2024 Annual Report

Agency of Digital Services
3 V.S.A. § 3303

Submitted by
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VERMONT

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Executive Summary

The Agency of Digital Services (ADS) is responsible for supporting the Administration's goals of growing the economy, making Vermont more affordable, and protecting the most vulnerable. To meet these goals, the Agency is committed to proactively providing enterprise-wide cost-effective, customer-focused digital technology services and solutions in a secure, reliable, and up-to-date manner.

In addition to supporting the continuity of the state's information technology services, ADS oversees strategic investments in technology and orchestrates the timing and progression of digital government enhancements.

In alignment with Governor Scott's priorities, the Agency of Digital Services identified the following four goals:

- **By 2027**, increase the automation and reliability of services delivered to Vermonters through modern technology enabling a more unified and accessible user experience.
- **By 2027**, support the creation of a comprehensive Executive Branch IT budget with greater transparency and predictability.
- **Continuously** defend the state data network and raise employee and citizen awareness of cyber risks to reduce the likelihood of unauthorized access and misuse of Vermont and Vermonter data.
- **By 2027**, improve Vermonters' experience with government online interaction.

Agency Statutory Language

In the 2019 Legislative Session, statutory language referencing the roles and responsibilities of the Department of Information and Innovation (DII) was replaced with the Agency of Digital Services (ADS). With the passage of Act 49 of the 2019 session, ADS now assumes the responsibility of being the single entity created to provide information technology services and solutions to State government. The legislation also updated reporting requirements for the Agency. ADS is now responsible for providing an annual report each year and an updated strategic plan.

Our Focus in 2024

In the pursuit of organizational maturity, ADS is dedicated to a transformative journey guided by four pivotal focus areas that encapsulate our vision for the future. As we embark on this path, our commitment is unwavering, aimed at enhancing not only our internal operations but also the experiences of our residents, state employees, and the ADS team itself.

User Experience: At the forefront of our priorities lies the commitment to elevate user experiences across the board. Whether it be residents interacting with our services, state employees navigating our systems, or our own ADS team members engaging in their daily tasks, our focus on user-centricity aims to create a seamless, efficient, and gratifying experience for all.

Enhancing Standards: In our pursuit of excellence, ADS is resolute in establishing robust standards, policies, and processes to guide our operations. These benchmarks will not only serve as a foundation for the reliability and consistency of our services but will also uphold the principles that define our organization's character.

Simplifying and Reducing Complexity: The optimization of technology is central to our strategy. By streamlining our technological infrastructure, we are dedicated to simplifying processes and reducing complexity. This endeavor is not just a technological transformation but a commitment to making our systems user-friendly, efficient, and aligned with the evolving needs of our stakeholders.

Predictability and Transparency: A cornerstone of our vision is the assurance of a seamless, predictable, and transparent experience for our customers. This extends to ensuring predictability in the billing of our services and fostering trust and understanding in our financial transactions. Furthermore, we are embarking on a transformative journey in the funding model for ADS, guaranteeing transparency in IT spending and aligning our financial strategies with our organizational objectives.

In essence, these focus areas chart the course for ADS as we mature into an organization that not only meets but exceeds expectations. The journey ahead is one of continual improvement, innovation, and a steadfast commitment to delivering unparalleled value to our residents, state partners, and the dedicated members of the ADS team. Together, we are shaping a future where excellence is not just a goal but a fundamental aspect of our identity.

Our Success in 2023

Enterprise Architecture & Network Division

Flood Response: A Resilient Approach to System Continuity

In the face of the July 2023 flooding that significantly impacted State office buildings, our organization showcased remarkable resilience, marking a stark contrast to the challenges posed by Tropical Storm Irene in 2011. Unlike the aftermath of Irene, where many state systems were rendered offline for weeks, our strategic advancements and proactive measures ensured that no systems were damaged or knocked offline during the recent flood.

A pivotal element in our success was the ongoing effort to transition from traditional State of Vermont (SOV) data centers to a cloud-based infrastructure. This move, part of our broader initiative termed "cloud-first," proved instrumental in mitigating the impact of the flooding. While the flood did lead to a brief loss of wired internet connectivity within office workspaces, crucial systems serving Vermonters remained online elsewhere. This enabled the seamless continuation of vital services, including the collection of child support payments, processing of unemployment claims, and numerous other essential functions.

The essence of our "cloud-first" strategy lies in the virtual nature of our systems, allowing for instant redirection across available data centers nationwide. This approach has proven pivotal in addressing the uncertainties posed by cyber threats, public infrastructure strain, and the potential for more dramatic shifts in natural events.

As we look ahead, our commitment to enhancing resiliency takes a bold step forward with the adoption of a "wireless-first" inner-office networking strategy. This strategic shift aims to reduce reliance on physical cables and devices that may be vulnerable during crisis events, ensuring a more robust and adaptable network infrastructure.

In addition, we have initiated the implementation of a "Software Defined Wide Area Network" (SD-WAN) strategy. This proactive move is designed to optimally protect and manage our systems and users. Acknowledging that both systems and users are no longer confined within the physical boundaries of a state office building, the SD-WAN approach aligns with our vision for a flexible and secure network architecture.

ADS' response to the July 2023 flooding not only demonstrated our organizational resilience but also highlighted the effectiveness of our forward-thinking strategies. By embracing a "cloud-first" approach and advancing towards a "wireless-first" and SD-WAN networking strategy, we are reinforcing our commitment to ensuring uninterrupted services even in the face of unforeseen challenges. This journey towards greater resiliency reflects our dedication to safeguarding the vital services we provide to the people of Vermont.

Advancing Efficiency through Strategic Infrastructure Transformation

In response to the accelerating pace of technological change and the heightened tech-savviness of Vermonters, the Agency of Digital Services (ADS) is actively eliminating technical debt. This initiative not only addresses legacy system challenges but also positions ADS to leverage cutting-edge technologies for improved efficiency, productivity, and customer service.

ADS has strategically transitioned from owning hardware and systems to a dynamic "pay as you go" operational expenditure (Opex) model for IT infrastructure. This shift reduces upfront costs, facilitates scalability, and frees up capital for other state priorities. Opex models offer predictable monthly expenses, fostering better budgeting, and enabling flexible resource allocation based on rapidly changing business needs.

Currently, over 50% of ADS systems and infrastructure operate under the pay-as-you-go model. Looking ahead, the agency aims to achieve over 90% reliance on this approach within the next year. This milestone will be accomplished through the replacement of private cloud servers and the initiation of network modernization and hardware lifecycle replacement projects.

The elimination of technical debt is a strategic investment in the future of digital service delivery. ADS's commitment to staying at the forefront of technological advancements ensures that Vermonters receive state-of-the-art government services, setting the stage for continued innovation and excellence. The focus remains on enhancing efficiency, productivity, and customer satisfaction through a forward-looking and adaptive IT infrastructure.

Cybersecurity

Compliance Overview

Throughout the preceding year, we dedicated substantial efforts to institutionalize a comprehensive process for the creation, endorsement, and execution of the ADS Security Policy, alongside subsequent standards. This initiative is pivotal in establishing a robust security baseline that spans the entirety of our enterprise, thereby guiding and regulating all facets of security compliance.

A key aspect of this endeavor has been our intensified focus on fortifying the security of our cloud resources, encompassing platforms such as Azure, O365, Okta, and more. We have

strategically prioritized compliance-driven enhancements, deploying a combination of administrative and technical controls to safeguard the integrity and confidentiality of our digital assets. This proactive approach ensures that our security posture remains dynamic and resilient in the face of evolving threats and industry standards.

By adhering to these meticulous processes and continuously refining our security measures, we demonstrate our unwavering commitment to maintaining the highest standards of compliance, thereby fostering a secure environment for our organization and stakeholders alike.

Cyber Maturity Update: Enhancing Incident Response at ADS

In pursuit of bolstering our cybersecurity posture, ADS remains committed to optimizing strategies and techniques aimed at minimizing response times for incidents on the Executive Network. A pivotal focus has been placed on aligning our Security Operations team with industry-recognized best practices, allowing us to cultivate robust in-house response procedures. The primary goal is to streamline and expedite incident resolution, thereby reducing mean response times compared to the State Security Operations Center (SOC).

Over the past year, ADS faced an average of five compromised user incidents per month, necessitating prompt remediation by live analysts. Recognizing the imperative to fortify our defenses, the Security Operations team executed a comprehensive update to our defensive techniques in September. The impact has been profound, resulting in a significant reduction in the occurrence of compromised users on the state network. Presently, we are proud to report that the average has plummeted to less than one user per month being compromised.

This remarkable achievement underscores the efficacy of our proactive approach to cybersecurity. By staying at the forefront of evolving threats and continually refining our incident response capabilities, ADS remains steadfast in its commitment to safeguarding our digital assets and maintaining the highest standards of cyber resilience.

ADS Cyber Training

ADS has identified critical line items for Cyber Incident Response Teams to be trained through and has put together a tentative two-year plan (pending budget approval) for onboarding these skillsets to the ADS Security Operations Team and Cyber Security Incident Responder Team members. These line items include Cloud security technologies, artificial intelligence tool suites, security automation, data science, tactical analytics, and kill chain defense model analysis. The ingestion of these skills is intended to provide new methods and modes of performing information security analyst job roles while lessening the time and analytical lift to respond during heightened security events.

ADS Security Information and Event Management (SIEM) system

With the implementation of the ADS SIEM system, ADS Security can monitor activity, triage alerts, and identify threats in order to respond to cybersecurity incidents more rapidly from one unified platform. The SIEM is able to correlate security events from hundreds of systems that are hosted by State of Vermont data centers or are State-owned cloud services. SIEM events also allow us to use automated responses to quickly react to specific incidents using the SOAR

(Security Orchestration Automation & Response) platform integration. ADS Security, system owners, and system administrators can quickly aggregate and analyze activity from many different resources across the entire IT infrastructure to investigate security events, troubleshoot more effectively, be aware of possible misconfigurations, and track changes on one system or multiple from the same platform.

Finance Division

IT Modernization Fund

In FY2022, a unique funding source was established to support Information Technology projects during the implementation phase. This fund is intended to provide the financial support necessary in the achievement of modernizing the work of state government. In that first fiscal year, six projects were identified and funded setting them on a fast track for modernization. In the second year, funding was provided to support the redesign and modernization of the State's aging Network Infrastructure.

As the steward of the fund, ADS is responsible for tracking all expenditures against each approved project. Below is a report of activity against the fund through 12/31/2023:

DEPT ID	Project	Budget	Current Encumbrances	Expenditures	Remaining Amount
		Expenditure Detail through 12/31/2023			
1105892303	AGO Case Management	2,200,000.00	23,000.00	66,726.00	2,133,274.00
1105892303	BGS Asset Management	1,800,000.00	221,169.49	406,908.83	1,393,091.17
1105892303	DMV Modernization	20,250,000.00	-	-	20,250,000.00
1105892303	ERP Modernization	11,800,000.00	-	-	11,800,000.00
1105892303	Fire Safety	960,000.00	-	58,385.20	901,614.80
1105892303	VDOL UI Modernization	3,000,000.00	-	-	3,000,000.00
1105892401	Network Modernization	10,000,000.00	-	-	10,000,000.00
Grand Total		50,010,000.00	244,169.49	532,020.03	49,477,979.97

Shared Services Division

The Shared Services Division is responsible for providing solutions that are used, or will be used, by more than one organization within State government. This includes enterprise applications such as the Microsoft 365 suite, SharePoint, and DocuSign. It also includes applications that are used on a more limited basis but by more than one organization, such as Bynder, a digital asset management application. Services that are common across the enterprise, such as desktop support, and Microsoft Teams Rooms (Yealink devices) are also provided by Shared Services. As ADS looks to increase the utilization of shared services to reduce costs and complexity, the line of business applications that currently exist in each organization that needs specific functionality, such as grants management, will likely be deployed as an enterprise-shared service and provided by the Shared Services Division. To further its mission, the Shared Services Division has several major projects underway:

Domain Consolidation

Enterprise computer systems use domains to provide structure around resources such as user accounts, storage, servers, cloud services, and more. Permissions and access rights are defined within domains. Currently, ADS manages twelve domains. The complexity of our

existing domain structure adds significantly to the cost of providing services and often limits what we can do. In some cases, the work we have to do is more than doubled because of the added complexity of our domain structure. The need to consolidate our domains became especially clear after the July flooding; much of the work undertaken by Shared Services in the first couple of days was to overcome domain-related obstacles that prevented everyone from working together in the Dill Building.

Shared Services is in the process of consolidating all domains into a single domain. This will be a large and complex project, that will take at least one year and will likely require contractor assistance, but the potential savings are significant and will easily exceed the cost of the project. Consolidation will result in a standard way of deploying and managing IT resources across the enterprise. Simplifying the foundation that the State's IT systems are built upon will drive out complexity resulting in improved reliability, lower costs, and consistent and predictable user experience.

Automatic Call Distribution (ACD) System Modernization

ADS is in the process of replacing the State's Automatic Call Distribution (ACD) system. The ACD is used by 8 agencies to provide 13 call centers. There have been significant advancements in call center technology since the current system was installed over ten years ago, so what started as the replacement of an existing system has the potential to be much more. The capabilities available today allow contact center software to function as a citizen/employee portal should we choose to use it that way. There have been many discussions about providing our constituents with the ability to interact with State government in a way that doesn't require them to know the structure of State government. The new ACD system will have capabilities enabling the possibility that rather than interacting with an application or a portal, constituents could interact with voice, chat, text, or email.

We expect the next ACD system will have the ability to interpret natural language queries from constituents and then using integrations into existing systems, interact with those systems on behalf of the constituent to intake, manipulate, or provide data back in a conversational manner. For example, a constituent could call a single number for all state agencies, and based on their responses to prompts, be directed to the right call center, or the right application, without having to use a keyboard. Chat options would be available for those who wanted a non-voice approach, allowing citizens the ability to interact with government in the way they prefer. This would also work internally for State employees. We could configure the new call center software to respond to requests for help and either provide them with self-help options or create a ticket in our ticketing system for follow-up by a technician or engineer. The new ACD will simplify interactions with State government for both constituents and employees.

Information Technology Service Management (ITSM) Tools

The Shared Services Division has invested in new Information Technology Service Management (ITSM) tools that will expand its ability to manage the State's IT infrastructure. The End User Device Support team deployed a new product to manage user devices such as laptops and desktop computers. The old tool that was acquired before the pandemic struggled to manage devices that were not on State networks. This became a problem when the pandemic drove the State's workforce to work remotely. Because the new tool is cloud-based, it is better able to manage devices that are not on State networks. Additionally, the new tool is much better at discovering unmanaged devices, which will let us reduce the risk they present.

Having better visibility into the devices used by end users to access State IT resources will allow us to reduce complexity and monitor compliance with standards to provide a predictable user experience.

End User Device Support Improvements

In addition to improving the tools used to manage end-user devices, the Shared Services Desktop Team is reviewing and improving the processes it uses. Across State government, multiple teams provide end-user support, resulting in varying levels of services. To provide a consistent and predictable experience for all State employees, regardless of where they work in State government, the Desktop Team hosted a series of "Desktop Summit" meetings to get all the teams that provide end-user support together. The purpose of these meetings was to identify common expectations of users and develop cross-team processes and procedures to provide a similar user experience across all of State government. A secondary goal of the Desktop Summit was to identify opportunities for improvement and share efficiencies. Many of the insights coming out of these meetings are now driving process changes.

A major change that the Desktop Team is working on is to implement *Autopilot* technology. Currently, when a user requests a new device, the computer is sent to a central location where it is configured and loaded with the software the user needs to do their job. This is a time-consuming process that significantly increases the time it takes to get a new device into the user's hands. This is especially true for users who primarily work remotely. Autopilot allows devices to be shipped directly to the user with the State's baseline software image pre-loaded by the manufacturer. When the user turns on and logs into the computer for the first time, the computer automatically loads the user's configuration settings and any additional software that they need. Besides getting the new computer to the user sooner because everything is automatic, the computer setup rigorously adheres to standards and provides a predictable product. It also eliminates an hour or more of technician time per device. Considering that we deploy over 2,500 devices each year, this will save more than one FTE of labor. Additionally, driving out complexity and variability lowers the cost of maintaining end-user devices over their lifespan.

Enterprise OnBase

The Shared Services Division has been working on a shared enterprise version of OnBase. OnBase is a software product widely used across State government to manage documents and their associated workflows. Historically, every time a new instance of OnBase was needed, we started from scratch and built a dedicated instance. To reduce the cost and complexity of deploying OnBase, Shared Services implemented a shared instance of OnBase which went live in March with an application for VDOL. AOT is now using the shared instance as well, and planning is underway to migrate AHS's existing OnBase functionality to the shared instance. By having a single shared instance of OnBase, Shared Services can enforce standardization, reduce the time and cost to deploy new OnBase functionality and ensure predictable outcomes.

Continued evolution of VoIP systems

The Shared Services Division operates the State's enterprise Voice over Internet Protocol (VoIP) phone system. Continued expansion of the use of VoIP is reducing costs by allowing us to move off more expensive legacy phone services. This year we completed the migration of the

State's correctional facilities to the VoIP system and are now working to migrate the VSP barracks.

Because of changes to the State's E9-1-1 rules, the enterprise VoIP system currently is not compliant with requirements for locatability of 9-1-1 callers. A project is underway to regain compliance but is dependent on the same resources working to rebuild the State's networks after July's flooding and is now bundled with that project. Another large effort accelerated by the flooding is moving as many physical phone devices as possible to a softphone (software that resides on a computer and provides telephone functionality). This is because of the flooding-driven strategy to rebuild damaged networks with wireless capabilities first, and then in a second phase, restore wired networking. Many physical phone devices cannot be used on wireless networks, so they need to be replaced with softphones.

Enterprise Project Management Office

The Enterprise Project Management Office is responsible for maintaining the records of all information technology projects across the State government. Highlighted below is a list of information technology projects completed by the Agency of Digital Services this year.

AHS DVHA MMIS Family Planning

The Agency of Digital Services worked with the Department of Vermont Health Access (DVHA) to implement a new benefit program established through the Affordable Care Act. The Act created the state-optional Family Planning eligibility group which Vermont chose to take. Due to system limitations with the Vermont Health Connect system, the program was set up through a Global Commitment investment and has been administered through the Vermont Department of Health. This program is a State Plan service that DVHA will be moving out of the 1115 waiver with the Centers for Medicare and Medicaid Services (CMS). This will eliminate the need to claim these costs as investments, move claims into the Medicaid Management Information System (MMIS), and manage the eligibility and enrollment functions. The team successfully supported the IT functional changes needed to transition the Family/Access Planning Program from VDH to DVHA. Completed 7/21/2023.

AOA Flood Assistance Wizard

The Flood Assistance Wizard project was a crucial initiative undertaken by the state of Vermont to support individuals and communities impacted by the severe floods that occurred in July 2023. Recognizing the urgent need for assistance, the state embarked on the development of a specialized tool to streamline the process of finding and accessing flood assistance programs.

The Flood Assistance Wizard serves as a user-friendly online platform designed to guide flood victims through the complex landscape of available support programs. By answering a series of simple questions, individuals can quickly determine their eligibility for various assistance programs tailored to their specific needs.

The completion of the Flood Assistance Wizard project on 10/12/2023 marks a significant milestone in Vermont's commitment to helping flood-affected residents regain stability and rebuild their lives. The tool's development involved extensive collaboration between state agencies, technology experts, and community stakeholders to ensure its effectiveness and accessibility.

With the Flood Assistance Wizard now available, flood victims can easily navigate the overwhelming process of seeking assistance. The tool provides a centralized hub of information, directing individuals to the programs and resources that best match their circumstances. By streamlining the application process and reducing bureaucratic hurdles, the Flood Assistance Wizard aims to expedite the delivery of vital support to those who need it most.

The completion of this project signifies Vermont's dedication to supporting its residents during times of crisis. By harnessing technology and innovation, the state has taken a significant step forward in providing efficient and targeted assistance to flood-affected individuals and communities. Completed 10/12/2023.

AHS DVHA MMIS 5% Cost Sharing Cap

Vermont Medicaid charges copays for drugs, outpatient hospital, and dental services. Per 42 CFR §447.56(f), the aggregate cost sharing of premiums and copays for a beneficiary (or, in the case of a family with multiple beneficiaries, all beneficiaries in the household) cannot exceed 5% of the beneficiary's family income. The Centers for Medicare and Medicaid Services (CMS) expects cost sharing to be turned off proactively prior to the 5% cap being exceeded. Vermont's current process does not work this way. This project involved making modifications to state systems to enable proactive tracking and capping beneficiary cost sharing at a max of 5% of Medicaid recipients' household income. The systems impacted included the Medicaid Management Information System (MMIS), Pharmacy Benefit Management (PBM) system, and enhancements to the Vermont Health Connect (VHC) Income/Federal Poverty Level (FPL) reporting to enable proactive tracking and capping beneficiary cost sharing at a max of 5% of their household income. Completed 4/28/2023.

AHS DVHA MMIS Interoperability

The Interoperability and Patient Access (IPA) Project goal is to implement multiple rules required by the Centers for Medicare & Medicaid Services (CMS) in the Interoperability and Patient Access final rule (CMS-9115-F) which aims to put patients at the center of their health care by ensuring they have access to their health information. This initiative is designed to improve the quality and accessibility of information that Americans need to make informed healthcare decisions, including data about healthcare prices and outcomes while minimizing reporting burdens on affected healthcare providers and payers. Completed 7/31/2023.

ODG Case Management System

The Agency of Digital Services and Office of the Defender General (ODG) collaborated on an upgrade to their Case Management System with a new Software-as-a-service cloud-based solution. The new solution will be used by all ODG staff, public defense contractors, and perhaps assigned counsel and serious felony unit contractors, resulting in improved user experiences, increased productivity, and improved information sharing, tracking, and reporting. The ODG is statutorily required to provide counsel consistent with its attorney's ethical obligations and the Rules of Civil and Criminal Procedure. Completed 8/13/2023.

