- Security is everyone's responsibility
- Data, not systems, is our most important asset

Recent Accomplishments

Goal 1 – IT Modernization
AOE Enterprise Data Environment – Launched AOE's centralized, scalable data environment from which to integrate, own, and maintain the various databases throughout their organization.

Goal 1 – IT Modernization
Next Gen 911 – Launched a secure and highly-available cloud-based system that provides the functional elements to deliver, answer, call back and conference 911 calls for Vermont Public Safety.

Goal 1 – IT Modernization
Mobile Workforce Enablement – Rollout of Virtual Private Networking solution to provide remote systems access to the state workforce required to work remote during the pandemic.

Goal 2 – Vermonter Experience
ADS worked with the Vermont to Dept of Labor to build the Pandemic Unemployment Assistance (supporting self-employed) program and business application in approximately six weeks.

Goal 2 – Vermonter Experience
ADS worked with sponsoring agencies to build more than a dozen online CRF grant programs, including Healthcare Stabilization and Essential Workers. Average development time of 3 weeks.

Goal 2 – Vermonter Experience
Implemented a mobile and web-based Vermont Health Connect solution for Vermonters to submit verification documentation, including automatic classification of such documentation

Goal 3 – Cyber Security
Implemented an enterprise-wide endpoint detection, prevention, and response system to automate threat response on our workstation computers, halting over 23,000 attempted infections.

Goal 3 – Cyber Security
Secured a new cybersecurity awareness training program. The system notifies employees of new lessons and provides lessons at a frequency that keeps cybersecurity as a constant reminder.

Goal 4 – IT Budget Reporting
Reversed an 8yr trend of IT Budget deficit growth by implementing proper IT cost-capture and allocation, resulting in the reversal for a second year of $5.41M deficit reduction.

Goal 4 – IT Budget Reporting
ADS led an implementation of Salesforce to support AOT contracting which will yield a 50% gain in business efficiency and result in a $3.3M cost avoidance over 5 years.

Goal 1

IT Modernization

Our goal is to increase automation and reliability of the services we deliver to Vermonters.

IT automation will greatly enhance the State's ability to meet Vermonters' expectations for efficient and timely service provision.

Our Strategies

- Discover, retire and replace legacy IT systems with Integrated enterprise platforms such as Salesforce and OnBase, thereby reducing technical debt.
- To identify and remove barriers to the coordination acquisition, operations and maintenance of modern IT systems.
- Deploy cloud-based tools such as AWS S3 storage and Azure SQL Services to replace infrastructure with Software as a Service.

Key Success Indicators

- A 10% reduction in the number of applications older than 10 years.
- Replacement of 30 legacy applications with State-preferred enterprise platforms.
- Automation of 15 public-facing processes with next generation technology and improved delivery time.
- A 15 % reduction of our on-premises infrastructure.
- A consolidate/eliminate three remaining data centers.

Goal 2

Vermonter Experience

Our goal is an improved experience of their Government for Vermonters by 2021.

Well-designed online transaction will reduce complexities, frustrations and time expended by Vermonters obtaining the services they are entitled to.

Our Strategies

- Increase the number of simple, low-cost, satisfying online interactions that Vermonters have with their government.
- Thoughtfully and respectfully design technical systems that improve our understanding of Vermonters' needs.
- Seek ways to employ technology to cultivate a sense of community and respect between Vermonters and we who serve them.

Key Success Indicators

- 10% annual increase over 2017 baseline of online transactions for licensing, registrations, and customer service.
- 95% of our online services interactive and responsive by end of 2021.
- Building a closer online relationship with Vermonters, including single sign-on capability, via a relaunch of MyVermont.gov accounts.

Cybersecurity

Our goal is to provide continuous, effective defense of the State's Information network.

This in fulfillment of the Executive's obligation to be a good steward and guardian of all information essential to delivering State services.

Our Strategies

- Raise employee and Vermonter awareness of risks in cyberspace
- Reduce the likelihood of unauthorized access and misuse of Vermont data
- Continuously monitor data traffic across our communication perimeters
- Coordinate cybersecurity policies and practices throughout State Government
- Deploy tools to improve the security posture of data wherever it resides

Key Success Indicators

- 100% of Executive branch employees complete basic security training by the end of 2021.

- Track and report the number of intrusions thwarted per month.

- A minimum of 5% of IT budget dollars invested in security initiatives by FY 2022

- Implement the approved recommendations of the Governor's Cybersecurity Advisory Team by the end of 2022

IT Budget Reporting

Our goal is to support creation of a comprehensive Executive Branch IT budget with greater accuracy of reporting by 2021.

