

AGENCY OF DIGITAL SERVICES

ADS Strategic Plan

2022 - 2026

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



Introduction



Greetings from the Secretary

I am pleased to present to you the Agency of Digital Services 2022 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.

As the second year of the COVID19 pandemic raged on, Vermonter's continued to see challenges that changed their everyday life with the need to connect with State services increasing. To meet the needs of Vermonter's, ADS once again rose to the challenge, by helping our partner agencies deliver the services Vermonter's demand. Out of adversity, however, comes tremendous opportunity and ADS seized upon this opportunity by securing funding using unprecedented Federal and State money to begin long needed modernization projects on some of the State's oldest systems.

ADS has come a long way in a very short time, and I am proud of our accomplishments to date and where we are headed in the future. In the coming year, we will continue to focus on Vermonter's' experience with Government services, modernization of systems, IT costs and data privacy and cybersecurity.

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 EXPERIENCE

- 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
- Maximize reuse and extension of preferred technology platforms before adding new

SECURE VERMONT'S DATA

- Security is everyone's responsibility
- Data, not systems, is our most important asset

Recent Accomplishments

Goal 1 – IT Modernization

Migration of 250+ servers to Azure Commercial and Azure Government clouds from on-premise infrastructure. This reduces our capital expenses, cyber risk and improves service levels.

Goal 1 – IT Modernization

Upgraded our enterprise content management system (docs, video and images), preparing it for migration to the cloud, continuing our investments in our preferred platforms.

Goal 1 – IT Modernization

ADS is deploying video conferencing systems in conference rooms across the state enabling a hybrid state workforce.

Goal 2 – Vermonter Experience

Our low-code preferred platform was the technical backbone of the Pandemic Response by standing up approximately 30 applications to respond to various needs across the state with over 459k users creating accounts.

Goal 2 – Vermonter Experience

Launched myVermont.gov to provide single sign-on capability combined with seamless personalization for Vermonters.

Goal 2 – Vermonter Experience

Implemented an online scheduler for DMV allowing for a safe return to serving the public during the pandemic and furthered DMV's vision to have modern and customer-friendly services.

Goal 3 – Cyber Security

Improvements in virtual private network (VPN) software, multifactor authentication (MFA), and device logging have all contributed to an increased capacity to assess risks and combat threats.

Goal 3 – Cyber Security

Completed Cybersecurity risk assessment of State IT Systems. The risk assessment prioritized risk across State applications allowing for targeted remediation and replacement.

Goal 4 – IT Budget Reporting

ADS was able to increase the net position of the Communications & Information Technology Fund from a deficit to a surplus, by \$4,099,164.

Goal 4 – IT Budget Reporting

ADS developed and deployed a stock hardware inventory tool to help properly track our State hardware

Goal 1

IT Modernization

Our goal is to increase automation and reliability of the services we deliver to Vermonters by 2026

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

Our Strategies

- Strengthen our digital foundation by replacing legacy IT systems with Integrated preferred enterprise platforms, thereby reducing technical debt.
- Deploying new systems by utilizing cloud-based offerings to reduce our infrastructure footprint and total cost of ownership.

Key Success Indicators

- 5 existing infrastructure-based systems migrated from OnPrem to Cloud Managed Services.
- Replacement of 30 legacy applications with State-preferred enterprise platforms.

Goal 2

Vermonters Experience

Our goal is an improved experience of their Government for Vermonters by 2026.

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, online interactions that Vermonters have with their government.
- Build a closer online relationship with Vermonters, including single sign-on capability
- Improve Vermonters experience with state government by transitioning outdated paper processes with on-line, streamlined services.

Key Success Indicators

- 48 public facing applications utilizing myvermont.gov single sign-on
- Provide 10 native mobile applications as alternative to existing public-facing services
- 50 public-facing processes automated with next generation technology

Goal 3

Cybersecurity & Data Privacy

Our goal is to provide continuous, effective defense of the State's Information data and 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 cyber risk and data privacy through training and reporting
- Grow the layers of cyber defense and analysis to proactively prevent threats and recover from attacks
- Coordinate cybersecurity policies and practices throughout State Government
- Improve data-driven decision making related to public health and safety through the development of robust data analytics, governance, and management systems

Key Success Indicators

- 90% state employees that have completed the Cyber-awareness trainings quarterly
- Application and data risk evaluations integrated into the 12 cabinet-level IT investment plans by 2025
- 12 cabinet-level agencies and departments with technology risk evaluation report cards by 2024
- Full implementation of Security Information & Event Managements (SIEM) system by 2023
- 5 data sets available for analysis in the new data environment by 2024
- All Dashboards and analytics available through PowerBI by 2024

Goal 4

Financial Transparency

Our goal is to support creation of a comprehensive Executive Branch IT budget with greater transparency by 2026

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

Our Strategies

- Further reduce the number of applications through consolidation and elimination. This will result in lower IT maintenance costs, purchasing costs, licensing costs and employee costs over the life cycle.
- Develop a rolling 5-year IT roadmap and investment plan for all agencies
- Develop dashboards and reports that provide timely and accurate budget and expenditure information to IT decision makers.
- Continue to grow our investment in cybersecurity

Key Success Indicators

- 12 cabinet-level agencies to have a complete 5-year IT roadmaps and investment plans that is updated annually by 2024
- Reduce number of applications in use across the executive branch by 100 by 2026
- A minimum of 5% of IT budget dollars invested in security initiatives by 2024
- Implement a technology business management solution and PowerBI for financial transparency by 2024

Efforts Looking Ahead

Goal 1 – IT Modernization

Modernization of Enterprise Resource Planning (ERP) functions by migrating Human Capital Management, Budgeting and Planning and payroll functions to the Workday cloud ERP system

Goal 1 – IT Modernization

Unemployment Insurance system Modernization – replace the front-end portion which includes the claimant and employer portal, and VDOL workforce CRM and Vermont Joblink.

Goal 1 – IT Modernization

Replacement of the state’s aging integration system for the Vermont Department of Health (Rhapsody) with the ADS-managed cloud Mulesoft Integration Platform

Goal 1 – IT Modernization

Completion of the project to expand the use of Voice over Internet Protocol (VoIP) telephone, which will reduce costs by allowing us to move off more expensive legacy phone services

Goal 2 – Vermonter Experience

100k myVermont.gov accounts milestone in 2022, with Child Development Information System, the 1-stop Business Registration Portal and the Dept of Liquor and Lottery Licensing system

Goal 2 – Vermonter Experience

Implement an electronic permitting system to replace a paper-based set of state issued Commercial Vehicle related permit processes

Goal 2 – Vermonter Experience

Replacement of citizen-facing services at DLL including the Liquor online training, licensing and enforcement system.

Goal 3 – Cyber Security & Data Privacy

Completion of at least one tabletop security exercise with Norwich University Applied Research Institutes (NUARI) to test state cybersecurity processes and refine as deficiencies are recognized

Goal 3 – Cyber Security & Data Privacy

Operationalization of the risk-ranked application inventory to inform ADS’ communication with other State Agencies toward prioritization of modernization and a better protective posture

Goal 4 – Financial Transparency

Implement a technology business management solution and PowerBI for financial transparency

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.”



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



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