AHS VDH IMR VITL IBID

The Vermont Immunization Registry (IMR) is a repository for individual vaccination histories. Medical providers and other stakeholders require access to patient/client immunization records to support clinical decision-making, planning, and population-based and outcomes reporting.

The team at the Agency of Digital Services supporting the Department of Health established a two-way encrypted SOAP API – known as the VDH HL7 SOAP API – to accept messages to query the Vermont IMR. SOAP API is a standardized method for enabling communication between different software systems. It acts as a translator, allowing applications to understand and interact with each other seamlessly. With its support for security and reliability, SOAP API plays a vital role in facilitating the exchange of information between systems, ultimately enhancing the functionality and efficiency of software applications. Amazon Web Services (AWS) recognized this project and ongoing work for the bi-directional exchange of immunization data with VDH and providers' Electronic Health Records (EHRs) through the VT Health Information Exchange (VHIE). Vermont was recognized as 1 of 4 states "where innovative HIEs are using Amazon Web Services (AWS) to help public health agencies overcome their data challenges". You can check it out here: https://aws.amazon.com/blogs/publicsector/improving-public-health-through-data-exchange/. The service went live on 4/19/2023 with the pilot NVRH St J Pediatrics with great success. Completed 4/19/2023.

AHS VDH VIMS Flu/Covid Enhancements

The primary goal of this project is to add functions to the Vaccine Inventory Management System (VIMS) that support ordering and managing inventory for vaccines that are distributed via a State-level allocation and "pre-booking" of orders based on previous levels of use. In normal ongoing business of the Immunization Program, this scenario most commonly applies to seasonal flu vaccines. However, this strategy was also employed for the distribution of the COVID-19 vaccine and would potentially be used again in the case of a nationally managed supply allocated on a state level. The key functions in the scope for this project include:

- Manage State Allocations
- Submit Flu Orders
- Email notifications to Providers regarding status
- Flu vaccine pre-book order functions

In addition, the scope of this project includes:

- VFC enrollment – moving the process of enrolling providers to receive vaccines from the State from a web survey to a function within the existing inventory application. Currently, there are separate enrollment processes for the Vaccines for Children (VFC) program and the Covid-19 program. Both programs require renewal on an annual or biannual basis using data that is maintained within VIMS.
- Vaccine Choice - this supports practice options to indicate vaccine brand preferences each year, as required by Vermont law.
- Enhancements to provide operational efficiencies with the Immunization Registry (IZ) program and the VDH vaccine warehouse/depot to support long-term COVID ordering and distribution to practices. These are evolving and addressed as prioritized by the IZ program.
- Warehouse - this would add views of VIMS data to the data warehouse where it will be accessible to VDH analysts. Currently, data is only accessible via reports within the application.
- Enhancements needed to support the ongoing rollout of COVID-19 vaccines to primary care practices and child vaccinations. Completed 10/27/2023.

AOE Vermont Adult Education and Literacy (AEL)

Federal and State reporting for the Workforce Innovation and Opportunity Act, Title II Adult Education and Literacy programs require a comprehensive data solution that will track the student record and services provided sufficient to produce the required reports and provide real-time information for State-level monitoring. The data solution must also produce invoices for the High School Completion Program to make the reimbursements described in 16 V.S.A. § 943, and [track professional development activities. The Agency of Digital Service and the Agency of Education collaborated on the AOE Vermont Adult Education and Literacy (AEL) Project which involved the procurement of a new system allowing AOE to track and monitor the progress of adult students toward the achievement of their High School Diploma or equivalent. System features include intake, assessment, case management, and reporting. The State has selected Literacy Pro Systems (LPS) as the system implementor. Completed 7/21/2023.

DPS VSP Audio/Visual Equipment

This project was to procure and replace Audio/Visual recording infrastructure for each Vermont State Police (VSP) barracks. The original scope included hardware, software, and support for a modern audio/video recording system including equipment, installation, and maintenance services for law enforcement interview rooms. During the project, Phase 2 was approved to add audio/video recording to the VSP barrack's secure evidence rooms to respond to and correct an emergent security issue with the barracks' secure evidence rooms. The scope of the project was expanded to include video coverage of the barracks' secure evidence rooms, eliminating a security loophole. Completed 11/29/2023.

AOT DMV Automated Testing System (ATS) Replacement

The Department of Motor Vehicles (DMV) in Vermont is committed to providing efficient and compliant driver's license testing services to its residents. To ensure the highest standards of safety and accuracy, the DMV sought an upgrade for its existing automated driver's license testing system. The previous contract for the testing system was set to expire, prompting the DMV to explore new solutions that would meet the evolving needs of Vermont residents. By law, the DMV is required to administer tests to individuals applying for driver's licenses or permits, and it is essential to have an automated system in place to streamline this process. In addition to meeting state requirements, the Federal Government mandates that all states have automated license testing systems. Therefore, the DMV needed to upgrade its existing system to ensure compliance with federal regulations. The proposed upgrade will not only replace the current system but also expand the range of tests offered. The DMV aims to include tests for the Learner's Permit, Operator Road Test, CDL Permit, CDL Skills Test, Motorcycle Permit, and Motorcycle Skills Test. By incorporating these additional tests, the DMV seeks to provide a comprehensive and efficient testing experience for individuals seeking different types of licenses. The upgraded system will leverage advanced technology to enhance the accuracy and reliability of the testing process. It will also enable the DMV to efficiently manage test scheduling, track results, and ensure a seamless experience for both applicants and DMV staff. By investing in this upgrade, the DMV is demonstrating its commitment to improving the overall driver's license testing process in Vermont. The new system will not only meet legal requirements but also enhance efficiency, accuracy, and compliance with federal regulations. Ultimately, this upgrade will contribute to safer roads and a more streamlined experience for Vermont residents seeking driver's licenses or permits. Completed 1/6/2023.

Data Division

Web Services Team

In September 2023, the Center for Digital Government selected the State of Vermont as a Finalist for the 2023 Government Experience Overall Award. The Overall State Government Experience Finalists were the State of Maine, the State of Michigan, the State of Oklahoma, the State of Oregon, and the State of Vermont. The Center for Digital Government (CDG) is a national research and advisory institute focused on technology policy and best practices in state and local government. CDG is a division of e.Republic, the nation's only media and research company focused exclusively on state and local government and education.

In cooperation with our website vendor, all Vermont Information Consortium (VIC) hosted Websites and Services are now fully responsive. The goal of reaching 100% had been repeatedly delayed due to initiatives with greater urgency over the past few years (primarily COVID-related). Website migrations from Drupal 7 to interim Drupal 9 to target Drupal 10 were necessary due to the imminent retirement of Drupal 7. Migration from 7 to 9 was completed in January 2023 with 50 sites having been migrated between 2022 and 2023. Subsequently, 158 State of Vermont Agencies were migrated from Drupal 9 to Drupal 10 from March 2023 until October 2023, achieving an on-time completion by our mid-October target. Drupal is a content management platform many government agencies use to communicate with their citizens. Drupal10 provides an even more adaptable platform with improved performance and scalability to create and maintain websites, streamline content creation, and facilitate delivering high-quality content to users.

Data Services Team

In the past year, Data Services had over 1,800+ database deployments. The bulk of these deployments come from the Vermont Department of Health (VDH) and the Department of Children and Families (DCF) development staff.

In 2023, Data Services started a project to migrate databases (334) from our 16 dated 2012 SQL servers to new SQL 2019 - 2022 servers. This will keep our servers up-to-date security and technology-wise for the next 3-5 years.

A project was completed to update a very old DCF process that was built using SQL2000 on a Windows 2003 OS, that utilized one of the first-generation VB.net languages. It had been in the process of being replaced for 8+ years and could only be run on a specific user's computer in a local Virtual Machine environment. The purpose of this process is to send data to the federal government to receive yearly funding for the Office of Child Support (OCS) division. This is a very important process and Data Services, in collaboration with the DCF Mainframe group, was able to upgrade and migrate the objects used in the process to a newer server that runs SQL2022 on the latest version of Windows utilizing a modern version of VB.net. This ensures that the process may continue to run safely for the next X years until it can be replaced or completely rewritten.

Data Services was able to replace Business Objects, a reporting tool, with in-house created PowerBI reports. This was a major undertaking for Data Services since all of the queries had to be rewritten and all of the data results checked and approved. This resulted in massive financial

savings because the maintenance support contact with Business Objects was considerably expensive.

Another project that saw some accomplishment was the Treasury Offset Program (TOP) and the Federal Tax Information (FTI) migration. The purpose of this project was to develop a method of storing FTI data within SQL Server because it could no longer be stored on the mainframe. This is information on Vermonters who owe money to the state because they were overpaid benefits. For over a year now there has not been any collection of this money. The first run of this process occurred near the end of 2023 and will result in this money coming back to the state.

Vermont Center for Geographic Information (VCGI)

GIS Strategic Plan 2023 – 2027

A new strategic plan was adopted by the Enterprise GIS Consortium in accordance with the requirements of the 10 V.S.A. Chapter 8: Geographic Information. The plan reflects more than a year's worth of effort to clarify needs, opportunities, and areas of improvement for Vermont's GIS across a growing user base. The work of the next five years will rely on strong partnerships, adhering to a mission of coordinating the investment, management, and application of open geospatial data and resources for the State of Vermont, improving the quality of government services and providing value to the broader mapping community. Three overarching, strategic outcomes will guide this work: 1) Improved Spatial Data Infrastructure 2) Enhanced Access and Understanding; and 3) Strong Partnerships and Governance.

Statewide Lidar Collection

The state accomplished the goal it set to collect statewide quality level 1 lidar in the spring of 2023 during leaf-off conditions, reflecting for the first time a statewide collection in a single season. Lidar-derived elevation data represent a consistent and seamless statewide topographic framework that supplants a traditionally time-consuming and costly approach of extensive field data collection. Instead, these remotely sensed data save time and money many times over, accumulating benefits with each additional use. Based on the National Enhanced Elevation Assessment commissioned by the United States Geological Survey (USGS), the 8-year minimum ROI for Vermont's investment is expected to be nearly 10:1. Vermont is the first state to complete wall-to-wall quality level one coverage. Lidar data and aerial imagery together support actions across every section of the state strategic plan, from lowering the cost of housing development and infrastructure design to flood hazard mapping and process automation.

Surface Water Mapping

ADS convened a group of intergovernmental partners and applied to the United States Geological Survey (USGS) to create lidar-derived hydrography data, which will dramatically improve the level of detail, currency, and content of Vermont's mapped surface waters, which is currently highly inaccurate in areas of the state. The data would meet a new national specification and assist with applications related to flood forecasting and response, agricultural planning, infrastructure design, stream ecology, and water quality. The improvements will leverage the state's investments in lidar and recent technology advancements that will allow for

automated processing of data that was previously digitized by hand. Vermont is positioning itself to have the highest quality hydrography data in the country.

July Flood Response

ADS helped lead the coordination and processing of remotely sensed imagery collected by drones from UVM and VTrans, and satellites from other partners during the July flood events, providing a central hub for federal, state, and local partners to access imagery of the flood's impact. Within hours of the storm's initial impact, the team had a web mapping application published and a workflow in place to manage the drone-collected imagery that would continue to be collected in the following days. The quick turnaround time played a key role in providing FEMA with the documentation needed to provide financial assistance to Vermont households. This unique collaboration between a university and state government has been highlighted by national publications.

Tax Parcel Mapping

On average, over 12,000 individuals a day access tax parcels in Vermont, making it the most heavily used geospatial data in the state. These data are used across every state agency and serve as the foundation for a wide variety of applications, such as the SPAN Finder, which helped 88k individuals get the information they needed to file their taxes. The tax parcel mapping team made updates to over 150 towns this year, helping to keep information fresh across most of the state. Thanks to an initiative with the Tax Department, property transfers will now be mapped and available in the parcel data viewer in early 2024. Transfer data will be updated weekly, allowing people to see near real-time ownership of parcels in Vermont.

Health & GIS

After retiring the longstanding 'COVID Dashboard', the team published a new dashboard on seasonal vaccinations highlighting COVID-19 and flu vaccination rates for Vermont residents. User experience was also improved for a variety of applications related to cyanobacteria reporting, mosquito-borne illness surveillance, rabies, radon risk, and the OnCall for Vermont Medical Reserve Corps recruitment. New dashboards and applications were also published related to suicide surveillance, food inspections, substance use, and the WIC program.

Artificial Intelligence Division

Since its inception in the fall of 2022, the Artificial Intelligence Division has cemented Vermont's pioneering role in the ethical adoption of Artificial Intelligence. Vermont's AI Code of Ethics, released in January of 2023, quickly became a model for other states. The AI Council worked with the AI Division to create guidelines for the use of Generative AI, developing a risk-based approach to distribution and depth of use that facilitated nationwide conversation. Concurrent with this report, the AI Council and AI Division have released operational guidance on AI, which includes recommendations for an AI-powered decision labeling rule. These can be found at [Artificial Intelligence in Vermont | Agency of Digital Services](#).

AI Pilot Initiatives

The AI Division continues to work on several pilots, including the use of Generative AI by various units across the state to assist in drafting documents, work processes, and other items.

We created a private, secure generative AI instance that can be used by state employees for work that could include sensitive, non-public information. We also released our first production generative AI use case to support towns recovering from the July floods.

Data Analytics Practice

The AI Division also includes the state's data analytics practice. This team supported a variety of high-priority missions this year, including:

- July 2023 Flood Response: Working with FEMA and partners across the state, developed several analytical projects to support the allocation of resources and create a common operating picture of the recovery effort. This work began within hours of the flood, and included proactive outreach to Vermonters who were impacted by numerous programs, modeling the financial impacts of the flood, support for the 211 program, Efficiency Vermont, and every agency working on the flood recovery efforts. In early January, work was completed on supporting Vermonters without Heating Systems, and work on community revitalization reporting remains ongoing.
- Public Safety Enhancement Team (PSET): The team is focused on reducing the frequency and impact of interpersonal violence and drug use on communities in Vermont. The AI Division is a key player in these discussions, helping to create a common operating picture across State agencies and local governments, framing the discussion, and supporting local PDs in providing their community leaders real-time insight into what types of strategies are working.
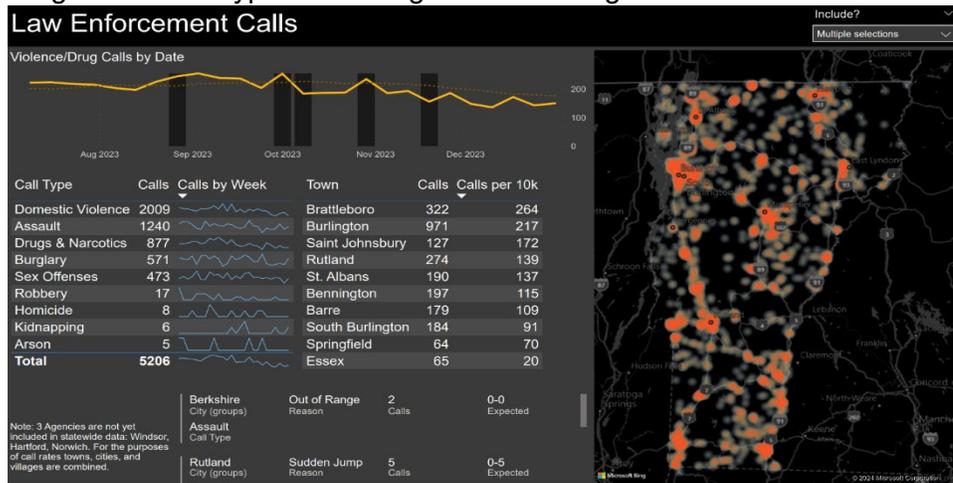
- Housing. The AI Division continues to support discussions of housing vulnerable Vermonters, working with VHFA, Human Services, Commerce and Community Development, and others to develop reporting that drives program design, policy development, and local conversations.
- Numerous smaller missions, including supporting the response efforts at the Department of Labor, the December floods, Law Enforcement Use of Force, and several process improvement efforts, as well as continuing to standardize and create collaboration among embedded analysts in each agency.

Constituent Engagement

The AI Division also hosts the State's Constituent Engagement practice, which includes a number of tools used to create seamless experiences for Vermonters interacting with the State. This year we began to see dividends from our investment in an underlying data model for our constituent engagement platform with multiple agencies implementing new solutions on top of it.

Awards Received in 2023

Last year the State of Vermont was bestowed 8 awards that recognize its innovative and user-friendly services and websites. These awards bring national recognition and showcase Vermont's digital communication efforts to serve Vermonters. The following awards were received in FY2023:

- **dotCOMM Gold Award:** Department of Forests, Parks and Recreation AMP

- **MarCOMM Gold Award:** Department of Forests, Parks and Recreation AMP

- **Tyler Technologies Vermont:** Proprietary and Confidential 7 Mobile Application

- **dotCOMM Honorable Mention:** Department of Libraries Interlibrary Loan Reporting & Library Directory Service

- **Center for Digital Government:** Government Experience Overall Award: State of Vermont

- **W3 Silver Award:** Department for Children and Families Vermont Emergency Rental Assistance Application Portal Mobile Application

- **AVA Digital Gold Award:** Department of Forests, Parks and Recreation AMP Mobile Application

- **AVA Digital Award Honorable Mention:** Department of Libraries ABLE websites

- **Hermes Creative Gold Award:** Department of Forests, Parks and Recreation AMP Mobile Application

Statutory Requirements

The Agency of Digital Services is statutorily required by 3 V.S.A. § 3303 to provide the following data. The data collected helps our Agency, the Legislature, and others to understand the importance of coordination and investment in information technology for the State.

Financial Report of Revenues and Expenditures for the Current Fiscal Year

The following table highlights the revenues and expenditures of ADS in the current fiscal year. The information is broken down into the description, budget, carry-over, total budget, expenses, and revenues. The bottom row of the table indicates the total expenses and revenues from FY23.

| Dept	Budget Period	Descr	Fund	Budget Amt	SFY23 Carry-Forward	SFY24 Excess Receipts Request	One-Time Appropriations	Total Budget	Expended Amt	Revenue
						SFY2023 Revenues and Expenditures 07/01/23 - 12/31/23				
1105500000	2024	Comm & Info Technology	10000	186,726.00	-	-	-	186,726.00	72,445.19	-
1105500000	2024	Comm & Info Technology	21328	14,322.00	290.34	-	-	14,612.34	241.62	-
1105500000	2024	Comm & Info Technology	21330	457,289.00	14,700.00	-	-	471,989.00	173,214.64	-
1105500000	2024	Comm & Info Technology	58100	134,653,444.00	13,530,049.02	8,826,593.39	-	157,010,086.41	69,609,348.00	44,418,513.28
1105500000	2024	Comm & Info Technology	59300	3,316,671.00	382,332.48	-	-	3,699,003.48	1,426,384.47	-
1105892201	2024	ADS-Cybersecurity Infrastruc	22047	-	695,030.45	-	-	695,030.45	-	-
1105892202	2024	ADS-Cyber Security	10000	-	1,930,057.68	-	-	1,930,057.68	1,175,813.32	-
1105892301	2024	ADS-Racial Justice Statistics	10000	-	520,300.00	-	-	520,300.00	-	-
1105892302	2024	ADS-LIDAR Grant Match	10000	-	-	-	1,734,000.00	1,734,000.00	728,547.75	-
1105892303	2024	ADS-FY23 IT Initiatives	21951	-	39,653,780.83	-	-	39,653,780.83	175,800.86	-
1105892401	2024	ADS-Network & Security	21951	-	-	-	10,000,000.00	10,000,000.00	-	-
1105892402	2024	ADS-Self-Exclusion Program	50250	-	-	-	100,000.00	100,000.00	-	-
1105991901	2024	Digital Orthophoto Mapping	31100	-	415.54	-	-	415.54	-	-
1105992001	2024	ADS - Digital Orthophoto Map	31100	-	80,300.00	-	-	80,300.00	-	-
1105992101	2024	ADS - Digital Orthophoto Map	31100	-	8,335.02	-	-	8,335.02	-	-
1105992201	2024	ADS - Digital Orthophoto Map	31100	-	125,000.00	-	-	125,000.00	-	-
		Totals		138,628,452.00	56,940,591.36	8,826,593.39	11,834,000.00	216,229,636.75	73,361,795.85	44,418,513.28

Summary of CY23 Independent Reviews

Per statute, ADS is required to hire an independent contractor to conduct an independent review of technology projects with total costs of over $1 million. Additionally, we must provide summaries of each independent review conducted. The independent reviews must include an acquisition cost assessment; a technology architecture and standards review; an implementation plan assessment; a cost analysis and a model for benefit analysis; an analysis of alternatives; an impact analysis on net operating costs for the agency carrying out the activity; and a security assessment. The Independent Review summaries can be found in the Information Technology Activity Report (Independent Reviews | Enterprise Project Management Office (vermont.gov)).

Outline Summary of IT Projects Over $500,000.00

The ADS Project Management Office is constantly tracking data on all IT projects. Our agency is required to provide an outline summary of information, including scope, schedule, budget, and status for information technology projects over $500,000.00. Highlighted in this report are projects that meet the $500,000.00 threshold, as well as the top 10 IT projects chosen by the CIO. This information can be found in the Information Technology Activity Report (EPMO_Annual_Report_FY24.pdf (vermont.gov).

