



Agency of Digital Services Strategic Plan 2024–2028

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.



STRATEGY

SIMPLIFYING TO REDUCE COMPLEXITY

- 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.
- Enable AI responsibly and securely while maintaining the highest standards

BREAKTHROUGH INDICATORS

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



STRATEGY

USER EXPERIENCE

- 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- Improve Vermonter’s experience with state government by transitioning outdated paper processes with online, streamlined services.

BREAKTHROUGH 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



STRATEGY

ENHANCING STANDARDS

- Raise employee and Vermonter awareness of cyber risk and data privacy through training and reporting
- 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
- Establishment of Core Enterprise Services as the foundation available to every user, agency, and department in state government.

BREAKTHROUGH INDICATORS

- 90% completion of Cyber-awareness training quarterly by state employees
- 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
- Standard Service model of IT support of all Core Enterprise Services delivered by 2024
- 5 data sets available for analysis in the new data environment by 2024
- All Dashboards and analytics available through PowerBI by 2024



STRATEGY

PREDICTABILITY AND TRANSPARENCY

- Proactively 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.
- Improve the 5-year IT roadmap and investment plans for all agencies aligned to the ongoing modernization of government
- Utilize improved standards to provide timely and accurate budget and expenditure information to IT decision-makers.
- Continue focus on investment and services in cybersecurity and core enterprise services

BREAKTHROUGH INDICATORS

- 12 cabinet-level agencies to have a complete 5-year IT roadmap and investment plans that are updated annually by 2024
- Track spending of managed and supported services as well as bespoke purchase investments.
- A minimum of 10% of IT budget dollars invested in security initiatives by 2025
- Implement a technology business management solution for financial transparency by 2024