This will result in better control over IT expenditures and identification of opportunities for savings.

Our Strategies

- To review and categorize all financial transactions related to technology spending in support of the business needs of the State.
- Ensure alignment of all IT Projects with their funding and the State IT Budget
- To improve our capability to provide leadership with timely, accurate, actionable knowledge of IT budgeting and expenditures.
- To continuously improve technology procurement processes consistently across the State in order to better control IT expenditures.

Key Success Indicators

- Vision Chart of Accounts can accurately code IT expenses by 2021.
- 100% of IT dollars accurately categorized by 2021.
- 100% of Agencies and Departments have categorized IT spend by 2021.

Efforts Looking Ahead

Goal 1 – IT Modernization

Replacement of the licensing and enforement system for the Liquor division within the Department of Liquor and Lottery, which runs on an antiquated platform and cannot be updated or enhanced.

Goal 1 – IT Modernization

To implement a Workplace Information Management System (WIMS) thats central to documenting and managing the BGS portfolio of owned and leased properties.

Goal 1 – IT Modernization

Online permits, bill-pay and auditing to support DMV's International Registration Plan, International Fuel Tax Agreement and Performance Registration Information Systems Management programs.

Goal 2 – Vermonter Experience

CDD IS (Child Development Division Information System) - To build a modular
Case Management solution within the State's Salesforce platform.

Goal 2 – Vermonter Experience

Department of Corrections – Implementation of body-worn cameras for designated DOC resources and create the supporting video data management infrastructure.

Goal 2 – Vermonter Experience

Vermont Business Portal – A new system to simplify government interactions with small businesses and Vermonters starting new businesses.

Goal 3 – Cyber Security

Implement an enterprise-wide multi-factor authentication (MFA). MFA protects user accounts and data by adding an additional layer of security in addition to username and password logins

Goal 3 – Cyber Security

Replacement of more than $1m in outdated network-security components with state-of-the-art secure and cloud-managed components to allow for efficiencies of configuration and maintenance.

Goal 4 – IT Budget Reporting

Building on the significant progress already made, we expect that Vision Chart of Accounts will fully updated to accurately code IT expenses by 2021.

Final Thoughts

Governor Scott created the Agency of Digital Service (ADS) by Executive Order at the inception of his administration. ADS began operation on April 17, 2017. Today, our Agency unifies all aspects of the State's information technology and project management operations.

With regard to his priorities, the Governor has written:

> "These are our guideposts … To achieve these outcomes, however, we need more than vision -- we need a real strategic plan that sets clear goals and measures results. … A strategic plan must be a living document."

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At ADS, we are committed to providing Vermonters with services that are customer-focused, innovative, cost-effective, secure and reliable. Guiding all our work are three strategic priorities established by Governor Scott in his first Executive Order, number 01-17:

- Grow the Vermont economy
- Make Vermont an affordable place to live, work, and do business
- Protect vulnerable Vermonters

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Today we celebrate a successful reorganization of our digital services delivery to Vermonters, one that substantially increases security and accessibility. ADS continues to mature as a strategic partner that understands the business needs of both the agencies and the individuals we serve. We will continue to strive together in the years to come to provide simple, intuitive technology solutions that improve the lives of Vermonters.

ADS Organization

Agency of Digital Services (ADS)

Agency Secretary / State CIO

Principal Assistant

Agency Deputy Secretary

ADS IT Staff, Agency of Agriculture

Agency Dir. of Digital Services – AGR and Dir. Shared Services

ADS IT Staff, Agency of Human Services

Agency Dir. of Digital Services - AHS

ADS Enterprise Architecture Division

Chief Technology Officer

ADS Finance Division

Chief Financial Officer

ADS IT Staff, Agency of Transportation

Agency Dir. of Digital Services - AOT

ADS IT Staff, Department of Labor

Agency Dir. of Digital Services - VDOL

ADS Security Division

Chief Information Security Officer

ADS Div. of Enterprise Project Management

Director of Enterprise Project Management

ADS IT Staff, Agency of Education

Agency Dir. of Digital Services - AOE

ADS IT Staff, Agency of Administration

Agency Dir. of Digital Services – AOA

ADS Data Management Division

Chief Data Officer

ADS Division of Shared Services

Dir. of Shared Srvcs. and Agency Dir. Digital Srvcs. - AGR

ADS IT Staff, Agency Nat. Resources and Agency of Comm. and Community Dev.

Agency Dir. of Digital Services – ANR and ACCD

ADS IT Staff, Dept. of Public Safety

Agency Dir. of Digital Services – DPS