Agency Performance Metrics and Trends

To ensure successful Agency performance, our Agency is constantly tracking data and metrics. The data includes baseline and annual measurements for each division of the Agency.
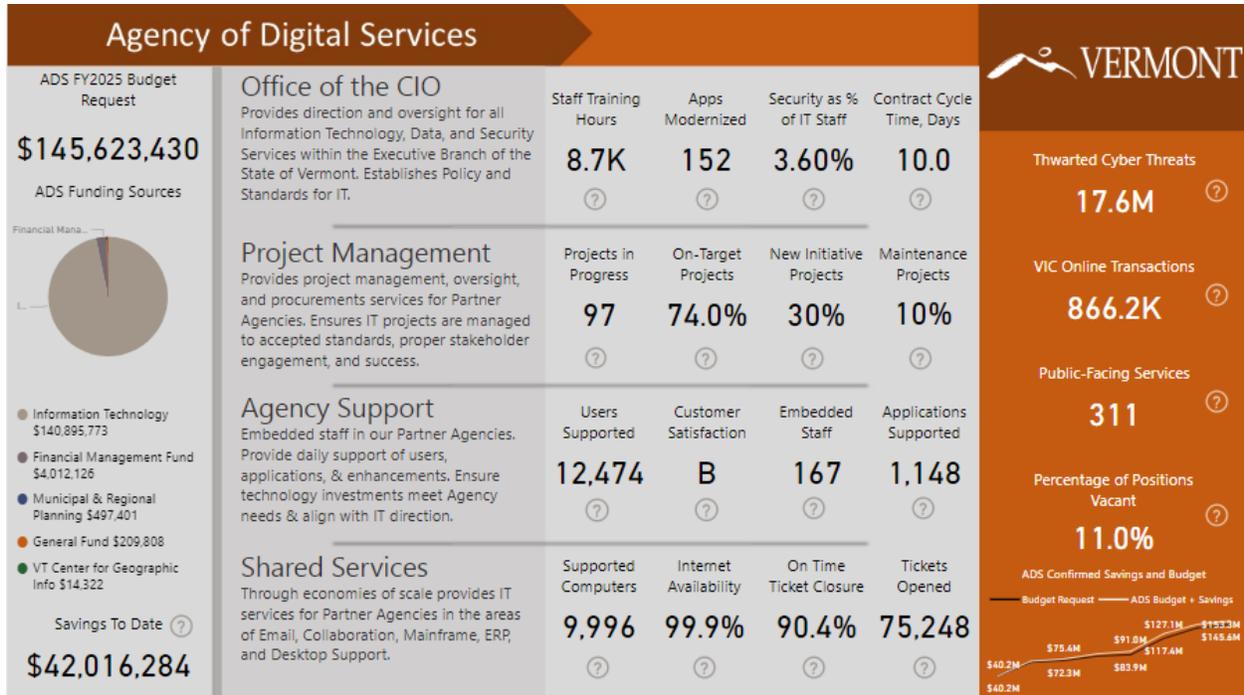
Costs Saved/Avoided as a Result of Technology Optimization

This requirement tasks our Agency with documenting costs saved or avoided through technology optimization for the last calendar year. In this table, we have identified where our Agency saved or avoided costs due to technology modernization. The table below indicates the partner agency or department where savings occurred, the name of the initiative, and the total amount and frequency of the savings or cost avoidance.

Agency/Department	Initiative	Amount	Frequency
ADS/EPMO	Government Rate for Cheetah PMP Training	449	As requested
ADS/EPMO	Reduced PM costs	28,918.70	Annual
AOE	Deprecation of EDU-DC1	$2,428.38	Annual
AOE	Deprecation of EDU-DESIGN	$2,396.32	Annual
AOE	Deprecation of EDU-LISTS	$2,348.36	Annual
AOE	Deprecation of EDU-Jupyter-Hub	$4,924.34	Annual
AOE	Cost avoidance: Educator Licensing	$62,309.80	Annual
AOE	Cost avoidance: Mail Merge Software	99	Annual
AOE	Deprecation of unused SQL Managed Instance	9840	Annual

ADS AOT	Cancel 16 G3 Liceses	$5,585.12	Annual
ADS AOT	Cancel 4 G3 Liceses	$1,396.28	Annual
ADS AOE	Deprecation of 2 VMs	$5,196.64	Annual
ADS AOE	Deprecation of 2 VMs	$14,368.68	Annual
ADS AOE	Cancel 98 SF users due to deactivation of SF app	$202,076.98	Annual
ADS AHS	Negotiate Oracle Partitioning down from standard	$552,982.00	Annual
ADS AOE	Deprecation of 3 VMs	$11,672.97	Annual
ADS AOE	Deprecation of Azure AOE-EDE-SQL	$7,446.07	Annual
ADS AOT	Cancel 19 G3 Licenses and change 14 others from G	$92,119.00	Annual
ADS AOA	Retirement of Footprints Server - Migration to Ivan	$4,385.00	Annual
ADS/VDOL	Citrix Licensing - Removal of 50	$9,250.00	Annual
AOT	Switching CVO Compute to AZG Reserved Instances	$62,656.00	Annual
AOE	Migrated Oracle databases to archive and SQL envi	$45,918.00	Annual
AOE	shutting down fileservers with Sharepoint migratio	$33,505.00	Annual
AOE	Ivanti for new computer deployment	$1,890.00	Annual
DPS	Retire 5 Servers	$29,047.00	Annual
DPS	Implementation of Electronic Warrants	$880,000.00	Annual
AOT	Removal of 7 Partner G3 accounts.	$2,296.00	Annual
AOT	Switched 9 AOT O365 from G1 to F3	$174.00	Annual
ADS AHS	Negotiated free work by Quisitive for Microsoft ser	$152,500.00	Annual
ADS	Reduction of Staff Augmentation Costs in the DVHA	$280,800.00	Annual
ADS	Reduction of Staff Augmentation Costs in the DVHA	$280,800.00	Annual
ADS AOT CTO	Migration off RWIS SAN and subsequent shutdown	$3,300.00	Annnual
AOE	Consolidation of SQL Analysis and EDE environmen	$7,050.00	Annual
ADS AHS	Care Management R3 Certification (ADS/AHS achiev	$412,500.00	Annual
ADS AHS CTO	Cloud Hosting Savings post move of AHS servers to	$407,000.00	Annual
ADS Enterprise Archite	VHC Migration to Onbase (eliminate Optum hosting	$300,000.00	Annual
ADS EPMO	Recruitment	$93,600.00	Annual
ADS EPMO	Resource Assignments	$553,280.00	Annual
ADS EPMO	Resource Assignments	$349,440.00	Annual
ADS EPMO	Resource Assignments	$249,600.00	Annual
ADS EPMO	Resource Assignments	$114,000.00	Annual
ADS EPMO	Resource Assignments	$94,000.00	Annual
ADS EPMO	Resource Removal	$300,000.00	Annual
ADS VDOL	Cancel IBM Service no longer needed with Move to	$33,189.00	Annual
ADS VDOL	Cancel Flex-ES System no longer needed with move	$23,300.00	Annual
ADS/AGR	Upgraded licensising and registration system to allo	$40,000.00	Annual
ADS/AGR	Adobe InDesign/Acrobat License Savings	$572.04	Annual
AOE	Cancelling Sifter Software License	$588.00	Annual
AOE	Switching from Open Voice to Skype for Business A	$600.00	Annual
ADS/CTO	Virtual Firewalls, M&O Savings	$358,400.00	Annual
ADS/CTO	Optum Hosting Reduction	$100,000.00	Annual

ADS/CTO	Optum Hosting Reduction	$100,000.00	Annual
ADS/CTO	VMWare Upgrade	$433,000.00	Annual
ADS CTO	Mulesoft Maintenance Costs - ADS negotiated savir	$30,000.00	Annual
ADS CTO	Pfsense rollout (open-source) for load-balancing (r	$50,000.00	Annual
ADS CTO	Pfsense rollout (open-source) for FW (replacement	$140,000.00	Annual
ADS CTO/AOT	AOT IDIQ (Contracts Management) Salesforce project		Annual
ADS/CTO	Rubrik Backup Solution (replacing NetBackups)	$240,000.00	Annual
ADS/DOL	Transition to LANDesk/Ivanti	$6,000.00	Annual
ADS/DOL	UI Backup Check Printer SN#JPCL5C700M - Disconti	$1,308.09	Annual
ADS/DOL	Citrix Concurrent Licenses - Dropped 98 licenses	$18,130.00	Annual
ADS/DOL	Symquest Scanner Maintenance - Discontinued Sup	$9,015.64	Annual
ADS/DOL	Labor ACD Calling Center Support Renewal	$10,000.00	Annual
ADS/DOL	Symantec Endpoint Protection for Labor Domain	$4,665.00	Annual
ADS/DOL	SEP for Dettics Call Center	$1,091.00	Annual
ADS/DPS	Replace MaaS360 MDM with Microsoft Products	$30,000.00	Annual
ADS/DPS	Decommissioning, moving divisions to SharePoint, s	$29,700.00	Annual

ADS/Shared Services	current core WAN wave circuit (TechVault to Water	$48,000.00	Annual
ADS/Shared Services	Microsoft Reseller Competition	$57,000.00	Annual
ADS/TAX	Transition to LANDesk/Ivanti	$7,000.00	Annual
ADS/AHS/DVHA	Discontinue hosting in Optum for Webcenter Conte	$301,980.00	Annual
Total Savings CY23		**$ 7,647,087.41**	

Report of Artificial Intelligence Inventory

The following is the inventory of Artificial Intelligence Systems currently identified by the Division of Artificial Intelligence as defined in and pursuant to 3 V.S.A. § 3305 b. The following elements are defined in the inventory. Please note that cost information is still being gathered and will be more complete in future reports.

Purpose, Proposed Use	a description of the purpose and proposed use of the automated decision system,
Intended Benefits	its intended benefits, including any data or research relevant to the outcome of those results
Capabilities in use	a description of the automated decision system's general capabilities
Capabilities not in use	reasonably foreseeable capabilities outside the scope of the agency's proposed use

Makes independent decisions	whether the automated decision system is used or may be used for independent decision-making powers
Decision impact type	the impact of those decisions on Vermont residents
Decision impact description	the impact of those decisions on Vermont residents
Supported Decisions	what decision or decisions it will be used to make or support
Decision Type	whether it is an automated final decision system or an automated support decision system
Types of data inputs	the type or types of data inputs that the technology uses
Data source process	how that data is generated, collected, and processed
Types of data generated	and the type or types of data the automated decision system is reasonably likely to generate
3rd party bias test result	whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias
Data storage	how automated decision system data is securely stored and processed
Data Sharing	whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why
Lifecycle cost	a description of the IT fiscal impacts of the automated decision system, including initial acquisition costs and ongoing operating costs, such as maintenance, licensing, personnel, legal compliance, use auditing, data retention, and security costs
Cost savings	any cost savings that would be achieved through the use of the technology
Funding sources	any current or potential sources of funding, including any subsidies or free products being offered by vendors or governmental entities

AI System Report for **Automotive Repository of Traffic Signs (ARTS)**

Vendor	State Entity using the System
UVM	AOT

Purpose and proposed use: Identify traffic signs and geolocate them for an inventory.

What decisions it is to make or support: Support decisions for Project sign replacement, inventory management.

Intended benefits: Provide an up-to-date inventory of VTrans' roadside assets.

General capabilities: Classify signs, track objects across monocular low frame rate imagery, estimate object distance and bearing from camera.

Reasonably foreseeable capabilities outside the scope of current use: Could be trained for other roadside assets, like guardrail or pavement markings.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Forward facing road imagery	Geolocated sign data	Secure state database

How those inputs are generated, collected, and processed: Images captured during annual surveys.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: Yes, the University of Vermont to continue development.

AI System Report for **Pavement Condition Classification**

Vendor	State Entity using the System
Fugro	AOT

Purpose and proposed use: Classify pavement quality.

What decisions it is to make or support: Support decisions for Project prioritization and selection, funding requests.

Intended benefits: Provide up-to-date detailed pavement condition.

General capabilities: Detect pavement quality from downward facing imagery.

Reasonably foreseeable capabilities outside the scope of current use: None.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Downward facing road imagery	Pavement segment condition rating	Secure state database

How those inputs are generated, collected, and processed: Images captured during annual surveys.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: Yes, in aggregates, with partners and the public.

AI System Report for **vRealize Operations**

Vendor	State Entity using the System
VMWare	ADS

Purpose and proposed use: Optimize performance and cost of State network and infrastructure.

What decisions it is to make or support: Support decisions for Incident response, device configuration.

Intended benefits: improve efficiency and lower cost.

General capabilities: Monitor network health, recommend improvements in configuration.

Reasonably foreseeable capabilities outside the scope of current use: Automatically make improvements in configuration.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Can adjust specs on servers and network components.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Computer usage data	Recommendations for better configurations	Vendor stored

How those inputs are generated, collected, and processed: Monitored in real time on machines.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: No

AI System Report for **Cloudability**

Vendor	State Entity using the System
Apptio	ADS

Purpose and proposed use: Optimize performance and cost of State network and infrastructure.

What decisions it is to make or support: Support decisions for Incident response, device configuration.

Intended benefits: improve efficiency and lower cost.

General capabilities: Monitor network health, recommend improvements in configuration.

Reasonably foreseeable capabilities outside the scope of current use: Automatically make improvements in configuration.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Can adjust specs on servers and network components.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Computer usage data	Recommendations for better configurations	Vendor stored

How those inputs are generated, collected, and processed: Monitored in real time on machines.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: No.

AI System Report for **SecureState**

Vendor	State Entity using the System
VMWare	ADS

Purpose and proposed use: Identify misconfigurations of cloud components.

What decisions it is to make or support: Support decisions for Cloud resource configuration.

Intended benefits: Improve the security posture of the state's IT infrastructure.

General capabilities: Monitor cloud service configurations.

Reasonably foreseeable capabilities outside the scope of current use: None.

Impacts and Ethics

Impact of those decisions on Vermont residents: None.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Configuration files	Recommendations for better configurations	Vendor stored

How those inputs are generated, collected, and processed: Extracted from connected resources.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: No.

AI System Report for **Brainware**

Vendor	State Entity using the System
Hyland	ADS

Purpose and proposed use: Detect document types and extract data from them.

What decisions it is to make or support: Final decisions for Document classification.

Intended benefits: Improve efficiency of document management.

General capabilities: Not yet in use.

Reasonably foreseeable capabilities outside the scope of current use: None.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Can classify and route documents.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Documents routed to Brainware queues	Structured document content	Secure state database

How those inputs are generated, collected, and processed: Scanned or digital documents are routed to Brainware based on expected type.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: None.

AI System Report for **OnBase OCR**

Vendor	State Entity using the System
Hyland	ADS, AOT, AHS

Purpose and proposed use: Digitize scanned documents.

What decisions it is to make or support: Support decisions for Document classification.

Intended benefits: Improve efficiency of document management.

General capabilities: Optical Character Recognition.

Reasonably foreseeable capabilities outside the scope of current use: None.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Converts images of documents into searchable, indexable documents.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Scanned documents queued for OCR	Searchable document content	Secure state database

How those inputs are generated, collected, and processed: Documents like project design "magic boxes" are scanned and routed for OCR.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: None.

AI System Report for **Okta Adaptive Authentication / Multifactor Authentication**

Vendor	State Entity using the System
Okta	ADS

Purpose and proposed use: Provide secure identity and access management.

What decisions it is to make or support: Final decisions for MFA prompt.

Intended benefits: Make robust authentication mechanisms less cumbersome for users.

General capabilities: Adaptive Security, Bot detection.

Reasonably foreseeable capabilities outside the scope of current use: None.

Impacts and Ethics

Impact of those decisions on Vermont residents: Direct. Prompts for MFA less frequently if the user is following known patterns.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
User interactions	None	Vendor stored

How those inputs are generated, collected, and processed: Authentication workflows.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: No.

AI System Report for **Land Cover Change Detection**

Vendor	State Entity using the System
UVM	VCGI

Purpose and proposed use: Identifies locations where land usage changes between surveys.

What decisions it is to make or support: Final decisions for Production of maps and land use statistics, policy making.

Intended benefits: Track changes in impervious surface and land use.

General capabilities: Image processing, feature detection.

Reasonably foreseeable capabilities outside the scope of current use: None.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Aerial Imagery	Spatial data representing land areas	Secure state database

How those inputs are generated, collected, and processed: Images are collected through annual surveys and processed.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: No.

AI System Report for **LIDAR Processing**

Vendor	State Entity using the System
	VCGI, AOT

Purpose and proposed use: Turns point clouds into 3d models of human and natural landscapes.

What decisions it is to make or support: Final decisions for Project planning.

Intended benefits: Improve mapping and project planning.

General capabilities: Point cloud processing, feature detection.

Reasonably foreseeable capabilities outside the scope of current use: None.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
LIDAR point clouds	Imagery and 3d spatial data	Secure state database

How those inputs are generated, collected, and processed: LIDAR units are used to collect distance data.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: Aggregates and derived products are shared in open data.

AI System Report for **Security Tools**

Vendor	State Entity using the System
Vendors	ADS

Purpose and proposed use: Detect and stop intrusions, attacks, and malware.

What decisions it is to make or support: Final decisions for Identification, prevention, and resolution of security issues.

Intended benefits: Improve the security posture of the state's IT infrastructure.

General capabilities: Identify and resolve threats in real time. These systems' details are not recorded here to preserve the integrity of the capabilities of Vermont's security systems.

Impacts and Ethics

Impact of those decisions on Vermont residents: Direct. Containment and resolution of attacks.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Various.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Security signals	Security Signals	Vendor stored

How those inputs are generated, collected, and processed: Collected through scans of machines and traffic.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: Yes, the vendors collect heuristic aggregates and share them to improve security of all users.

AI System Report for **Bing Copilot**

Vendor	State Entity using the System
Microsoft	Multiple

Purpose and proposed use: Summarize internet content, assist with research.

What decisions it is to make or support: Support decisions for Content Development.

Intended benefits: Efficiency of research.

General capabilities: Content Generation, Summarization of general web content and currently displayed page.

Reasonably foreseeable capabilities outside the scope of current use: None in current generation of the product.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Preliminary content generation can shape subsequent considerations.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Yes, numerous tests have been performed highlighting the need for content review. Vermont's Generative AI Guidelines address this. Recent test: https://www.sciencedirect.com/science/article/pii/S258975002300225X.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Web content, user prompts	Document content	Vendor stored

How those inputs are generated, collected, and processed: Prompts initiated by user.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: Yes.

AI System Report for **Azure OpenAI**

Vendor	State Entity using the System
Microsoft/OpenAI	Multiple

Purpose and proposed use: Assist with research and content generation.

What decisions it is to make or support: Support decisions for Content Development.

Intended benefits: Efficiency and quality of generated content.

General capabilities: Content Generation.

Reasonably foreseeable capabilities outside the scope of current use: Generative AI has numerous capabilities, these are being implemented under the oversight of the AI Division and Council as use cases are identified.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Preliminary content generation can shape subsequent considerations.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Relies on GPT3.5 and/or GPT4, which have been tested and found to have bias. Mitigation strategies are addressed in Vermont's Generative AI Guidelines.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
user prompts, preprocessed documentation	Document content	Stored in Vermont's cloud environment

How those inputs are generated, collected, and processed: As specific usecases are developed, supporting background data sources are preprocessed to make them available to the model.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: None.

AI System Report for **Contract Search**

Vendor	State Entity using the System
Internally developed on Azure OpenAI	BGS/FRO

Purpose and proposed use: Assist municipalities with identifying relevant contracts they can use to support flood recovery.

What decisions it is to make or support: Support decisions for Contract identification.

Intended benefits: Identification and reuse of contracts for flood recovery efforts.

General capabilities: Intent-based search.

Reasonably foreseeable capabilities outside the scope of current use: None. This type of tool could be implemented in other areas of the state.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Interprets intent and finds nearest matches.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Based on GPT3.5, but low risk of bias.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
User search, contract summaries	Search results	Stored in Vermont's cloud environment

How those inputs are generated, collected, and processed: Contracts are preprocessed for relevant details. User searches are converted to intent vectors and used to find matches.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: None.

AI System Report for **Gen TAX**

Vendor	State Entity using the System
FAST	AOA

Purpose and proposed use: Identify fraud risk.

What decisions it is to make or support: Support decisions for Fraud determinations.

Intended benefits: Reduce successful fraud.

General capabilities: Fraud risk scoring.

Reasonably foreseeable capabilities outside the scope of current use:

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Flags returns as potentially fraudulent, holds for human review.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Unknown.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Tax information	Recommendations for further investigation	State managed

How those inputs are generated, collected, and processed: Tax information submitted is assigned a score.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: None.

AI System Report for **TestIM Test Automation Tools**

Vendor	State Entity using the System
Tricentis	ADS

Purpose and proposed use: Automated regression testing of state websites and web apps.

What decisions it is to make or support: Support decisions for Release of updates to websites.

Intended benefits: Improved stability of interactive web content.

General capabilities: Self-healing tests, streamlined test creation.

Reasonably foreseeable capabilities outside the scope of current use: Generation of tests given a description of the system.

Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Adapts to minor changes in the webpage.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Recorded tests, website content	Test results	Vendor stored

How those inputs are generated, collected, and processed: Tests are recorded and run, if they fail Testim tries to identify similar content to self-heal from small changes.

Whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why: None.

AGENCY OF DIGITAL SERVICES

ADS Strategic Plan

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

2024 - 2028

Submitted by:
Denise Reilly-Hughes, Secretary and State CIO

VERMONT

Table of Contents

Introduction

Greetings from the Secretary

I am pleased to present to you the Agency of Digital Services 2024 Strategic Plan, a roadmap that not only charts our future course but also highlights the remarkable strides we've made to meet the evolving needs of Vermonters. Our dedication to improving user experience, enhancing standards, simplifying to reduce complexity, and creating a transparent and predictable experience, has been the driving force behind our accomplishments.

In the face of challenges, ADS has consistently risen to the occasion. As witnessed in July 2023, Vermont faced a severe flooding crisis. In response, ADS played a pivotal role in supporting the state's emergency operations center and partner agencies. Leveraging data, mapping, and addressing technological needs, we ensured a coordinated and efficient response. Out of adversity, we found opportunities to innovate and improve, reinforcing our dedication to serving Vermonters in times of need.

As we reflect on our achievements, I am immensely proud of the progress we've made in the past year. Looking forward, our focus remains steadfast on delivering the outcomes put forth in this strategic plan, ensuring that ADS continues to meet the evolving needs of our partner agencies and Vermonters.

I extend my sincere thanks to everyone who has contributed to the success of ADS. Your dedication has been instrumental in achieving our goals and shaping the future of digital services in Vermont.

