

AGENCY OF DIGITAL SERVICES

ADS Strategic Plan

2023 - 2027

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

Submitted by:
Shawn Nailor, Secretary and State CIO



Introduction



Greetings from the Secretary

I am pleased to present to you the Agency of Digital Services 2023 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.

In 2022 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,

Shawn Nailor
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

Approx. 35% of our servers have migrated to the Azure cloud w/ an additional 15-20% in-process by this summer. This reduces our capital expenses, cyber risk and improves service levels.

Goal 1 – IT Modernization

Department of Children and Families' new Child Development Division Information System (CDDIS), which replaced a 20-year-old legacy system

Goal 1 – IT Modernization

Implemented a modern Computer Aided Dispatch/Records Management System (CAD RMS) with Dept of Public Safety, allowing the State to seamlessly share data across public safety, justice, emergency and disaster management, intelligence, homeland security, and the public.

Goal 2 – Vermonter Experience

The enterprise CRM platform reached a new milestone of more than 1 million Vermonter logins this fiscal year.

Goal 2 – Vermonter Experience

Reached 140k accounts in the first 18 months of launching myVermont.gov to provide single sign-on capability combined with seamless personalization for Vermonterers.

Goal 2 – Vermonter Experience

Implemented an online Liquor Licensing Management system to allow 15k Vermonterers to apply, receive training, renew and track enforcement activities with their Liquor sales and server licenses.

Goal 3 – Cyber Security

Implementation of a new Security Information and Event Management (SIEM) system. (SIEM) is a software solution that aggregates and analyzes activity from many different resources across the entire IT infrastructure.

Goal 3 – Cyber Security

As part of an ARPA-funded project, the Security and Networking Division for ADS completed phase one of our core network and security upgrades.

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 \$4.9M.

Goal 4 – IT Budget Reporting

Began implementation of a Technology Business Management (TBM) solution that improves business outcomes by giving organizations a consistent way to translate technology investments to business value by defining the tools, processes, data, and people needed to manage the business of technology.

Goal 1

IT Modernization

Our goal is to increase automation and reliability of the services we deliver to Vermonters by 2027

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 2027.

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 2027

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 2027
- A minimum of 5% of IT budget dollars invested in security initiatives by 2024
- Implement a technology business management solution 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 – replacement of 50+ year old system, VDOL workforce CRM and Vermont Joblink.

Goal 1 – IT Modernization

Eliminating all state-owned hardware to be replaced by consumption-based services contracts with cloud providers.

Goal 1 – IT Modernization

Decommissioning the remaining servers in the last state-owned data-center. We are near our goal of being out of the data-center business and eliminating decades-old physical technology debt.

Goal 2 – Vermonter Experience

200k myVermont.gov accounts milestone in 2023, with initial design complete of a new single front-door for Digital Services to Vermonters.

Goal 2 – Vermonter Experience

Implement a modern web-based grants (to Vermonters) management system with the Agency of Natural Resources, supporting application, review, disbursement and impact tracking

Goal 2 – Vermonter Experience

Replacement of the Agency of Education Child Nutrition System with a modern system that allows expanded functionality and insightful data analytics

Goal 3 – Cyber Security & Data Privacy

Implementation of a system to integrate identified risk, threats, and intrusion attempts to proactively identify areas that require remediation and to better prioritize those actions.

Goal 3 – Cyber Security & Data Privacy

Secure, resilient network and security architecture rebuild to Vermont's aging network and security infrastructure.

Goal 4 – Financial Transparency

Complete implementation of a technology business management solution 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