With gratitude and optimism for the journey ahead,

Denise Reilly-Hughes

Denise Reilly-Hughes
Secretary and Chief Information Officer (CIO)

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
Successful implementation of phase 1 of the DMV Modernization project. Phase 1 includes the modernization of DMV vehicle services and retired 17 disparate legacy applications. Phase 2 (driver services) kicks off in March 2024.

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 Vermonters.

Goal 2 – Vermonter Experience
Implemented an online Liquor Licensing Management system to allow 15k Vermonters 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.

Efforts Looking Ahead

Goal 1 – Simplifying to Reduce Complexity
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 – Simplifying and Reducing Complexity
Unemployment Insurance system Modernization – replacement of 50+ year old system, VDOL workforce CRM and Vermont Joblink.

Goal 1 – Simplifying and Reducing Complexity
Eliminating all state-owned hardware to be replaced by consumption-based services contracts with cloud providers.

Goal 1 – Simplifying and Reducing Complexity
Centralizing infrastructure among hosted cloud datacenters and public cloud providers allowing for the elimination of decades-old physical technology debt.

Goal 2 – User Experience
300k myVermont.gov accounts milestone in 2024, with initial design complete of a new single front-door for Digital Services to Vermonters.

Goal 2 – User Experience
Establishing Customer Experience Leaders and Human-Centered Design models for all major modernization initiatives

Goal 2 – User Experience
Replacement of the Agency of Education Child Nutrition System with a modern system that allows expanded functionality and insightful data analytics

Goal 3 – Enhancing Standards
Align risk score model to all state systems ensuring risks, threats, and intrusion attempts are proactively identified remediated which will strengthen Vermont's security posture.

Goal 3 – Enhancing Standards
Modernize Vermont's network for resiliency and security enabling modern architecture in the rebuild of Vermont's aging network and security infrastructure.

Goal 4 – Predictability and Transparency
Complete the implementation of the Agency's technology business management solution for financial transparency allowing for more comprehensive procurement, contracts management, and cost allocation.

Goal 1

Simplifying to Reduce Complexity

Our goal is to increase automation and reliability of the services we deliver to Vermonters by 2028

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

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

User Experience

Our goal is continued improved experience of Government for Vermonters by 2028.

Well-designed online transaction and a standardized user experience will reduce complexities, inconsistencies, frustrations and time expended by Vermonters gaining access to 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

Enhancing Standards

Our goal is to provide continuous, effective defense and efficient operations of the State's data, systems, and network.

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

Our Strategies

- 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.

Key Success Indicators

- 90% completion of Cyber-awareness trainings quarterly by state employees
- Application and data risk evaluations integrated into the 12 cabinet-level IT investment plans by 2025
- Full implementation of Security Information & Event Managements (SIEM) system by 2024
- 5 data sets available for analysis in the new data environment by 2025
- All Dashboards and analytics available through PowerBI by 2024
- Standard Service model of IT support of all Core Enterprise Services delivered by 2024

Predictability and Transparency

Our goal is to support creation of a comprehensive Executive Branch IT budget with greater transparency by 2027

Predictability of technology spend results in stronger control over IT expenditures enabling transparency

Our Strategies

- 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

Key Success Indicators

- 12 cabinet-level agencies to have a complete 5-year IT roadmaps and investment plans that is 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 2024

- Implement a technology business management solution for financial transparency by 2024

ADS Organization

Information Technology Activity Report

Agency of Digital Services
Enterprise Project Management Office
(EPMO)

Table of Contents

About This Report

This report was produced by the Enterprise Project Management Office (EPMO), which is part of the Agency of Digital Services (ADS). The purpose of the report is to meet statutory requirements for reporting on technology projects with an IT activity cost of $500,000 or more and to provide a summary of independent reviews that were conducted during the calendar year.

This report only includes information technology (IT) activities for the Executive Branch of State government and was compiled in collaboration with the State entities who have a qualifying project. Future costs and dates projected in this report are estimates based on current information and are subject to change. This report includes all IT Activities that have implementation costs occurring on or after July 1, 2018, and have a total implementation and operating cost of at least $500,000.

The EPMO has identified the following IT activities that meet the statutory dollar threshold for reporting. These IT activities are organized within this report by a State Agency/Entity.

Statutory requirements met in this report:

3 V.S.A. chapter 56 § 3303 (a)(4)

(a)(4) an outline summary of information, including scope, schedule, budget, and status for information technology projects with total costs of $500,000.00 or greater.

3 V.S.A. chapter 56 § 3303 (d)(1)

(d)(1) The Agency shall obtain independent expert review of any new information technology projects with a total cost of $1,000,000.00 or greater or when required by the Chief Information Officer.

Independent Reviews completed from January 01, 2023, through November 30, 2023

IT Activity Name			
Agency	**Department**	**Project**	**Date**
Human Services	Aging and Independent Living	DLP Adult Protective Services Investigation System	1/10/2023
	Department of Labor	Workforce Development CRM System	1/25/2023
Natural Resources		State Revolving Fund System Replacement Project	4/18/2023
Education		Neuroscience of Literacy Professional Learning Module	4/20/2023
Human Services	Vermont Health Access	Medicaid Data Lake and Analytics Solution	7/5/2023
Human Services	Vermont Health Access	Health Information Exchange	7/7/2023
Education		Educator Licensing System	8/7/2023
Human Services	Vermont Health Access	Long-Term Care Case Management	8/14/2023
Secretary of State		Elections Management System	8/15/2023
Transportation		Vtrans State Highway Access and Work Permit System	9/5/2023
	Vermont Department of Labor	Unemployment Insurance Modernization Project	9/29/2023
Digital Services		Automatic Call Distribution (ACD) System Project	12/14/2023

These independent reviews are available on our ADS EPMO website at Independent Reviews | Enterprise Project Management Office (vermont.gov)

Summary & Metrics

Portfolio Summary & Metrics

Cost % by State Sponsoring Entity

- Administration 9%
- Education 2%
- Transportation 18%
- Other Executive Branch 4%
- Department of Labor 2%
- Human Services 61%

Legend:
- Administration
- Digital Services
- Human Services
- Department of Liquor and Lottery
- Department of Labor
- Commerce and Community Development
- Education
- Natural Resources
- Department of Public Safety
- Other Executive Branch
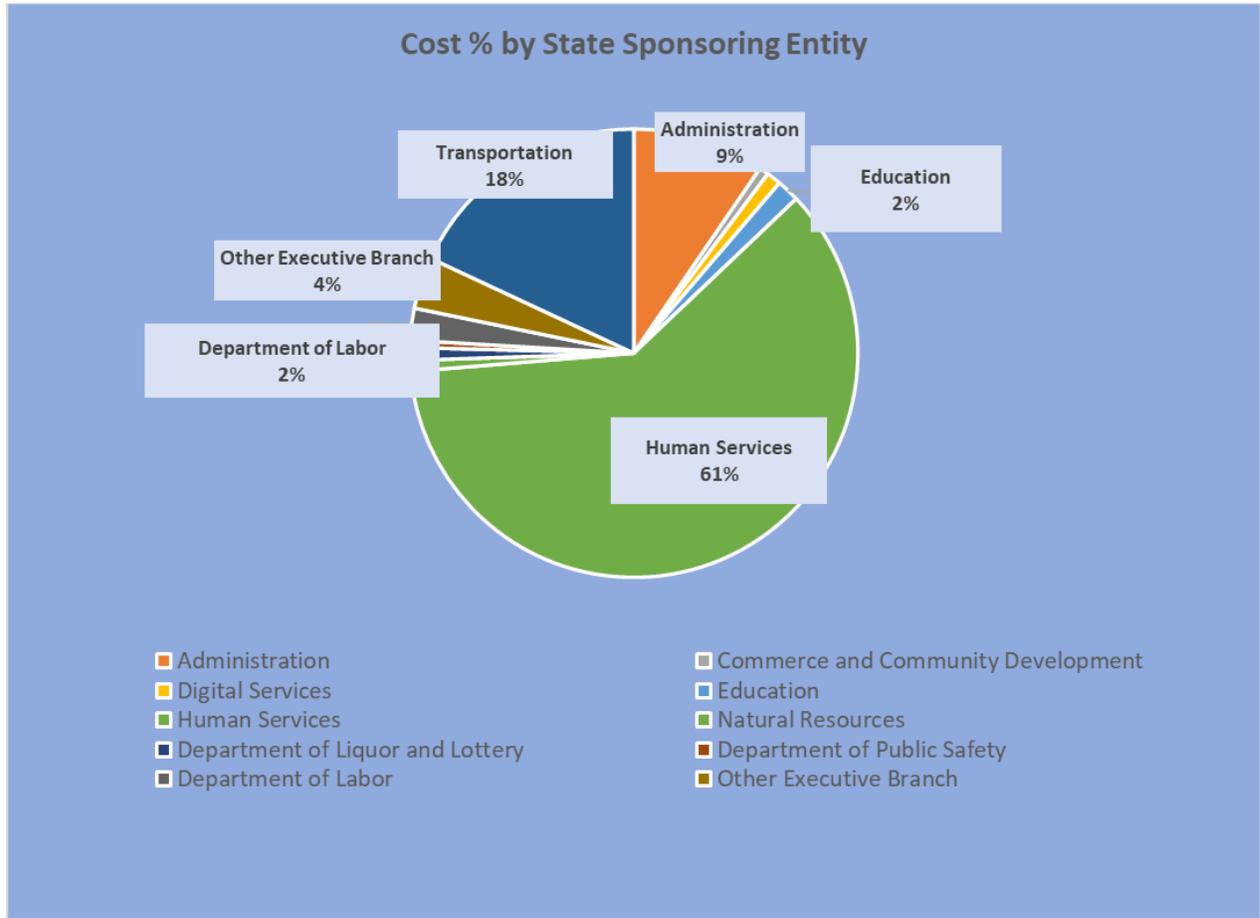
Total Estimated Implementation Costs
$344,500,026.56

Implementation costs are the one-time project costs to implement the solution. Includes both federal and state dollars.

Top 10 Projects for Highest Estimated Total Implementation Costs

Rank	Entity	Project	Total Implementation Costs
1	Human Services	AHS DVHA Integrated Eligibility and Enrollment System (VT-IES)	$114,039,743.80
2	Transportation	AOT DMV Core Systems Replacement	$50,216,101.00
3	Human Services	AHS DHVA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS)	$44,116,757.55
4	Transportation	Vermont Asset Management Information System (VAMIS)	$12,774,957.49
5	Administration	AOA Enterprise Resource Planning (ERP) Project	$11,005,691.35
6	Transportation	Construction Management System	$9,550,230.08
7	Human Services	DCF Comprehensive Child Welfare Information System (CCWIS)	$9,471,708.00
8	Administration	AOA BGS Enterprise Electronic Procurement Solution – VTBuys	$8,852,186.00
9	Human Services	AHS DVHA MMIS T-MSIS (Transformed Medicaid Statistical Information System)	$6,309,766.90
10	Human Services	DCF Child Development Division Information System Phase 2	$5,252,472.00

Total Estimated Operational Costs
$314,904,704.65
Total costs to operate & maintain the solution through its life. Includes both federal and state dollars.

Top 10 Projects for Highest Estimated Operational Costs

Rank	Entity	Project	Total Operational Costs	# Years
1	Human Services	AHS DVHA Integrated Eligibility and Enrollment System (VT-IES)	$119,592,991.00	5
2	Human Services	AHS DHVA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS)	$49,627,254.00	5
3	Transportation	AOT DMV Core Systems Replacement	$34,964,883.20	5
4	Administration	AOA Enterprise Resource Planning (ERP) Project	$24,060,148.00	10
5	Human Services	AHS Vermont Health Information Exchange (VHIE) Maintenance & Operations – 2023	$7,236,376.00	5
6	Digital Services	ADS Shared Services VoIP	$5,953,500.00	5
7	Administration	AOA BGS Enterprise Electronic Procurement Solution – VTBuys	$5,950,000.00	10
8	Human Services	AHS DCF Child Development Division Integrated Information System	$4,281,975.00	2
9	Administration	AOA BGS Workplace Information Management System (WIMS)	$4,070,204.45	5
10	Human Services	AHS Integrated Eligibility and Enrollment Noticing Solution	$3,612,453.35	5

Total Estimated IT Activity Costs
$659,404,731.21
Total IT Activity costs to implement, plus the costs to operate and maintain the solution. Includes both federal and state dollars.

Top 10 Projects for Highest Estimated IT Activity Costs
(Estimated Implementation + Estimated Operating costs)

Rank	Agency	Project	Total IT Activity Costs
1	Human Services	AHS DVHA Integrated Eligibility and Enrollment System (VT-IES)	$233,632,734.80
2	Human Services	AHS DHVA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS)	$93,744,011.55
3	Transportation	AOT DMV Core Systems Replacement	$85,180,984.20
4	Administration	AOA Enterprise Resource Planning (ERP) Project	$35,065,839.35
5	Transportation	AOT Vermont Asset Management Information System (VAMIS) Project	$16,255,289.69
6	Administration	AOA BGS Enterprise Electronic Procurement Solution - VTBuys	$14,802,186.00
7	Human Services	DCF Comprehensive Child Welfare Information System (CCWIS)	$12,114,828.00
8	Transportation	AOT Construction Management System (CMS)	$11,061,320.08
9	Human Services	AHS DCF CDD Integrated Information System	$8,979,871.42
10	Human Services	AHS DCF CDD Integrated Information System Phase 2	$8,577,297.00

Annual Report Key

Below is the template used for the annual reports. Explanations for each field is provided in *green font.*

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	*Name of the IT Activity*				
Agency	*Name of the Requesting Agency*		**Report Date**	*Date*	
Department	*Name of the Requesting Department*				
Project Start Date	*Start Date*	**Project End Date**	*End Date*	**Solution Life Cycle (Years)**	*# Years the solution will be operating*
Current Project Phase*	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**		**Update**		
Scope	*Current Health (Red, Yellow, Green)*		*Project status update as it relates to the project Scope*		
Schedule	*Current Health (Red, Yellow, Green)*		*Project status update as it relates to the project Schedule*		
Budget	*Current Health (Red, Yellow, Green)*		*Project status update as it relates to the project Budget*		
Overall	*Current Health (Red, Yellow, Green)*		*Project status update as it relates to the project overall*		
Scope Summary					
Summary of the projects scope of work and objective					
Schedule Summary					
Summary of the project's timeline to be completed and operational					
Budget Summary					
Total Implementation Cost	**Total State Implementation Cost**		**State Fund Type**		
Total cost to implement the solution	*Total State cost to implement the solution*		*State funding source for State implementation costs*		
Total Operating Cost	**Total State Operating Cost**		**State Fund Type**		
Total cost to operate the solution through its life cycle	*Total State cost to operate the solution through its life cycle*		*State funding source for State operating costs*		
Total IT Activity Cost	**Total State IT Activity Cost**		**State Fund Type**		
Total cost for the IT Activity (Implementation + Operating)	*Total State cost for the IT Activity (Implementation + Operating)*		*State funding source for Implementation & Operating*		

Agency of Administration (AOA)

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	AOA BGS Enterprise Electronic Procurement Solution - VTBuys				
Agency	Agency of Administration		**Report Date**		12/8/2023
Department	Department of Buildings and General Services				
Project Start Date	7/4/2018	**Project End Date**	12/31/2024	**Solution Life Cycle (Years)**	10
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope	🟨	The baseline scope includes the implementation of a Software as a Service (SaaS) solution which enables the end-to-end source-to-pay procurement functionality for the State of Vermont. There are multiple enhancements that require change orders that add scope to the original scope of work. The Executive Steering Committee (ESC) and the Project Management Team continue to assess these change orders for potential approval.
Schedule	🟨	The baseline schedule is currently being rebaselined by the project team, with an anticipated go live date of after July 1, 2024. The schedule is being rebaselined due to a number of change orders and resource constraints impacting the testing schedule. More details regarding state resource allocations, state only activities, and vendor activities are needed for System Integration Testing (SIT) and User Acceptance Testing (UAT) before a realistic go-live date can be documented.
Budget	🟥	The baseline budget set forth by the original IT ABC Form of $1.9m is being rebaselined for an updated IT ABC Form. The project team has presented an updated budget estimate of implementation costs into December 2024. The project has expended $2.8m to date, and the project team estimates a budget shortfall of $4.8m million to finish the project.

Scope Summary

The State of Vermont is embarking on a transformative journey to enhance its procurement processes. By implementing a Software-as-a-Service (SaaS) electronic procurement solution, the State aims to streamline the entire source-to-pay procurement cycle. This innovative solution will not only increase transparency and purchasing consistencies but also empower the State to improve customer service, strengthen vendor relationships, and enhance public access to information. Furthermore, the integration of this solution with the State's financial system, VISION, will enable comprehensive reporting of spend data across the State.

Schedule Summary

The project implementation was expected to take approximately 18 months but experienced delays due to COVID related demands. The implementation is expected to now be completed by mid-year 2024.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
$8,852,186	$8,852,186	Internal Services Fund: 59300
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$5,950,000	$5,950,000	Internal Services Fund: 59300
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$14,802,186	$14,802,186	Internal Services Fund: 59300

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOA BGS Workplace Information Management System (WIMS)				
Agency	Agency of Administration		**Report Date**		12/8/2023
Department	Department of Buildings and General Services				
Project Start Date	12/19/2019	**Project End Date**	12/31/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope	🟩	The baseline Scope includes Operate and Engage product line of modules from Facility Force with integrations to several other systems including VISION, Bank of America Works, VAMIS, and VTBuys. This will aid Building and General Services (BGS) in space management, Capital projects, and all Buildings and General Services operations. In addition, the system will change the operations of the business and create better transparency.
Schedule	🟩	The baseline Schedule started on 3/30/2021 and is currently estimated to be completed in Dec of 2024, subject to potential changes that may arise from the half dozen planned integrations with other state systems used, including some still being implemented and/or replaced (i.e. VTBuys and VISION).
Budget	🟨	The baseline budget was re-established with the updated IT-ABC signed in January 2023, as $2,579,523. Since the last IT-ABC, the project has remained within budget and this includes tracking both the BGS funding for operations as well as a $1.8M IT Modernization Fund Appropriation. Total expenditures to date are $1,406,547 (leaving a balance remaining of $1,172,975. The current forecast to complete the implementation is $1,125,399, however there is a number of integrations yet to define and price.

Scope Summary

The State of Vermont's Building and General Services department is embarking on a transformative journey to enhance its operations. By implementing an integrated system that includes the Operate and Engage modules from Facility Force, the department aims to revolutionize space management, capital projects, and all other operations.

This integrated system will bring together various systems, including VISION, Bank of America Works, VAMIS, and VTBuys, creating a seamless and efficient workflow. By integrating these systems, the department will be able to streamline its processes, eliminate redundancies, and improve overall efficiency.

One of the key benefits of this integrated system is its impact on space management. With the Operate module from Facility Force, the department will have a comprehensive view of its space utilization, enabling better planning and allocation of resources. This will result in optimized space utilization, cost savings, and improved productivity.

Furthermore, the Engage module from Facility Force will enable the department to effectively manage capital projects. From planning to execution, the integrated system will provide real-time updates, facilitate collaboration, and ensure timely completion of projects. This will lead to improved project outcomes, reduced delays, and enhanced stakeholder satisfaction. In addition to space management and capital projects, the integrated system will transform all Buildings and General Services operations. By centralizing and automating various processes, the department will achieve greater operational efficiencies, reduce manual errors, and enhance overall productivity.

Moreover, the implementation of this integrated system will bring about increased transparency. With all systems seamlessly integrated, data will flow seamlessly, enabling better decision-making and accountability. The department will have access to real-time information, allowing for timely and informed decisions.

Schedule Summary
The project kicked off on 3/30/2021 and is currently estimated to be completed in Dec of 2024, subject to potential changes that may arise from the half dozen planned integrations will other state used systems including some still being implemented and/or replaced (i.e. VTBuys and VISION).

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$2,739,563.14	$2,739,563.14	ADS IT Fund Appropriation
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$4,070,204.45	$4,070,204.45	ADS IT Fund Appropriation
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$6,809,767.58	$6,809,767.58	ADS IT Fund Appropriation

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	AOA Tax Scanning, Capture, Imaging 2.0				
Agency	Agency of Administration			**Report Date**	12/8/2023
Department	Department of Taxes				
Project Start Date	1/25/2022	**Project End Date**	1/25/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The baseline scope includes the replacement of the current scanning systems software that supports paper returns, payments & remittance processes.
Schedule		The baseline implemenation schedule is expected to be completed in 2 years. The project is currently moving through the procurement process which is expected to be completed by March 2024. The final implementation schedule for execution will need to be developed in conjunction with the selected vendor.
Budget		The baseline project budget has an implementation cost of $2,204,520.00.

Scope Summary

The Tax department of the State of Vermont is taking a significant step towards modernizing its operations by replacing its current scanning system software. This software, which supports paper returns, payments, and remittance processes, is outdated and based on a legacy system that is over 20 years old. The department recognizes the need to update its technology and streamline processes to improve efficiency and effectiveness.

The focus of this initiative is to build four main components: Document Capture, Check Processing, Conversion, and Content Management. These components will work together to create a comprehensive and efficient scanning system that meets the needs of the Tax department.

The Document Capture component will enable the department to efficiently capture and digitize paper returns, payments, and remittances. This will eliminate the need for manual data entry and reduce the risk of errors. By automating the capture process, the department will be able to process tax documents more quickly and accurately.

The Check Processing component will streamline the handling of checks received as payments. The new system will automate the check processing workflow, including verification, depositing, and reconciliation. This will save time and resources, allowing the department to process payments more efficiently.

The Conversion component will focus on converting existing paper documents into digital formats. By digitizing historical records and documents, the department will improve accessibility and reduce the reliance on physical storage. This will enhance data management and retrieval, leading to faster and more accurate information access.

The Content Management component will provide a centralized and organized repository for all scanned documents and digital records. This will enable easy retrieval, search, and sharing of tax-related information. The department will have better control over document versions, access permissions, and retention policies.

Overall, the implementation of this new scanning system will bring significant benefits to the Tax department of the State of Vermont. By updating the legacy technology and building out the four main components, the department will streamline

processes, improve efficiency, and enhance overall tax administration. This modernization effort will position the department for future success and enable better service to taxpayers.

Schedule Summary
The baseline implemenation schedule is expected to be completed in 2 years. The project is currently moving through the procurement process which is expected to be completed by March 2024. The final implementation schedule for execution will need to be developed in conjunction with the selected vendor.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$2,204,520	$2,204,520	Special Fund - 21909 - Tax Computer Modernization Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,231,565	$1,231,565	Special Fund - 21909 - Tax Computer Modernization Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$3,436,085	$3,436,085	Special Fund - 21909 - Tax Computer Modernization Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOA TAX Vermont Property Information Exchange (VTPIE) formerly (IPTMS)				
Agency	Agency of Administration			**Report Date**	12/8/2023
Department	Department of Taxes				
Project Start Date	4/6/2020	**Project End Date**	3/31/2025	**Solution Life Cycle (Years)**	4
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The baseline scope includes the implementation of a real-time, online system for the State to administer the statewide education property tax system. There are no outstanding changes that have not been formally approved and logged.
Schedule		The rebaselined implementation schedule indicates a system go live of March 2025. Previous projections at the start of the project had project completion scheduled for September 2023. The go live was delayed at the request of the implementation vendor, and efforts have been made to rework the contract to ensure payments are based on accepted deliverables.
Budget		The baseline budget for implementation is $3.3m Total Invoiced with $1.5m spent to date.

Scope Summary

The Vermont Property Information Exchange (VTPIE) project is a significant endeavor undertaken by the State of Vermont to revolutionize the administration of education property taxes. With the goal of procuring a real-time, online system, VTPIE aims to modernize and streamline the entire process, ensuring efficiency, accuracy, and transparency.

By implementing VTPIE, the State will be able to administer the statewide education property tax system in a more effective and user-friendly manner. The real-time, online system will provide taxpayers, educational institutions, and government officials with access to up-to-date information, enabling them to make informed decisions and fulfill their obligations.
One of the key advantages of VTPIE is its ability to improve efficiency. By automating various processes and eliminating manual tasks, the system will reduce administrative burdens and save valuable time and resources. This will allow government officials to focus on more strategic initiatives and provide better service to taxpayers.

Furthermore, VTPIE will enhance the accuracy of education property tax administration. With real-time data and automated calculations, the system will minimize errors and discrepancies, ensuring that taxpayers are assessed and billed correctly. This will lead to greater fairness and equity in the tax system.

Transparency is another crucial aspect of VTPIE. By providing a user-friendly online platform, the system will enable taxpayers to access their property tax information easily. Additionally, educational institutions and government officials will have access to comprehensive data and reports, facilitating better decision-making and policy planning.
It is worth noting that the project scope of VTPIE has been carefully defined, and there are no concerns regarding its implementation. All changes to the project have been formally approved and logged, ensuring that the system meets the specific needs and requirements of the State of Vermont.

In conclusion, the Vermont Property Information Exchange (VTPIE) project represents a significant step forward in modernizing the administration of education property taxes in Vermont. By implementing a real-time, online system, the State aims to improve efficiency, accuracy, and transparency, ultimately benefiting taxpayers, educational institutions, and government officials alike.

Schedule Summary
The project is currently scheduled to be complete by March 2025. Previous projections at the start of the project had project completion scheduled for September 2023. This was delayed at the request of the vendor, and efforts have been made to rework the contract to ensure payments are based on accepted deliverables.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,803,052.99	$1,803,052.99	Special Fund - 21909 Computer Modernization Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,005,757	$1,005,757	Special Fund - 21909 Computer Modernization Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,808,809.99	$2,808,809.99	Special Fund - 21909 Computer Modernization Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOA Enterprise Resource Planning (ERP) Project				
Agency	Agency of Administration		**Report Date**		12/8/2023
Department					
Project Start Date	11/1/2021	**Project End Date**	6/30/2026	**Solution Life Cycle (Years)**	10
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The baseline scope of the the ERP Project is to fully replace the existing Human Capital Management system (VTHR), CGI Vantage Budget system, Finances VISION system (including the financial systems at the Agency of Transportation (STARS) and the Department of Labor (FARS) that currently run on 30+ year old mainframes).			
Schedule		The baseline project schedule has the full implementation of the new ERP system going live in FY26. There are multiple workstreams that include: The HCM and Budget System replacement - Estimated to be a 12 - 18 month implementation. The Financials scope - Estimated to be 12 month implementation. There will be overlap of workstreams, but the HCM and Budget System Replacement will begin before the Financials scope. The entire project is expected to be complete in FY26.			
Budget		The baseline budget for the ERP project has been established at $20.8 million with $300,000.00 spent to date.			
Scope Summary					

The State of Vermont is embarking on a transformative journey to replace its existing Human Capital Management system, CGI Vantage Budget system, and Finances VISION system. These systems, which are currently running on outdated mainframes, have reached the end of their life cycle. The State recognizes the need for a modern Enterprise Resource Planning (ERP) system that can meet the evolving needs of its departments and agencies.

The goal of this project is to implement a brand new, modern ERP system that will bring about significant improvements in various areas. One of the key benefits will be enhanced customer service. The new system will provide a more user-friendly interface and improved functionality, enabling better service delivery to employees, managers, and other stakeholders. Employee self-service capabilities will empower individuals to access and manage their own information, reducing administrative burdens and improving overall efficiency.

Reporting metrics will also be greatly improved with the implementation of the new ERP system. The system will provide real-time, accurate data that can be easily accessed and analyzed. This will enable better decision-making, strategic planning, and performance monitoring across departments and agencies. The State will have a comprehensive view of its financial and human capital data, allowing for more informed and data-driven decision-making.

Data quality will be a key focus of the ERP project. The new system will ensure data integrity, accuracy, and consistency. By centralizing and automating various processes, the State will reduce the risk of errors and improve overall data quality. This will lead to better compliance, financial transparency, and accountability.

Additionally, the implementation of the new ERP system will allow the State to sunset various on-premise, high-cost environments currently operational in its Data Centers. By moving to a modern, cloud-based infrastructure, the State will achieve cost savings, improved scalability, and enhanced security. This will free up resources that can be redirected towards other critical areas.

In conclusion, the implementation of a new ERP system marks a significant milestone in the State of Vermont's journey towards modernization. By replacing outdated systems and embracing a modern, cloud-based infrastructure, the State is poised to improve customer service, reporting metrics, employee self-service, and data quality. This transformation will position the State for future success and enable better service delivery to its employees and stakeholders.

Schedule Summary
The ERP project is a multi year project with multiple workstreams with an estimated completion in FY26. The two workstreams include: The HCM and Budget System replacement - Estimated to be a 12 - 18 month implementation. The Financials scope - Estimated to be 12 month implementation. The project is currently moving through contract negotiations and the ADS Independent Review process. This activity is anticipated to be complete by Q1 2024.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$11,005,691.35	$11,005,691.35	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$24,060,148	$24,060,148	ISF
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$35,065,839.35	$35,065,839.35	General FundISF

Agency of Commerce and Community Development (ACCD)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	ACCD Grants Management Solution				
Agency	Agency of Commerce and Community Development		**Report Date**		12/8/2023
Department	Department of Economic Development				
Project Start Date	9/1/2022	**Project End Date**	11/6/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The project is currently in the planning phase. The project team is working with a potential vendor to determine if their solution will meet the scope defined by the Department of Economic Development (DED) and the Department of Housing and Community Development (DHCD).			
Schedule		Due to an extended vendor proposal review and analysis, pending independent review activities, and vendor contracting activities, the start of the implementation phase has been impacted and as a result could start in 4/2024. The project schedule is continually updated to reflect any additional delays.			
Budget		The initial estimated project cost was established at $3,970,000. Actual project cost to date is $374,973. The costs will be baselined once the preferred vendor contract is executed.			
Scope Summary					

The State of Vermont is committed to enhancing its grant management processes by migrating grant programs from AGATE's Intelligrants application to AGATE's IGX grants management application. This upgrade will specifically focus on the Vermont Community Development Program (VCDP), Vermont Training Program (VTP), Vermont Employment Growth Incentive (VEGI), and the Municipal Planning Grant (MPG) programs.

The primary objective of this project is to equip the Agency of Commerce and Community Development (ACCD) with a robust and feature-rich grants management application. By migrating to AGATE's IGX application, the ACCD will have access to a suite of tools and enhancements that will streamline the processing of current and future grants.

The migration will ensure that the ACCD can effectively manage the VCDP, VTP, VEGI, and MPG programs. The IGX application will provide the necessary features and functionalities to support the unique requirements of each grant program. This will enable the ACCD to efficiently handle grant applications, disburse funds, and monitor the progress of funded projects.

The software implementation will be based on the design documentation approved by the ACCD. This ensures that the system will align with the specific needs and workflows of the ACCD and its grant programs. The approved design documentation serves as a blueprint for the development and configuration of the IGX application, ensuring a seamless transition and optimal utilization of the software.

By migrating to AGATE's IGX application, the ACCD will benefit from a modern and user-friendly interface, improved data management capabilities, and enhanced reporting functionalities. The new system will streamline processes, reduce administrative burdens, and enable better decision-making and oversight.

In conclusion, the migration of grant programs from AGATE's Intelligrants application to AGATE's IGX grants management application represents a significant step forward in enhancing grant management for the State of Vermont. By leveraging the features and enhancements of the IGX application, the ACCD will be equipped with a powerful tool to efficiently process and manage grants, ensuring the successful implementation of the VCDP, VTP, VEGI, and MPG programs

Schedule Summary
The initial IT ABC Form was submitted on 8/22 with an estimated Go-Live date of 1/24. As a result of an extended vendor proposal review, remaining independent review, and contract activities, the start of the execution phase has been impacted and could tentatively start on 4/24. The current project schedule has a Go-Live date of 5/25 with a projected end date of 8/25. The project schedule is continually updated to reflect any additional delays as the business determines the viability of a vendor's proposal. When the proposal is accepted the project will move to the contracting phase.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,725,000	$569,250	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$2,245,000	$2,245,000	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$3,970,000	$2,814,250	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	ACCD VermontVacation.com				
Agency	Agency of Commerce and Community Development		**Report Date**		12/8/2023
Department	Department of Tourism and Marketing				
Project Start Date	12/1/2021	**Project End Date**	4/15/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The baseline scope includes reduced security risk and improved application stability, improved internal workflows for developing, publishing and maintaining content and enhanced visitor engagement. The scope is 85% complete.			
Schedule		The schedule has been rebaselined due to taking longer than estimated with the design vendor, content migration and to procure Hosting vendor. The Hosting Contract was executed 11/14/23. The work with the design vendor (BVK), with the exception of the go live tasks, has been completed. Additionally, VT Department of Tourism & Marketing (VDTM) held internal discussions around forecasting the time needed to complete the teams work for content management. They adjusted the target go-live date to April 2024. This is the most realistic timeframe to accommodate the time needed to create content, design, acquire imagery, develop, QC, and approve the 100+ pages migrating to the new site. The schedule will be closely monitored.			
Budget		The budget was baselined at $439,908 based on the web designer (BVK) executed contract. The budget increased and was rebaselined to $517,372 due to the following: Increase in Hosting fees due to contract with the Hosting Vendor (Group6), increase in implementation costs due to scope changes with the design vendor (BVK), increase in annual maintenance fees associated with design vendor (BVK), increase cost for ADS resources as a result of the project going longer than expected. The actual costs to date equal $142,580, which are indicating we are on track. The budget continues to be monitored for adjustments needed.			
Scope Summary					

The State of Vermont is committed to improving its content management and design processes through the implementation of a robust Content Management System (CMS) and the development of a comprehensive design for its tourism marketing website, VermontVacation.com. This project aims to streamline the workflow from content development to review/approval and production, while also ensuring visually appealing and accessible website layouts across various devices and browsers.

The first component of the project involves the implementation of a CMS. This system will provide a centralized platform for content development, management, and publication. It will enable content creators to collaborate efficiently, ensuring a smooth workflow from initial creation to review and approval, and ultimately to production. The selected CMS will be hosted by a dedicated vendor, ensuring reliable and secure hosting services.

The second component of the project focuses on the development and implementation of a design system, which is a component library. This design system will provide a set of pre-designed components and templates that can be used to create visually compelling layouts across devices, browsers, and screen resolutions. The design system will also prioritize accessibility, ensuring that the website is usable and inclusive for individuals with varying abilities. The development and implementation of the design system will be carried out by a separate vendor specializing in website design.

By implementing a CMS and design system, the State of Vermont aims to improve content management efficiency, enhance collaboration, and ensure consistent and visually appealing website layouts. The CMS will streamline the content development process, reducing manual efforts and enabling faster publication. The design system will provide a standardized set of components and templates, ensuring a cohesive and visually engaging user experience across the website.
Overall, the project's scope includes the implementation of a CMS for content management and the development and implementation of a design system for visually appealing and accessible website layouts. The involvement of two vendors, one for hosting the CMS and another for website design, ensures specialized expertise and a comprehensive approach to meet the State's requirements.

The implementation of a CMS and design system represents a significant step forward in improving content management and website design for the State of Vermont. By streamlining workflows and ensuring visually appealing and accessible layouts, the State aims to enhance user experience and engagement on its website

Schedule Summary
The project was orignally baselined to be completed in May 2023. However, due to the procurement of the content management hosting vendor and the creative phase taking longer than expected the completion date has been rebaslined to April 2024.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$280,909.50	$280,909.50	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$242,820	$242,820	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$523,729.50	$523,729.50	General Fund

Agency of Agriculture Food & Markets (AGR)

*No IT Activities over $500,000 dollars to report this year

Agency of Digital Services (ADS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	ADS EPMO PPM Tool				
Agency	Agency of Digital Services		**Report Date**		12/8/2023
Department					
Project Start Date	1/19/2023	**Project End Date**	12/29/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope	🟩	All critical scope items are on track to be included in the minimum viable product at launch. The configuration team will continuously improve the functionality of the tool after go live.			
Schedule	🟨	The project was scheduled to complete configuration in December 2023, with initial training of EPMO staff in early 2024. We are currently looking to complete a minimum viable product for launch by February 1, 2024.			
Budget	🟩	Costs are on track with 71% of the project complete and actual costs at 61% of baselined costs. IT ABC Baselined Implementation Costs: $111,961.20. Actual Implementation Costs to date are $68,467.20.			
Scope Summary					

The State of Vermont recognizes the importance of effective project, program, and portfolio management (3PM) in achieving its goals and meeting statutory obligations. To enhance these management practices, the State is embarking on a project to procure and implement a new Software as a Service (SaaS) solution for 3PM.

The implementation of this new solution will empower the Enterprise Project Management Office (EPMO) to streamline project management processes, improve collaboration, and make informed decisions. The SaaS nature of the solution ensures that it can be accessed and utilized from anywhere, providing flexibility and convenience to project teams.

By adopting this new 3PM solution, the State aims to improve project planning, execution, and monitoring. The solution will provide robust tools for project scheduling, resource allocation, and progress tracking. This will enable project managers to effectively manage their projects, ensuring timely delivery and successful outcomes.

Furthermore, the new 3PM solution will enhance program and portfolio management capabilities. It will provide a centralized platform for managing multiple projects and programs, allowing for better coordination, resource optimization, and alignment with strategic objectives. The EPMO will have a comprehensive view of all projects and programs, enabling better decision-making and prioritization.

In addition to improving project, program, and portfolio management, the new SaaS solution will ensure compliance with statutory obligations. It will provide features and functionalities that enable the EPMO to track and report on key performance indicators, milestones, and deliverables. This will facilitate transparency, accountability, and adherence to regulatory requirements.

Overall, the procurement and implementation of a new SaaS solution for 3PM represents a significant step forward in enhancing project management practices within the State of Vermont. By empowering the EPMO with robust tools and capabilities, the State aims to improve project outcomes, optimize resource allocation, and ensure compliance with statutory obligations.

Schedule Summary		
The project is scheduled for completion of configuration in December 2023, with initial training of EPMO staff in early 2024. We are currently looking to complete a minimum viable product for launch by February 1, 2024.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$111,961	$111,961	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$441,460	$441,460	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$553,421	$553,421	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	ADS Shared Services VoIP				
Agency	Agency of Digital Services		**Report Date**		12/8/2023
Department					
Project Start Date	3/4/2020	**Project End Date**	6/30/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope	🟩	The baseline scope of work has been partially completed. Outsanding items include finalizing the encryption of soft phones used while they are being replaced with another technology still yet to be determined (currently been the Jabber Soft Phone). Update to Jabber is being re-evaluated for other possible strategies to leverage other existing tools (i.e. MS-Teams). Transition of DPS also being evaluated by DPS to consider best options for Dispatcher Headset technology deployed. Team is also working on a change request to approve transitioning some of the e911 scope of work to the Network Modernization Project.			
Schedule	🟨	The baseline schedule reflects some work completed, but has slowed due to lack of Engineering resources and/or direction on strategy of phone services in the near future. Related to this, the Team is developing a revised e911 Board Waiver Form to request an extension on completing the e911 work in scope.			
Budget	🟩	The baseline budget is based on a Dept/Agency service fee charged per number of phones supported, and includes reporting features for each Dept/Agency to help reconcile monthly invoicing. The implementation costs are estimated at $396,000.00 with $217,624.00 spent to date.			
Scope Summary					

The State of Vermont is embarking on a project to enhance its Voice over Internet Protocol (VoIP) services by transitioning the support of its 6500 Enterprise VoIP platform users from the ADS Shared Services Division to Contractor NWN. This transition aims to improve functionality, security, and overall user experience.

One of the key enhancements included in the project is the implementation of new features to support E911 location information. This will ensure that emergency services can accurately locate users in case of an emergency. By integrating E911 capabilities into the VoIP platform, the State will enhance the safety and security of its users.
Another important aspect of the project is the implementation of encryption measures. By encrypting voice communications, the State will enhance the security and privacy of its VoIP services. This will protect sensitive information and ensure that communications remain confidential.

Additionally, the project includes the replacement of the current Cisco soft phones with the Jabber product. Jabber offers advanced features and functionalities that will enhance the user experience and improve communication capabilities. The transition to Jabber will provide users with a more intuitive and user-friendly interface, enabling them to communicate more effectively and efficiently.

By transitioning the support of the VoIP platform to Contractor NWN, the State aims to leverage specialized expertise and resources to provide better support and maintenance services. This will ensure that users have access to reliable and responsive technical assistance, minimizing downtime and disruptions.
Overall, the project's scope includes transitioning the support of the State's VoIP platform users to Contractor NWN, implementing new features for E911 support and encryption, and replacing the current Cisco soft phones with the Jabber

product. These enhancements will improve functionality, security, and user experience, ensuring that the State of Vermont provides reliable and advanced VoIP services to its users.

In conclusion, the State's transition to Contractor NWN for VoIP support and the implementation of new features represents a significant step forward in enhancing communication services. By leveraging specialized expertise and advanced technologies, the State aims to provide its users with improved functionality, security, and overall satisfaction with the VoIP platform.

Schedule Summary
The baseline Schedule was initially thought to last 6 months beginning Oct 2021. However, there is a lot more work involved to transition the Dept of Corrections and Public Safety sites, as well as updating each State facility to support the enhanced 911. With limited resources, the duration of the project will take much longer than initially targeted and is currently estimated to last into Q3-4 of FY24 before DPS is transitioned and the e911 scope is transferred to the Network Modernization Project for completion.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$396,469.20	$396,469.20	58100 Information Technology
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$5,953,500	$5,953,500	58100 Information Technology
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$6,349,969.20	$6,349,969.20	58100 Information Technology

Agency of Education (AOE)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOE Alternate Assessment				
Agency	Agency of Education			**Report Date**	12/8/2023
Department					
Project Start Date	2/2/2022	**Project End Date**	1/20/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The baseline scope fotr this project was to complete the establishment of a platform to administer alternate assessments to students with significant cognitive disabilities in the areas of Math, Science, and English Language Arts, as well as for alternate assessment development, as described in the Consolidated State Plan. The scope of this project was completed.			
Schedule		The baseline schedule was established to complete contract execution prior to December 2022. This project was sucessfully completed.			
Budget		The baseline budget established the implementation costs at $56,680.00 with the final costs spent equaling $53,914.50.			
Scope Summary					

The State of Vermont recognizes the importance of providing equitable educational opportunities for all students, including those with significant cognitive disabilities. To ensure that these students can demonstrate their knowledge and skills, the state undertook a project to establish a platform for administering alternate assessments in Math, Science, and English Language Arts. This project also encompassed the development of alternate assessments, as outlined in the Consolidated State Plan.

The establishment of the platform has enabled students with significant cognitive disabilities to participate in assessments that are tailored to their unique needs and abilities. The platform provides a user-friendly interface and accommodates various accessibility features to ensure that students can engage with the assessments effectively.
The alternate assessments developed as part of this project align with the state's educational standards and provide a comprehensive evaluation of students' knowledge and skills in Math, Science, and English Language Arts. These assessments are designed to be accessible and meaningful for students with significant cognitive disabilities, allowing them to demonstrate their learning in a way that is appropriate and fair.

By completing the scope of this project, the State of Vermont has demonstrated its commitment to inclusivity and ensuring that all students have the opportunity to showcase their abilities. The platform and alternate assessments provide a pathway for students with significant cognitive disabilities to actively participate in the assessment process and receive recognition for their achievements.

In conclusion, the establishment of a platform for administering alternate assessments and the development of alternate assessments for students with significant cognitive disabilities in Vermont represent a significant achievement. By providing tailored assessments and a supportive platform, the state has empowered these students to demonstrate their knowledge and skills in Math, Science, and English Language Arts. This project's successful completion marks a milestone in promoting inclusivity and equity in the education system.

Schedule Summary
The solution went live in early 2023. This project required Project Management Support only through contract execution. The project is complete.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$56,680	0.00	N/A
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,725,607	0.00	N/A
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,782,287	0.00	N/A

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOE Child Nutrition Management System (CNP)				
Agency	Agency of Education			**Report Date**	12/8/2023
Department					
Project Start Date	12/18/2018	**Project End Date**	12/31/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The baseline scope of this project includes all procurement sourcing and contracting events to include all associated change orders and amendments to the contract to date. The original project scope has been reduced significantly over the course of this project through multiple executed change orders and conrtact amendments.
Schedule		The baseline schedule for this project continues to be monitored closely and is an ongoing risk associated with this project. Contract Amendment #1 was executed on 12/20/2022 and extended the implementation timeline through 12/31/23, and Contract Amendmdent #2 further reduced project scope and costs in an effort to reduce project risk and meet the updated and approved adjusted project schedule deadline.
Budget		The baseline budget established for the implementation costs of this project is $477,360.20, with actual costs spend to date equaling $390,070.90.

Scope Summary

The Agency is committed to enhancing its Child Nutrition Management capabilities by replacing the existing system with a new and improved solution. The new system has already replaced the previous one and will offer expanded functionality once phase 2 is completed.

The primary objective of this project is to provide a robust and efficient system that can accept and process program applications and claims for all School Nutrition Programs and Child and Adult Care Programs. The new system streamlines the application and claims processes, ensuring accuracy and efficiency in managing program enrollments and reimbursements.
Additionally, the system is designed to manage data collections related to child nutrition programs. It provides a centralized platform for collecting and organizing data, ensuring compliance with USDA reporting requirements. This feature enables the Agency to accurately track program participation, meal counts, and other essential data points necessary for program evaluation and reporting.

Furthermore, the new system offers comprehensive reporting capabilities. It generates reports that provide insights into program performance, financials, and compliance. These reports enable the Agency to monitor program effectiveness, identify areas for improvement, and ensure adherence to USDA regulations.
Once phase 2 is completed, the new system will offer expanded functionality. This expansion will further enhance the management of child nutrition programs, providing additional features and tools to support program administrators, school staff, and other stakeholders involved in the programs.

In conclusion, the replacement of the Agency's Child Nutrition Management System marks a significant milestone in improving the management of School Nutrition Programs and Child and Adult Care Programs. The new system, already implemented and set to offer expanded functionality in phase 2, streamlines program applications and claims, manages data collections, and provides comprehensive reporting. This project's successful completion ensures compliance with USDA requirements and enhances the Agency's ability to provide nutritious meals to children and adults in need.

Schedule Summary		
The project schedule has been extended by Contract Amendment #1, which was executed on 12/20/22 to extend the implementation period through 12/31/23. Vendor constraints, unforeseen data conversion issues, and COVID complications have contributed to the implementation delays. The project is current on schedule to complete by the updated scheduled deadline.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$576,847.84	0.00	N/A
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,110,125	0.00	N/A
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,686,972.85	0.00	N/A

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOE Dual Enrollment Voucher System				
Agency	Agency of Education			**Report Date**	12/8/2023
Department					
Project Start Date	12/1/2021	**Project End Date**	6/28/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope	🟩	The baseline scope includes all procurement, sourcing and contracting events regarding software to support the State?s Dual Enrollment Program Voucher System which provides a way for students, voucher coordinators, and college administration to manage high school students enrolled in college courses including the eligibility, voucher creation, available college courses, and reporting necessary for colleges to seek reimbursement from the dual enrollment program. There are no change orders pending approval.
Schedule	🟩	The baseline schedule establishes an anticipted completion date of June 28, 2024. The project is currently in the execution phase of the project with the contracted vendor grooming user stories. This project is expected to complete on schedule.
Budget	🟩	The baseline budget for the implementation of this proejct with use of allocated ARPA funds is $337,095.25. Actual Implementation Costs to Date (as of September 2023 billing): $87,436.25

Scope Summary

The State of Vermont is committed to enhancing the Dual Enrollment Program by developing software that will support the program's voucher system. This system aims to streamline the management of high school students enrolled in college courses, providing a comprehensive solution for students, voucher coordinators, and college administration.

One of the key features of the software is eligibility verification. The system will enable voucher coordinators to verify the eligibility of high school students for the Dual Enrollment Program. This will ensure that only eligible students are enrolled in college courses, maintaining the integrity of the program and aligning with program requirements.

The software will also facilitate the creation of vouchers for eligible students. Voucher coordinators will be able to generate vouchers for approved students, allowing them to enroll in college courses. This process will be streamlined and automated, reducing administrative burdens and ensuring a smooth enrollment experience for students.

Additionally, the software will provide information on available college courses. Students and voucher coordinators will have access to a comprehensive list of courses offered by participating colleges. This will enable students to make informed decisions about their course selections, ensuring that they align with their academic goals and interests.

The system will also include reporting functionalities for colleges to seek reimbursement from the Dual Enrollment Program. College administration will be able to generate reports on student enrollments, course completion, and other relevant data. These reports will facilitate the reimbursement process, ensuring accurate and timely reimbursements for colleges participating in the program.

By developing this software, the State of Vermont aims to streamline the management of the Dual Enrollment Program. The system will improve efficiency, reduce manual efforts, and enhance the overall experience for students, voucher coordinators, and college administration.

In conclusion, the development of software to support the Dual Enrollment Program Voucher System represents a significant step forward in enhancing the program's management and effectiveness. By providing a comprehensive solution for eligibility verification, voucher creation, course availability, and reimbursement reporting, the State aims to streamline the Dual Enrollment Program and ensure a seamless experience for all stakeholders involved

Schedule Summary

The solution has an estimated go live date for June 2024. This project is currently in the Execution Phase, and is on track to complete as scheduled.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
$450,210	0.00	General Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$625,000	$625,000	General Funds
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,075,210	$625,000	General Funds

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	AOE Education Data Standard (Ed-Fi)				
Agency	Agency of Education			**Report Date**	12/8/2023
Department					
Project Start Date	12/6/2021	**Project End Date**	1/1/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope	🟩	The baseline scope of this project was to implement a solution to enable the State to collect education data from Vermont's Supervisory Unions and Districts (SU/SDs) via a modern, secure, and accurate data architecture using the Ed-Fi application programming interface (API) and operational data store (ODS). The project included a pilot for school year 22-23, implemented by Agency of Digital Services staff, and a production environment implemented by a vendor for the 23-24 school year forward. The scope of this project was completed.
Schedule	🟩	The baseline schedule for the implementation of this project has been established with an expected full roll-out/go live in summer 2024. This project is on track and expected to complete on schedule.
Budget	🟩	The baseline budget established the implementation costs of this project at $979,152.00. Actual implementation spent to date equal $165,859.00.

Scope Summary

The State of Vermont is committed to modernizing its education data collection processes by implementing a solution that leverages the Ed-Fi API and operational data store (ODS). This project aims to establish a modern, secure, and accurate data architecture for collecting education data from Vermont's Supervisory Unions and Districts (SU/SDs).

The pilot phase of the project, implemented by the Agency of Digital Services staff, will serve as a testing ground for the new data collection solution. During the school year 2022-2023, the pilot will allow for the evaluation of the system's functionality, performance, and usability. This phase will provide valuable insights and feedback to refine and optimize the solution before its full implementation.

Following the successful pilot phase, the project will move into the production environment implementation. A vendor will be responsible for implementing the solution for the school year 2023-2024 and beyond. This vendor will ensure the seamless integration of the Ed-Fi API and ODS into the education data collection process. The production environment will provide a robust and reliable platform for collecting, storing, and managing education data from SU/SDs across Vermont. By utilizing the Ed-Fi API and ODS, the State aims to establish a standardized and interoperable data architecture. This will enable seamless data exchange between SU/SDs and the State, ensuring accuracy and consistency in education data reporting. The solution will enhance data quality, streamline data collection processes, and provide a comprehensive view of education data for analysis and decision-making.

Furthermore, the implementation of this solution will enhance data security and privacy. The modern data architecture will incorporate robust security measures to protect sensitive information and ensure compliance with data privacy regulations. This will instill confidence in stakeholders and safeguard the integrity of education data.

In conclusion, the implementation of a solution utilizing the Ed-Fi API and ODS represents a significant step forward in modernizing education data collection in Vermont. The pilot phase, followed by the production environment implementation, will establish a secure, accurate, and interoperable data architecture. This project's successful completion

will enhance data quality, streamline processes, and provide valuable insights for informed decision-making in the education sector.

Schedule Summary
The pilot environment for the 22-23 school year to test the standard Ed-Fi implementation of the API and the ODS was setup and operational for the SU/SDs participating in the pilot. Implementation for this project is in alignment with the anticipated and approved project schedule.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,045,832	0.00	N/A
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$392.900	0.00	N/A
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,438,732	0.00	N/A

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOE Educator Licensing System (ELS)				
Agency	Agency of Education			**Report Date**	12/8/2023
Department					
Project Start Date	7/1/2020	**Project End Date**	7/21/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The baseline scope includes the replacement of the existing licensing system with a Software as a Service solution that will be used by AOE, educators, and school districts in the State. There are no change orders pending approval.			
Schedule		The baseline schedule was established on July 1, 2020 and is currently scheduled to end on July 21, 2024. the project is currently in the execution phase which is on track to complete the project as scheduled.			
Budget		The baseline budget has been established with an implementation cost of $1.3m with $172,006.00 spent to date.			
Scope Summary					

The State of Vermont is committed to enhancing the educator licensing and management process by implementing a comprehensive solution. Initially, the plan was to utilize both OnBase and Salesforce for this purpose. However, after careful consideration, the decision was made to open the RFP to accept Commercial Off The Shelf (COTS) solutions as well. This approach ensures that the State can explore a wider range of options and select the most suitable solution.

The solution will address various aspects of educator licensing and management. It will cover the issuance of new educator licenses and the renewal process, streamlining the application and approval workflows. By implementing an efficient system, the State aims to expedite the licensing process, reducing administrative burdens and improving overall turnaround times. Additionally, the solution will include features to track continuing education requirements for educators. This will ensure that educators maintain their licenses by fulfilling the necessary professional development and training obligations. The system will provide a centralized platform to monitor and manage continuing education records, enabling educators and administrators to easily track progress and ensure compliance.

Furthermore, the solution will facilitate the management of licensing enforcement cases. It will provide tools to track and document any violations or misconduct related to educator licenses. This will enable the State to effectively investigate and address any licensing infractions, ensuring the integrity of the education system.

The collection of associated fees will also be integrated into the solution. The system will provide a streamlined process for educators to submit licensing fees, ensuring timely and accurate payments. This will contribute to the overall efficiency of the licensing process and support the financial management of the education system.

By implementing a comprehensive solution, the State of Vermont aims to streamline the educator licensing and management process. The selected solution, whether it be OnBase, Salesforce, or a COTS solution, will provide the necessary tools and functionalities to improve efficiency, ensure compliance with continuing education requirements, and effectively manage licensing enforcement.

In conclusion, the State's commitment to implementing a comprehensive solution for educator licensing and management demonstrates its dedication to improving the education system. By streamlining processes, tracking continuing education

requirements, managing enforcement cases, and collecting associated fees, the State aims to enhance the overall effectiveness and integrity of educator licensing in Vermont.

Schedule Summary
The RFP allowing Commercial Off The Shelf (COTS) software responses was released in September 2022. A letter of intent was issued in February 2023. Independent Review was completed in August 2023. The contract was signed September 1, 2023. Implementation will take approximately one year and conclude August 2024. O&M support is for 5 years, expiring 8/31/2029.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,315,646	$39,469.37	Education
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,520,560	$1,520,560	Teacher Licensing Fund (21240)
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,836,206	$1,560,029.37	Education Teacher Licensing Fund (21240)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOE Literacy Professional Learning (Act 28)				
Agency	Agency of Education			**Report Date**	12/8/2023
Department					
Project Start Date	1/31/2022	**Project End Date**	11/3/2023	**Solution Life Cycle (Years)**	2
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The baseline scope of this project was to establish a solution for an online professional learning product that covers brain development and the neurological processes underlying language acquisition and the development of Phonics, Phonemic Awareness, Vocabulary, Fluency, and Reading Comprehension. The training products are intended to be used by all Vermont educators. The scope of this project was completed.
Schedule		The baseline schedule for this project implementation estimated a completion date for fall 2023. This project went live on 9/21/2023. The project was successfully completed.
Budget		The baseline budget established for the implementation costs of this project was $314,736.00, with actual costs equaling $172,832.61.

Scope Summary

The State of Vermont recognizes the importance of continuous professional learning for educators and professionals. To support this, the state embarked on a project to establish a comprehensive solution that includes an online platform for self-guided training modules and module content covering brain development. The platform was designed to assess learning outcomes, ensuring the effectiveness of the training.

The online professional learning platform serves as a centralized hub for educators and professionals to access self-guided training modules. These modules cover various topics related to brain development, providing valuable insights and strategies for enhancing teaching and learning practices. The platform offers a user-friendly interface, making it easy for users to navigate and engage with the training materials.

The module content on brain development is carefully curated to provide evidence-based information and practical strategies. Educators and professionals can explore these modules at their own pace, gaining a deeper understanding of how the brain develops and how it impacts learning. The content is designed to be informative, engaging, and applicable to real-world educational settings.

One of the key features of the platform is the ability to assess learning outcomes. After completing a training module, users are provided with assessments to evaluate their understanding and application of the content. This assessment component ensures that the training is effective and that participants have gained the necessary knowledge and skills.
By completing the scope of this project, the State of Vermont has successfully established a comprehensive solution for professional learning. The online platform and brain development modules provide educators and professionals with valuable resources to enhance their practice. The assessment component ensures that the training is impactful and supports continuous improvement.

In conclusion, the establishment of an online professional learning platform and the development of brain development modules represent a significant achievement for the State of Vermont. By providing accessible and engaging training materials, the state supports the ongoing professional growth of educators and professionals. This project's successful

completion marks a milestone in promoting effective teaching and learning practices based on the latest research in brain development.

Schedule Summary

The solution went live on 9/21/2023 and transitioned to managed services thereafter. This project is complete.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$314,736	0.00	N/A
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$376,800	0.00	N/A
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$691,536	0.00	N/A

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	AOE Vermont Adult Education and Literacy (AEL)				
Agency	Agency of Education			**Report Date**	12/8/2023
Department					
Project Start Date	9/1/2021	**Project End Date**	7/21/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The baseline scope of this project included the procurement of a new system to allow AOE to track and monitor the progress of adult students toward the achievement of their High School Diploma or equivalent. System features included intake, assessment, case management and reporting. The State has selected Literacy Pro Systems (LPS) as the system implementor The scope of this project was completed..
Schedule		The baseline schedule established an anticipated completion date for April 2023. The solution went live on April 14, 2023 and transitioned to managed services. This project was successfully completed.
Budget		The baseline budget for this project was $254,447.00, with final implementation costs spent equaling $109,309.00.

Scope Summary

The State of Vermont recognized the importance of providing comprehensive support to adult students pursuing their High School Diploma or equivalent. To facilitate this, the Agency of Education (AOE) undertook a project to establish a new system that would enable effective tracking and monitoring of adult students' progress. This system encompasses various features, including intake, assessment, case management, and reporting.

The intake feature of the system allows for the efficient registration and enrollment of adult students. It streamlines the process of gathering necessary information and ensures a smooth transition into the program. By simplifying the intake process, the system enables adult students to begin their educational journey promptly.

The assessment component of the system plays a crucial role in evaluating the skills and knowledge of adult students. It helps identify areas of strength and areas that require improvement. This assessment data is used to develop personalized learning plans and tailor educational resources to meet the specific needs of each student.

Case management is an integral part of the system, enabling AOE staff to provide ongoing support and guidance to adult students. Case managers can track individual progress, monitor attendance, and address any challenges or barriers that may arise. This personalized approach ensures that adult students receive the necessary assistance to successfully complete their High School Diploma or equivalent.

Reporting capabilities are also included in the system, allowing AOE to generate comprehensive reports on student progress, program effectiveness, and outcomes. These reports provide valuable insights for program evaluation, resource allocation, and decision-making. They also contribute to accountability and transparency in the adult education system.

The successful completion of the project scope signifies that the new system has been established and is fully functional. The AOE now has the necessary tools and capabilities to effectively track and monitor the progress of adult students towards their educational goals. This system enhances the support provided to adult learners, ensuring that they receive the guidance and resources needed to achieve their High School Diploma or equivalent.

In conclusion, the establishment of a comprehensive tracking and monitoring system for adult education in Vermont represents a significant achievement. By implementing features such as intake, assessment, case management, and reporting, the AOE has enhanced its ability to support adult students on their educational journey. This project's successful completion marks a milestone in providing quality education opportunities for adult learners in the state.

Schedule Summary

The solution went live on 4/14/2023 and transitioned to managed services thereafeter. This project is complete.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$510,304	0.00	General Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$768,400	$768,400	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,278,704	$768,400	General Funds

Agency of Human Services (AHS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DCF CCWIS				
Agency	Agency of Human Services			**Report Date**	12/8/2023
Department	Department for Children and Families				
Project Start Date	1/2/2023	**Project End Date**	12/31/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		Our project scope remains on track, aligning with the defined objectives and requirements.			
Schedule		Our project schedule is currently on track. We are waiting for the ACF to come back with the RFP review so we can incorporate their feedback			
Budget		CCWIS projects funds were approved for roll over in September for 2024			
Scope Summary					

The State of Vermont is committed to enhancing child welfare services through the implementation of the CCWIS Solution Project. This project aims to develop and implement a comprehensive child welfare information system that will improve data management and decision-making processes.

The CCWIS Solution Project encompasses various stages, including design, development, and integration of the CCWIS. The system will be designed to meet the specific needs and requirements of child welfare services in Vermont. It will enable efficient data collection, storage, and analysis, providing a comprehensive view of child welfare cases.

Data migration is a critical component of the project, ensuring a seamless transition from the existing system to the new CCWIS. The migration process will involve transferring data from the old system to the new system, ensuring data integrity and accuracy. Staff training will also be provided to ensure that users are proficient in utilizing the new system effectively. The key objectives of the CCWIS Solution Project are to ensure compliance with federal guidelines, enhance data sharing, and increase efficiency in case management. The system will be designed to meet federal requirements and guidelines, ensuring that child welfare services in Vermont are in alignment with national standards. The CCWIS will also facilitate improved data sharing among relevant stakeholders, enabling better collaboration and coordination in child welfare cases. Additionally, the system will enhance efficiency in case management, streamlining processes and reducing administrative burdens.

It is important to note that the project scope is focused solely on the development and implementation of the CCWIS. Unrelated IT developments and hardware overhauls are excluded from the scope to maintain project focus and efficiency. The deliverables of the project include a fully functional CCWIS, comprehensive documentation, and a support plan. The system will be thoroughly tested and validated to ensure its functionality and reliability. Documentation will provide guidance on system usage, maintenance, and troubleshooting. A support plan will be established to address any issues or concerns that may arise during system operation.

The CCWIS Solution Project is subject to budget limitations and strict adherence to data privacy laws. The project will be managed within the allocated budget, ensuring efficient resource utilization. Data privacy laws and regulations will be strictly followed to protect sensitive information and maintain confidentiality.

In conclusion, the CCWIS Solution Project represents a significant step forward in enhancing child welfare services in Vermont. By developing and implementing a comprehensive child welfare information system, the state aims to improve data management, decision-making processes, and overall efficiency in child welfare services. The successful completion of the project will enable Vermont to provide better support and care for children and families in need..

Schedule Summary

This CCWIS Solution Project is currently in exploration phase, reviewing an RFP to be posted for early 2024.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$9,471,708	$4,735,854	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$2,643,120	$1,321,560	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$12,114,828	$6,057,414	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	AHS DCF CDD Integrated Information System		
Agency	Agency of Human Services	Report Date	12/8/2023
Department	Department for Children and Families		
Project Start Date	7/1/2020	Project End Date	5/10/2024	Solution Life Cycle (Years)	5

Current Project Phase	Exploring	Initiating	Planning	Executing	Closing

Project	Status	Update
Scope	🟨	Yellow - The steering committee has accepted approved changes to the scope. Amendment 4 was signed off on 06/19/2023. The SMEs are diligently conducting a thorough review of the open backlog items to identify any potential scope oversights. Presently, there are 15 change requests (CRs) undergoing assessment as part of this review. Additionally, the team remains attentive to impending legislative changes slated for implementation in the first half of 2024, acknowledging the necessity to align the project accordingly.
Schedule	🟨	Yellow -The schedule has been updated and projecting May 2024 completion due the complexities inherent in the solution's design, coupled with the imperative need to comply with Legislative changes.
Budget	🟨	Yellow - The budget has accepted, though there are no additional funds for change requests outside of those already accepted and the SOV team continues to submit additional change requests.

Scope Summary

The State of Vermont recognizes the need for a robust and flexible Case Management solution within its Salesforce platform. To achieve this, the state plans to build a modular system that aligns with a common Human Service Data Model and integrates seamlessly through Mulesoft. This approach will enable efficient case management, promote extensibility, and consolidate technology resources.

The modular Case Management solution will be designed to accommodate the unique requirements of various human service programs. By aligning with a common Human Service Data Model, the system will ensure consistency and interoperability across different programs. This will facilitate data sharing, streamline processes, and enhance collaboration among different stakeholders.

Integration through Mulesoft will enable seamless communication and data exchange between the Case Management solution and other systems. This integration will ensure that relevant data is accessible and up-to-date, enabling real-time decision-making and efficient case management. Mulesoft's capabilities will enhance the overall functionality and connectivity of the system.

To ensure extensibility and consolidation of technology, the Case Management solution will leverage common service applications. These applications will include Business Rules Management, Notice Generation, and Identity Authorization Management. By utilizing these common service applications, the system will be able to adapt to changing requirements, generate notices and communications efficiently, and manage identity authorization securely.

The modular design of the Case Management solution will allow for flexibility and scalability. New modules can be added or modified as needed, ensuring that the system can adapt to evolving program requirements and accommodate future enhancements. This approach promotes long-term sustainability and reduces the need for extensive system overhauls.

In conclusion, the development of a modular Case Management solution within the State's Salesforce platform represents a significant step forward in streamlining human service programs. By aligning with a common Human Service Data Model, integrating through Mulesoft, and leveraging common service applications, the state aims to enhance case management processes, improve data sharing, and ensure efficient collaboration among stakeholders. This project's successful implementation will enable the State of Vermont to effectively manage cases and provide quality services to its constituents

Schedule Summary

The implementation of the project, initially slated for an 8-month timeframe to achieve a Minimum Viable Product (MVP), commenced with the contract engagement with Brite Systems in Spring of 2021. Ongoing complexities inherent in the solution's intricacies and the necessity to align with Legislative changes have led to an extension beyond the originally estimated timeline. Since its initiation in July 2020, modifications in staffing, scope adjustments, and technology upgrades have notably influenced the project's schedule. As of present, the anticipated completion date for the project stands at May 2024.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
$4,697,896.41	$1,879,158.57	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$4,281,975	$1,241,772.75	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$8,979,871.41	$3,120,931.31	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DCF CDD IS Phase 2				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department for Children and Families				
Project Start Date	9/26/2023	**Project End Date**	7/31/2026	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		Team has agreed that feature parity with the Bright Futures Information System is the top priority in scope.
Schedule		Schedule is still in development and will continue when a new project manager is brought on.
Budget		No spending recorded as of now for budget of $8,603,297.00.

Scope Summary

The State of Vermont recognizes the need to modernize the Bright Futures Information System (BFIS) to overcome the limitations of the current outdated platform. The existing BFIS application has proven to be inadequate, prone to errors, and lacks the capability to accommodate new functionality. To address these challenges and improve the security posture of the AHS DCF, a project has been initiated to replace BFIS with a more robust and modern solution.

The primary objective of this project is to enable both the Child Development Division (CDD) and the Agency of Digital Services (ADS) Maintenance & Operations (M&O) teams to focus on maintaining a single solution. By replacing BFIS, the project aims to streamline operations and reduce the burden of maintaining multiple systems. This consolidation will enhance efficiency and allow for better allocation of resources.

Furthermore, the replacement of BFIS will significantly improve the security posture of AHS DCF. The outdated platform of BFIS poses security risks, and the new solution will address these vulnerabilities. By implementing a modern and secure system, the project will enhance data protection and ensure compliance with industry standards and regulations.

The scope of phase 2 of this project involves building upon the Phase 1 Salesforce application in Org 2. This Salesforce application aligns with a common Human Service Data Model, providing a standardized framework for data management. The integration of the Salesforce application through Mulesoft enables seamless data exchange and interoperability with other systems, enhancing overall data management and accessibility.

In conclusion, the modernization of the Bright Futures Information System represents a significant step forward in improving functionality and security for the AHS DCF. By replacing the outdated BFIS with a more robust and modern solution, the project aims to streamline operations, enhance data security, and improve the overall efficiency of the agency. The completion of phase 2 will build upon the Salesforce application and align it with a common Human Service Data Model, ensuring standardized data management and integration capabilities.

Schedule Summary

Estimated project start date is 9/26/23 with an estimated end date of 7/31/2026.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$5,252,472	$3,939,354	ADS Modernization Tech Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$3,324,825	$1,662,412.50	ADS Modernization Tech Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$8,577,297	$5,601,766.5	ADS Modernization Tech Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DAIL Adult Services Division CRMS				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department for Disabilities Aging and Independent Living				
Project Start Date	3/1/2022	**Project End Date**	10/31/2026	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope	*(green)*	Scope has been defined by requirements (user stories) and will be refined during discover sessions with Contractor Business Analyst. A Legal dashboard will be provided to allow DAIL Legal Counsel access to the required information for authorized Legal processes. Scope will be recorded within appropriate project documents, and an Azure Dev Ops Project Site will be used to manage User Stories (Requirements for Scope) for review, modifications, validation, and acceptance.
Schedule	*(green)*	The Project Schedule was broken down into Major Project Phases for expanded management of tasks (e.g., Procurement, Implementation). Project will transition from the Procurement Schedule to the Implementation Schedule once a Contract has been fully executed. The Implementation Project Schedule will be baselined at the Kick-off for the project. The Schedule will be monitored and updated as needed as solution implementation moves forward. This project has had many delays (e.g., determination of previously combined CRMS solution business analysis to be separated into two solutions, key staff being allocated to COVID responsibilities). The Target Go Live for this new solution has been modified to be September 2025 with a Warranty Period bringing this to the March 2026 Project End Date.
Budget	*(green)*	The Cost Analysis was created for this project to provide the necessary information for the IT ABC, Project Charter, and overall project expense planning (Budgeting) for the Business. The Cost Analysis is monitored for needed changes as the project progresses, e.g., updates to reflect selected Solution Implementation and Management Costs based on fully executed Contract, changes to State solution support and needed supporting software costs, any needed cost changes related to Contractor implementation services. Budget is monitored through a Cost Payment Tracking worksheet which records all Contractor Invoices for the project; this is maintained for the Solution Life Cycle Period (Implementation and Operational).

Scope Summary

The AHS DAIL Adult Services Division CRMS project is dedicated to enhancing the Adult Services Division through the development and implementation of a comprehensive Case Management System. The project scope has been defined by requirements (user stories) and will undergo further refinement during discovery sessions with a Contractor Business Analyst. The project aims to provide a robust and efficient system for managing cases within the Adult Services Division.
As part of the project, a Legal dashboard will be provided to grant DAIL Legal Counsel access to the necessary information for authorized legal processes. This dashboard will serve as a centralized platform for accessing case-related information, supporting legal proceedings, and ensuring compliance with legal requirements.

Schedule Summary

The Project Schedule was broken down into Major Project Phases for expanded management of tasks (e.g., Procurement, Implementation). Project will transition from the Procurement Schedule to the Implementation Schedule once a Contract has been fully executed. The Implementation Project Schedule will be baselined at the Kick-off for the project. The Schedule will be monitored and updated as needed as solution implementation moves forward. This project has had many delays (e.g.,

determination of previously combined CRMS solution business analysis to be separated into two solutions, key staff being allocated to COVID responsibilities). The Target Go Live for this new solution has been modified to be September 2025 with a Warranty Period bringing this to the March 2026 Project End Date.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$2,062,613.50	$1,031,306.75	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$2,036,937.50	$1,018,468.75	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$4,099,551	$2,049,775.5	General FundGeneral Fund

IT ACTIVITY ANNUAL SUMMARY REPORT				
Project	AHS DAIL DLP Adult Protective Services Investigation System			
Agency	Agency of Human Services		**Report Date**	12/8/2023
Department	Department for Disabilities Aging and Independent Living			
Project Start Date	1/2/2020	**Project End Date**	7/1/2024	**Solution Life Cycle (Years)**	5

Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope	🟩	Initial Requirements were defined for the project; Requirements are being refined during User Story discovery and approval processes with care to maintain project original Scope . Solution will continue to need: a web interface for external submissions of abuse, neglect or exploitation reports, different review phases and business roles interaction with cases within a single solution, notification, referrals to other entities, document creation, and system data reporting capabilities. A Legal dashboard will be provided to allow DAIL Legal Counsel access to the required information for the Appeals process. An Azure Dev Ops Project Site will be used to manage User Stories (Requirements for Scope) for review, modifications, validation, and acceptance.
Schedule	🟩	The Project Schedule was broken down into Major Project Phases for expanded management of tasks (e.g., Procurement, Implementation). Project has transitioned from the Procurement Schedule to the Implementation Schedule. The Implementation Project Schedule was baselined at the Kick-off for the project. The Schedule will be monitored and updated as needed as solution implementation moves forward. DLP original goal was to have a new solution in place no later than June 30, 2022. However, project delays were experienced due to staff being allocated to COVID responsibilities and recently document management software limitations. The Target Go Live for this new solution has been modified to be May 2024 with a Warranty Period bringing this to the July 2024 Project End Date.
Budget	🟩	The Cost Analysis was created for this project to provide the necessary information for the IT ABC, Project Charter, and overall project expense planning (Budgeting) for the Business. The Cost Analysis is monitored for needed changes as the project progresses, e.g., updates to reflect selected Solution Implementation and Management Costs based on fully executed Contract, changes to State solution support and needed supporting software costs, any needed cost changes related to Contractor implementation services. Budget is monitored through a Cost Payment Tracking worksheet which records all Contractor Invoices for the project; this is maintained for the Solution Life Cycle Period (Implementation and Operational).
Scope Summary		

The AHS DAIL DLP Adult Protective Services Investigation System project is dedicated to enhancing Adult Protective Services investigations through the development and implementation of a comprehensive system. The project began with the definition of initial requirements, and ongoing refinement is taking place during the User Story discovery and approval processes. The project team is careful to maintain the original scope while incorporating necessary updates to meet the evolving needs of Adult Protective Services.

Schedule Summary		
The Project Schedule was broken down into Major Project Phases for expanded management of tasks (e.g., Procurement, Implementation). Project has transitioned from the Procurement Schedule to the Implementation Schedule. The Implementation Project Schedule was baselined at the Kick-off for the project. The Schedule will be monitored and updated as needed as solution implementation moves forward. However, project delays were experienced due to staff being allocated to COVID responsibilities and recently document management software limitations. The Target Go Live for this new solution has been modified to be May 2024 with a Warranty Period bringing this to the July 2024 Project End Date.		

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$870,294	$870,294	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,382,135	$1,382,135	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,252,429	$2,252,429	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA HIE - VHIE Connectivity - 2023				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	1/1/2022	**Project End Date**	12/31/2023	**Solution Life Cycle (Years)**	2
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The scope is stable and well managed for this project			
Schedule		Duration for the IT projects in the Health Information Exchange Program (HIE) are aligned to the support contract the State holds with Vermont Information Technology Leaders (VITL). In other words the projects end when the current VITL contract ends. Currently the schedule is on track to meet the expectations laid out in the contract terms.			
Budget		Costs for tasks and phases are less than 110% of baseline costs for same.			

Scope Summary

The AHS DVHA HIE - VHIE Connectivity project is a vital initiative aimed at enhancing access to health data for patients, providers, and other users in Vermont. By increasing connectivity and expanding data sources, we aim to improve the availability and usability of health information through the Vermont Health Information Exchange (VHIE).

The project will focus on increasing the data sources that contribute to the VHIE. This expansion will enable a more comprehensive view of patients' health information, incorporating data from various sources such as hospitals, clinics, laboratories, and other healthcare providers. By aggregating data from multiple sources, we can create a more complete and accurate picture of patients' health, supporting better care coordination and informed decision-making.

To enhance meaningful access to health data, the project will implement various means of connectivity. This includes the development of a provider portal, which will serve as a centralized platform for providers to access and interact with patient health data. The provider portal will streamline access to relevant information, improving efficiency and supporting better patient care.

Additionally, the project will establish direct feeds to Electronic Health Record (EHR) and care coordination systems. This integration will enable seamless data exchange between the VHIE and these systems, ensuring that health information is readily available to providers and care coordinators at the point of care. This real-time access to data will enhance care coordination, reduce duplication of tests and procedures, and improve patient outcomes.

Furthermore, the project will facilitate access to patient data through third-party applications, as directed by federal interoperability rules. This will empower patients to securely access and share their health information with authorized third-party applications, promoting patient engagement and enabling better self-management of health.

The AHS DVHA HIE - VHIE Connectivity project represents our commitment to enhancing the accessibility and usability of health data in Vermont. By increasing connectivity between patients, providers, and other users, we are fostering a more connected and patient-centered healthcare system.

We remain dedicated to implementing the necessary infrastructure, such as the provider portal and direct feeds to EHR and care coordination systems, to ensure seamless data exchange and meaningful access to health information. Through this

project, we are advancing interoperability and empowering patients and providers with the information they need to make informed decisions and deliver high-quality care.

Schedule Summary
During the contracted time period with VITL the following will be accomplished: -A minimum of 50 interface connections established that connect Patients, Providers & Other Users to Health Data as specified by the State. Other work during the timeframe includes: -Establishing a VHIE Results Delivery procurement strategy, RFP and summary of responses. -Implementing a new VHIE Results Delivery solution. -eHealth Exchange Hub cutover plan Upon completion -Implementation and testing of VHIE connection to eHealth Exchange Hub Upon completion. -User education and training resources to support the launch of a new provider portal. -List of live organizations transitioned for use of the new portal. -Demonstration of enhanced provider portal functionality: prescription fill history. -Demonstration of eHealth Exchange querying live in provider portal Upon completion, All no later than 06/30/2023.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,374,735	$192,462.89	Health Information Technology (HIT)
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
0.00	0.00	NA
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,374,735	$192,462.89	Health Information Technology (HIT)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA HIE - VHIE Data Types - 2023				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	1/1/2022	**Project End Date**	12/31/2023	**Solution Life Cycle (Years)**	2
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope	🟩	No changes to scope have occurred.			
Schedule	🟩	The project is on schedule.			
Budget	🟩	The project work is on budget.			
Scope Summary					

The AHS DVHA HIE - VHIE Data Types project is a significant initiative aimed at enhancing the collection and reporting of health data in Vermont. By further streamlining the technical architecture of the Health Information Exchange (HIE) and adding additional data types, we aim to improve our understanding of individuals' health experiences and the factors that influence their health.

A comprehensive understanding of a person's health is essential for impacting the quality, coordination, and cost of care, as well as reducing provider burden. The HIE serves as a critical tool in providing the necessary data to inform health policy priorities and support Medicaid operations.

The project will focus on consolidating data systems to streamline the HIE function of collecting health data. This consolidation will enable more efficient and effective data collection processes, ensuring that clinical, claims, social determinants of health, and other clinically sensitive data are captured and integrated into the HIE. By consolidating these data systems, we can eliminate redundancies and improve data accuracy and completeness.

In addition to data consolidation, the project will also develop reporting infrastructure to utilize longitudinal health record data. This infrastructure will enable us to analyze and report on the data collected through the HIE, providing valuable insights into health trends, outcomes, and utilization patterns. These insights will inform Medicaid operations and support evidence-based decision-making.

By expanding the data types collected through the HIE, including social determinants of health, we can gain a more holistic view of individuals' health and better understand the factors that influence their well-being. This comprehensive data collection will enable us to identify and address health disparities, target interventions, and improve health outcomes for Medicaid recipients.

The AHS DVHA HIE - VHIE Data Types project represents our commitment to leveraging technology and data to enhance healthcare delivery and inform policy decisions. By streamlining the technical architecture of the HIE and adding additional data types, we are strengthening our ability to impact the quality, coordination, and cost of care, ultimately improving the health and well-being of Vermont residents.

We remain dedicated to developing a robust reporting infrastructure that utilizes longitudinal health record data to inform Medicaid operations and support evidence-based decision-making. Through this project, we are advancing our understanding of health and driving positive change in the healthcare system.

Schedule Summary

During the contracted time period with VITL the following will be accomplished:

-Streamlining HIE Architecture and adding data types

-To enhance reporting infrastructure, design and develop implementation strategy of data architecture for data tables, data elements, indices, referential integrity, reporting data model, and access points.

-Develop a stakeholder engagement plan for documenting current and future VHIE reporting needs.

Execute implementation activities to occur in 2023 as directed by approved reporting infrastructure implementation strategy.

-Continue the coordination of the Part II+ Group of the Health Information Exchange Steering Committee as described in the State's Health Information Technology (Exchange) Strategic Plan.

-Continue the coordination of a program of education for mental health and substance use disorder treatment organizations, including but not limited to Vermont's Designated Agencies, focused on VHIE capabilities and potential uses of the VITLAccess provider portal.

-Develop requirements specifications for ingesting social determinants of health data onto the VHIE with consideration for standards set by the USCDI and the Gravity Project.

-Design an implementation approach for ingestion of social determinants of health data, and begin implementation as approved by State.

All no later than 06/30/2023".

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
$786,779.59	$110,149.14	Health Information Technology (HIT)
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
0.00	0.00	Health Information Technology (HIT)
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$786,779.59	$110,149.14	Health Information Technology (HIT)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA Integrated Eligibility and Enrollment System (VT-IES)				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	7/20/2023	**Project End Date**	12/31/2028	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The expected outcomes for this project are in alignment with the approved Charter.
Schedule		A draft schedule was presented on 11/10, including updated timeline and expectations of the federal partners, along with new work identified within the RFP feedback. The team is tentatively targeting 1/19/24 for a draft RFP submission.
Budget		The approved implementation budget of $114,039,743.80 is on track with no concerns of overspend.

Scope Summary

The State of Vermont recognizes the need to modernize its Integrated Eligibility and Enrollment (IE&E) system to overcome operational and technical challenges. The VT-IES Project is a crucial initiative that aims to address these issues and improve the experience for both Vermonters and state staff.

The project follows a phased, modular procurement strategy to implement a base-level, customer-focused integrated eligibility system (IES). This approach allows for the gradual implementation of key modules, ensuring a smooth transition and minimizing disruption to existing processes.

The new IES will consist of several modules, including a Customer Portal, Case Management, and Rules Engine. The Customer Portal will provide Vermonters with a user-friendly interface to access and manage their eligibility and enrollment information. It will streamline the application and renewal processes, making it easier for individuals to access the benefits and services they need.

The Case Management module will optimize the management of customer cases, enabling state staff to efficiently handle eligibility determinations, document verification, and ongoing case management. This module will enhance the coordination and collaboration among different agencies and departments involved in the eligibility and enrollment process.

The Rules Engine module will automate eligibility and enrollment rules, ensuring consistent and accurate determinations. This module will streamline decision-making processes, reduce errors, and improve the overall efficiency of the system. By replacing legacy enrollment systems and optimizing eligibility, enrollment, and customer management functionality, the VT-IES Project aims to provide a modern and customer-centric experience. The new system will enhance the accuracy and timeliness of eligibility determinations, improve customer service, and streamline administrative processes.

In conclusion, the Vermont Integrated Eligibility System (VT-IES) Project represents a significant step forward in modernizing the state's eligibility and enrollment processes. By implementing a base-level, customer-focused integrated eligibility system, the project aims to address operational and technical challenges, improve customer experience, and optimize eligibility and enrollment functionality. The phased, modular approach ensures a smooth transition and sets the foundation for future enhancements and improvements.

Schedule Summary

The project is in the Planning phase, expecting to complete by 12/2024 with the execution of a contract with the selected vendor for the VT-IES solution. The project Execution phase is anticipated from 1/2025 to 7/2028, with a phased implementation approach for the chosen system. The project Closing phase is anticipated from 7/2028 to 12/2028.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$114,039,743.80	$28,509,935.94	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$119,592,991	$38,269,757.11	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$233,632,734.80	$66,779,693.07	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA MMIS 5% Cost Sharing Cap				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	8/2/2021	**Project End Date**	4/28/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The tasks for this project are being completed within the approved scope of this project.
Schedule		The team is currently on track to complete all scheduled activities with a firm go-live date of 3/31/2023.
Budget		Total estimated implementation spend is $1,150,325.26. Current implementation spend is $588,507.55, representing 51% of total spend.

Scope Summary

The AHS DVHA MMIS 5% Cost Sharing Cap project is a critical initiative aimed at ensuring the affordability of Medicaid for individuals and families in Vermont. By implementing a process to track Medicaid premiums and cost sharing, we will prevent the total amount paid by a family from exceeding 5 percent of their income on a quarterly or monthly basis. The current system relies on beneficiary documentation to track incurred premiums and cost sharing, which can be burdensome and prone to errors. Through this project, we will establish a more effective mechanism that eliminates the need for beneficiaries to provide documentation. This will streamline the process and reduce administrative burdens for both beneficiaries and staff.

By implementing a reliable tracking process, we will ensure that individuals and families are not burdened with excessive healthcare costs. The 5% cost sharing cap will provide financial protection and make healthcare more affordable for Medicaid recipients.

The project will leverage the capabilities of the AHS DVHA MMIS system to accurately track and calculate the incurred premiums and cost sharing for each family. This will enable us to monitor compliance with the 5% cost sharing cap and intervene if necessary to prevent any financial hardships.

By eliminating the reliance on beneficiary documentation, we will also reduce the potential for errors and discrepancies in tracking incurred premiums and cost sharing. This will enhance the accuracy and integrity of the system, ensuring that individuals and families receive the appropriate level of financial support.

The AHS DVHA MMIS 5% Cost Sharing Cap project represents our commitment to making Medicaid more affordable and accessible for Vermont residents. By implementing an effective tracking process, we will ensure that individuals and families are protected from excessive healthcare costs, promoting their overall well-being and financial stability.

Schedule Summary

The solution is anticipating to go-live by January 31, 2023.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,150,325.26	$115,032.53	General
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$24,000	$12,000	General
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,174,325.26	$127,032.53	General

IT ACTIVITY ANNUAL SUMMARY REPORT				
Project	AHS DVHA MMIS EVV (Electronic Visit Verification)			
Agency	Agency of Human Services		**Report Date**	12/8/2023
Department	Department of Vermont Health Access			
Project Start Date	3/1/2019	**Project End Date** 2/1/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		Workstream #2: Final Sandata SOW signed 11/8. Individual DA (17) initial data loads and ongoing data maintenance and zero pay claims reconciliation strategies are still to be determined.
Schedule		Upfront Claims Edit Automation (SO 3740) Phase 2 is on schedule for 1/1/24 effective date. DS workstream: The compliance critical path of 1/1/24 is red. The vendor roll out schedule is pending with a target of the week of Nov 27. Individual DA (17) initial data loads and ongoing data maintenance and zero pay claims reconciliation strategies are still to be determined.
Budget		Workstream #2: Final Gainwell M&O pricing will require additional funding to the Gainwell contract.

Scope Summary

The AHS DVHA MMIS Electronic Visit Verification (EVV) project is a critical initiative aimed at enhancing compliance and efficiency in home health services. By implementing an electronic visit verification system, we will meet the Federal mandate while integrating with Vermont's Medicaid Management Information System (MMIS).

The project includes completing Contingency Acceptance Specification Orders (SO) and Compliance Reporting, ensuring that our EVV system meets the necessary requirements and standards. This will enable us to comply with federal regulations and ensure the accuracy and integrity of the data collected through the EVV system.

The Phase 2 Home Health Services EVV record processing is a key milestone of the project, with a deadline of 1/1/23. By this date, we aim to have the necessary infrastructure and processes in place to effectively process and utilize EVV records for home health services. This will enhance the efficiency of service delivery, improve documentation accuracy, and support better care coordination.

The integration of the EVV system with Vermont's MMIS is crucial for seamless data exchange and streamlined operations. By integrating these systems, we can ensure that the EVV data is accurately captured and seamlessly incorporated into the broader Medicaid management processes. This integration will enhance data accuracy, reduce administrative burdens, and improve overall efficiency.

The AHS DVHA MMIS Electronic Visit Verification (EVV) project represents our commitment to meeting federal requirements while enhancing the quality and efficiency of home health services. By implementing an EVV system and integrating it with our MMIS, we will improve compliance, streamline operations, and ultimately enhance the care provided to Medicaid recipients.

We are dedicated to meeting the 1/1/23 deadline for Phase 2 Home Health Services EVV record processing and ensuring that all necessary specifications and compliance requirements are met. This project will contribute to a more efficient and effective home health services system, benefiting both providers and Medicaid recipients in Vermont.

Schedule Summary		
EVV Phase 1 (Medicaid Personal Care Service delivery verification only): EVV Pilot launched 11/4/20 and was fully available by 12/31/20. Final CMS Phase 1 Certification Confirmation received 1/26/22. EVV Phase 2 (Medicaid Home Health Service delivery verification): VT Phase 2 platform enabled 12/1/22. 10/31/22 Received 1- yr CMS Good Faith Extension (GFE) for Phase 2 HHA vendor platform delays and Compliance Reporting controls development to be completed by 1/1/24.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$3,521,179.60	$352,117.96	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$37,627.90	$9,406.97	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$3,558,807.50	$361,524.94	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA MMIS Interoperability				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	1/1/2021	**Project End Date**	7/31/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The tasks for the project support the activities needed to conform with compliance to the CMS Interoperability and Patient Access final rule (CMS-9115-F).			
Schedule		Interoperability and Patient Access (IPA) Workstream: Initial Go-Live July 2022 and Clinical Data removed from scope. MMA / Buy In File Workstream: April 2022 Closed			
Budget		Current implementation spend is $2,024,293.59 representing 55% of total estimated implementation spend of $3,666,970.10.			

Scope Summary

The AHS DVHA MMIS Interoperability project is a significant step towards enhancing the healthcare system in Vermont. By procuring and engaging with a solution provider for APIs, we aim to streamline the exchange of information between different healthcare systems and improve the overall efficiency of healthcare services.

The internal changes to the MMA/ Buy In File process will ensure that the system is up-to-date and aligned with the latest technological advancements. This will enable smoother transactions and reduce administrative burdens for healthcare providers and patients alike.

To ensure the success of the project, we will implement robust project management practices, including careful oversight of vendor activities. This will help us stay on track and ensure that the project is delivered within the specified timeline and budget.

Organizational Change Management will be a key component of this project, as we recognize the need to prepare and support our staff and stakeholders through the transition. By effectively managing the change process, we can minimize resistance and maximize the benefits of the new system.
User acceptance testing will play a crucial role in ensuring that the solution meets the needs and expectations of its end-users. By involving users in the testing process, we can identify and address any issues or concerns before the solution is fully implemented.

Once the solution is implemented, we will create comprehensive documentation to support its ongoing operation and maintenance. This will ensure that the solution remains effective and can be easily managed by our staff.
Overall, the AHS DVHA MMIS Interoperability project represents a significant investment in improving healthcare services in Vermont. By enhancing efficiency and accessibility, we aim to provide better care for our residents and create a more seamless healthcare experience for all.

Schedule Summary

Application Programming Interfaces (APIs) will begin to be implemented by April 2022 with additional functionality being added until full implementation by May 2023. Outstanding requirements yet to be defined by CMS may require further work and will be evaluated as further information is provided from CMS. ? MMA / Buy-In file completed.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$2,600,615.31	$260,061.53	General
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$625,200	$156,300	General
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$3,225,815.31	$416,361.53	General

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA MMIS Long Term Care (LTC)				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	9/13/2021	**Project End Date**	6/30/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope	■	The scope is defined as part of the Request for Proposal (RFP).			
Schedule	■	Implementation is not on track to complete within approved baseline, however efforts to re-baseline the schedule are underway. As soon as the updated IT ABC form is approved with the new baseline, the project will be back on track.			
Budget	■	As of June 2023, implementation spend was $ 172,645.04 . Total estimated implementation spend is $787,089.58 . Given the expected extended schedule the project is expected to exceed the total estimated implementation spend. As soon as the updated IT ABC form is approved, we will adjust our estimates (to include the actuals) for a more accurate total project lifecycle estimate.			
Scope Summary					

The AHS DVHA MMIS Long Term Care project is a targeted effort to enhance case tracking for LTC Medicaid clients in Vermont. By utilizing the Salesforce platform, we aim to create a single repository for LTC Medicaid client case tracking data, improving the efficiency and effectiveness of our processes.

The current system for tracking LTC cases can be complex and time-consuming, leading to potential inefficiencies and delays. By implementing Salesforce as a centralized repository, we will streamline the case tracking process, making it more accessible and user-friendly for our staff.

The Salesforce platform offers robust features and capabilities that will enable us to effectively manage LTC Medicaid client cases. It will provide a comprehensive view of each client's information, including their eligibility status, care plans, and service utilization. This centralized repository will facilitate better coordination and communication among stakeholders involved in the LTC care process.

By leveraging Salesforce, we will also enhance data accuracy and integrity. The platform's built-in validation rules and data entry controls will help ensure that the information entered into the system is accurate and consistent. This will improve the quality of LTC case data and support better decision-making.

Furthermore, the Salesforce platform offers scalability and flexibility, allowing us to adapt and expand the system as needed. This will enable us to accommodate future changes in LTC Medicaid programs and requirements, ensuring the long-term sustainability of the solution.

The AHS DVHA MMIS Long Term Care project represents our commitment to improving the management of LTC Medicaid client cases. By implementing Salesforce as a single repository for LTC case tracking data, we will enhance efficiency, accuracy, and coordination in providing long-term care services to Vermont residents. This project will ultimately contribute to better outcomes and experiences for LTC Medicaid clients and their families.

Schedule Summary		
The initial goal was to deliver this project by March 31, 2022. However, the vendor selection period has been extended. Therefore, a very notional project end date is estimated to be June 2024. A detailed project schedule is still required and will be updated once we have partnered with an implementation vendor.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$787,089.57	$78,708.96	General
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$350,477	$87,619.25	General
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,137,566.58	$166,328.20	General

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS)				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	1/10/2022	**Project End Date**	10/1/2027	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		Medicaid Data Lake & Analytics Solution (MDLAS) scope is clearly defined. Analytics Data Warehouse (ADW) scope will be finalized once a vendor is selected, and contract executed.			
Schedule		The MDL go-live was significantly delayed as Gainwell, the MMIS provider, provided a schedule extending go-live by nearly 6-months. As of 11/15/23 the schedule is fully defined bringing MDL go-live for the MMIS data source to 11/6/24. Sponsorship intervention is in-process. Impacts to the MDL vendor, Deloitte, are not yet known. ?The Medicaid Data Lake (MDL) is expected to go-live in June 2024. The Analytics Data Warehouse (ADW) is expected to go-live in December 2025. The Data Analytics and Reporting (DAR) is expected to go-live in July 2026. CMS Certification is expected to be achieved in May 2027. Project transition and closeout activities are expected to complete in October 2027.			
Budget		Total estimated budget for implementation spend is $48,223,619.13. Current implementation spend is 2,149,116.00, representing 4.46% of the total budget.			
Scope Summary					

The AHS DVHA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS) project is a transformative initiative that will enhance the way we access and utilize Medicaid data in Vermont. By leveraging new and existing technologies, we aim to improve the accessibility, security, integrity, and utility of the State's Medicaid data for AHS departments involved in Medicaid service delivery.

The MDWAS project will establish a robust data warehouse that will serve as a centralized repository for Medicaid data. This data warehouse will provide a secure and reliable platform for storing and managing Medicaid claims, non-claim payments, and clinical data. By consolidating this information in one place, we will streamline data access and ensure data integrity. One of the key objectives of the MDWAS project is to improve data access for stakeholders. The new data interface will provide a user-friendly platform for stakeholders to access, analyze, and report on Medicaid data. This will empower AHS departments and other authorized users to make data-driven decisions and gain valuable insights into Medicaid service delivery.

The MDWAS project will also enhance data security measures to protect the confidentiality and privacy of Medicaid data. By implementing robust security protocols and access controls, we will ensure that only authorized individuals can access and utilize the data. This will help maintain compliance with privacy regulations and safeguard sensitive information. Furthermore, the MDWAS project will enable the integration of clinical data into the data warehouse. This will provide a comprehensive view of Medicaid service utilization and outcomes, allowing for more informed decision-making and improved care coordination.

Overall, the AHS DVHA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS) project represents a significant advancement in how we access, analyze, and report on Medicaid data in Vermont. By leveraging new and existing

technologies, we will enhance data accessibility, security, integrity, and utility, ultimately improving the delivery of Medicaid services and outcomes for Vermont residents.

Schedule Summary
The project Design, Development, and Implementation (DDI) is anticipated to occur between August 2023 - July 2026. CMS Certification will take roughly 9-months to achieve, bringing the timeline to May 2027. The project will then enter the transition and closeout period of engagement, bringing the project end date to October 2027.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$44,116,757.54	$4,411,675.75	General Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$49,627,254	$12,406,813.50	General Funds
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$93,744,011.54	$16,818,489.26	General Funds

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA MMIS Payment and Delivery System Reform (2022)				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	10/1/2021	**Project End Date**	4/30/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		Scope of current workstreams is stable. Planning for an ITABC form update to quantify new scope, update the project budget and extend the current timeline is underway.			
Schedule		The overall payment reform project is on track, with several workstreams in various stages of design, development and implementation (DDI.)			
Budget		Current implementation spend to-date is $1,408,578.16. Total estimated implementation spend for the project is $3,316,696.71. Planning for an updated ITABC form is underway.			
Scope Summary					

The AHS DVHA MMIS Payment and Delivery System Reform project represents Vermont's commitment to advancing healthcare payment models and improving care delivery for Medicaid recipients. By exploring alternatives to traditional fee-for-service payment, we aim to enhance the effectiveness and efficiency of our healthcare system.

Vermont has been at the forefront of Medicaid payment reform efforts, gaining national recognition for its innovative approach. Through this project, we will continue to build on our successes and further refine our payment and care delivery models.

The project will leverage MMIS system enhancements to support the implementation of advanced payment models. By utilizing the capabilities of the MMIS system, we can streamline payment processes, improve data collection and analysis, and enhance overall program efficiency.

In addition to system enhancements, the project will focus on innovative program design. This involves developing and implementing alternative payment models that incentivize quality care, promote care coordination, and improve health outcomes for Medicaid recipients.

By moving away from traditional fee-for-service payment, we can align payment incentives with desired outcomes, such as improved patient health, reduced healthcare costs, and enhanced care coordination. This shift will encourage providers to focus on preventive care, chronic disease management, and value-based care delivery.

The project will also include rigorous evaluation to assess the impact and effectiveness of the advanced payment and care delivery models. By evaluating the outcomes and identifying areas for improvement, we can continuously refine and enhance our programs to better meet the needs of Medicaid recipients.

Overall, the AHS DVHA MMIS Payment and Delivery System Reform project demonstrates Vermont's commitment to advancing healthcare payment models and improving care delivery. By leveraging MMIS system enhancements and innovative program design, we aim to drive positive change in our healthcare system, ultimately improving health outcomes and reducing costs for Medicaid recipients.

Schedule Summary		
The Medicaid Payment Reform project is an ongoing initiative, in line with the Agency of Human Services' top priority of moving Medicaid services to a value-based framework. This project is current approved and funded by a CMS-approved Implementation Advanced Planning Document (IAPD) and a correlating IT ABC form that covers the time period of 10/1/21 to 9/30/23.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$3,316,696.71	$331,669.66	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
0.00	0.00	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$3,316,696.71	$331,669.66	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS DVHA MMIS T-MSIS (Transformed Medicaid Statistical Information System)				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	7/1/2020	**Project End Date**	12/31/2026	**Solution Life Cycle (Years)**	7
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The baseline scope includes the continued design, development, and implementation work with the Medicaid Management Information System State Fiscal Agent, Gainwell. Transformed Medicaid Statistical Information System data elements of high urgency are added and data quality items remediated, as identified by the Centers for Medicare and Medicaid Services.			
Schedule		The project start date was 7/1/2020 and the estimated project end data is 12/31/2026.			
Budget		The baseline budget was established at $6,309,766.90. Actual costs to date equal $2,697,011.21 indicating costs are on track. The costs represent 43% of the total spend.			

Scope Summary

The AHS DVHA MMIS T-MSIS project is focused on enhancing the Medicaid Statistical Information System by implementing monthly data transmission to the Centers for Medicare and Medicaid Services (CMS). This initiative aims to improve data reporting and analysis for Medicaid programs.

As part of the project, the Transformed Medicaid Statistical Information System production files will be sent to CMS on a monthly basis. This regular transmission of data will ensure that CMS has access to up-to-date and accurate information for Medicaid program evaluation and oversight.

Additionally, the project includes addressing any data quality issues identified by CMS. This involves actively monitoring the data being transmitted and taking necessary steps to mitigate any issues or discrepancies. By addressing data quality concerns, the project aims to ensure the reliability and integrity of the information being reported to CMS.

The monthly data transmission and data quality mitigation efforts are crucial for maintaining compliance with CMS requirements and facilitating effective Medicaid program management. By providing timely and accurate data, the project supports CMS in its oversight and evaluation of Medicaid programs.

In conclusion, the AHS DVHA MMIS T-MSIS project plays a vital role in enhancing the Medicaid Statistical Information System by implementing monthly data transmission to CMS. This initiative ensures the timely and accurate reporting of Medicaid data and supports effective program management. By addressing data quality issues, the project contributes to the reliability and integrity of the information being shared with CMS.

Schedule Summary

The schedule for Transformed Medicaid Statistical Information System includes the accumulation of work from July 1, 2020 through December 31, 2026. This schedule is to align with the Gainwell contract which ends December 31, 2026.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$6,309,766.90	$630,976.68	General
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
0.00	0.00	General
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$6,309,766.90	$630,976.68	General

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS IEE Noticing Solution				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	1/27/2022	**Project End Date**	9/30/2025	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The shift in procurement does not affect the scope of the project but will change the product delivered will. Scope will remain yellow until the updated Charter is approved.			
Schedule		A decision was made on 9/26/2023 not to award a vendor on the initial procurement effort. This decision creates a 7-month delay to the project schedule and has been approved through a change request. Given the shift, DDI is slated to start 2/25.			
Budget		Current implementation spend is $ 311,814.75 Total estimated implementation spend is $1,774,920.42, representing 17.6% of total spend. An additional $184,660 has been approved for labor costs to accommodate the 7-month slippage in schedule.			
Scope Summary					

The AHS IEE Noticing Solution Replacement Project is a crucial initiative aimed at improving communication and mitigating risks in the eligibility and enrollment process. By identifying and implementing a new Customer Communication Management System (CCMS), we will enhance our ability to effectively communicate with our customers and stakeholders.

The current DCF-ESD and DVHA Bulk and Manual Noticing Solution has become a business continuity risk due to its outdated technologies. By replacing this system, we will address these vulnerabilities and ensure a more reliable and secure platform for generating notices.

The project's main focus is on replacing the ESD/DVHA Noticing Solution, which is critical for maintaining smooth operations and providing timely and accurate information to our customers. By prioritizing this replacement, we will mitigate the risks associated with the current system and improve overall efficiency.

Furthermore, as we plan for the future, we are considering scalability and utilization for the Vermont Integrated Eligibility System (VT-IES) solution. This forward-thinking approach will ensure that the new CCMS can accommodate future growth and evolving needs, providing a sustainable solution for the long term.

By investing in a modern and robust CCMS, we will enhance our ability to communicate effectively with our customers and stakeholders. This will result in improved customer satisfaction, streamlined processes, and reduced risks associated with outdated technologies.

The AHS IEE Noticing Solution Replacement Project represents a significant step towards enhancing the eligibility and enrollment process in Vermont. By prioritizing the replacement of the existing system and planning for future scalability, we are committed to providing a reliable and efficient platform for communication and ensuring the continuity of essential services.

Schedule Summary		
The project schedule aims to replace the current ESD/DVHA Noticing solution as soon as possible given the current security updates of the current platform expire on 11/1/27. VT-IES aims to start DDI in January of 26' therefor, this Noticing project aims to have a functioning Noticing Solution in place for January of 26'.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,774,920.41	$569,749.44	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$3,612,453.35	$2,123,400.08	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$5,387,373.76	$2,693,149.52	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS VHIE Collaborative Services -2023				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	1/1/2022	**Project End Date**	12/31/2023	**Solution Life Cycle (Years)**	2
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The scope is stable and well managed for this project
Schedule		Duration for the IT projects in the Health Information Exchange Program (HIE) are aligned to the support contract the State holds with Vermont Information Technology Leaders (VITL). In other words the projects end when the current VITL contract ends. Currently the schedule is on track to meet the expectations laid out in the contract terms.
Budget		Costs for tasks and phases are less than 110% of baseline costs for same.

Scope Summary

The AHS VHIE Collaborative Services project is a significant endeavor aimed at enhancing health data exchange and interoperability in Vermont. By implementing technical transitions and system-wide enhancements, we are strengthening the Vermont Health Information Exchange (VHIE) as a central component of Vermont's Unified Health Data Architecture. The project builds upon the integration efforts that occurred in response to the COVID-19 pandemic, focusing on the bi-directional exchange of immunization data between the State's Immunization Registry and the VHIE. This integration will ensure that immunization records on the VHIE are complete and readily available to healthcare providers at the point of care. This will support informed decision-making and improve patient care outcomes.

The VHIE Collaborative Services project aligns with the State's commitment to meet or exceed the requirements of the Interoperability Rule. By complying with this rule, we are ensuring that Vermont's healthcare system is interoperable and capable of exchanging health information securely and efficiently. This benefits Medicare and Medicaid programs, patient access to health information, and various healthcare entities involved in delivering care.

The project's implementation and technical transitions will require careful planning and coordination to ensure a smooth integration process. By leveraging the expertise of stakeholders, including the Vermont Department of Health and the VHIE, we will establish a robust and reliable data exchange infrastructure.

Ultimately, the AHS VHIE Collaborative Services project represents our dedication to enhancing health data exchange and interoperability in Vermont. By strengthening the VHIE and facilitating the bi-directional exchange of immunization data, we are improving the quality of care and supporting better health outcomes for Vermont residents.

We remain committed to meeting the requirements of the Interoperability Rule and ensuring that Vermont's healthcare system remains at the forefront of interoperability and health information exchange. Through this project, we are advancing the state's healthcare landscape and promoting seamless data sharing for the benefit of patients and providers alike.

Schedule Summary
During the contracted time period with VITL the following will be accomplished:

- Final Implementation of the VHIE Collaborative Services Project. The contractor shall complete implementation and technical transitions of the VHIE related to the Collaborative Service Project system-wide enhancements to develop the VHIE for use as a central component of Vermont's Unified Health Data Architecture.

2023-2024 Deliverables:

- Test plan for the Data Repository upgrade from FHIR R3 to R4. Attest to the application of standard FHIR R4 release for clinical resources.
- Attest to the application of standard FHIR R4 release for claims resources.
- Design for use of State's Mulesoft/Okta infrastructure for development of API(s).
- Attest to the completion of Patient API testing.
- Provide technical specifications for access and use of Patient API and attestation of live API functionality. Plan for defining and prioritizing user API needs.
- Education materials for patient facing education on use of the API to access patient health data.
- Technical documentation for third- party API users, including but not limited to security and deployment protocols.
- Maintain legacy operations to ensure complete transition from legacy systems to current operating systems; required costs to be approved in advance through proposal delivered by Contractor to State. Leveraging the Unified Technical Architecture to Support and Enhance Public Health Efforts.
- Design an approach to integrating the State's Immunization Registry (IMR) with the VHIE, utilizing the State's MuleSoft and Okta solutions.
- Execute deliverables as approved in the designed approach to IMR and VHIE integration.
- Support the State's efforts to meet the requirements of Medicare Programs, Patient Protection and Affordable Care Act; Interoperability and Patient Access.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
$1,850,299	$259,041.85	Health Information Technology (HIT)
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$0.00	$0.00	NA
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,850,299	$259,041.85	Health Information Technology (HIT)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS VHIE Maintenance & Operations - 2023				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Department of Vermont Health Access				
Project Start Date	1/1/2022	**Project End Date**	12/31/2023	**Solution Life Cycle (Years)**	2
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope	🟩	No outstanding changes that have not been formally approved and logged.			
Schedule	🟩	Tasks are starting and ending on time and 100% are on track to meet dates.			
Budget	🟩	Costs for tasks and phases are less than 110% of baseline costs for same.			
Scope Summary					

The AHS VHIE Maintenance & Operations project plays a crucial role in ensuring the smooth operation, security, and compliance of the Vermont Health Information Exchange (VHIE). By managing all aspects of the VITL Sole Source Contract for the 2022/2023 operations and maintenance, we are committed to maintaining the integrity and effectiveness of VHIE. The project encompasses ongoing maintenance activities to ensure that VHIE functions optimally and remains up-to-date. This includes regular system updates, bug fixes, and performance enhancements to address any issues that may arise. By proactively managing the maintenance of VHIE, we can minimize disruptions and ensure the continuous availability of health information exchange services.

Security is a top priority for VHIE, and the project includes robust security measures to protect the confidentiality, integrity, and availability of health information. This involves implementing industry best practices, conducting regular security assessments, and staying up-to-date with the latest security standards and protocols. By prioritizing security, we can instill trust in VHIE users and safeguard sensitive health data.

Compliance with CMS OBC requirements is another important aspect of the project. By adhering to the guidelines set forth by the CMS Office of the Chief Information Officer, we ensure that VHIE meets the necessary standards for interoperability, data exchange, and information governance. Compliance with CMS OBC requirements demonstrates our commitment to providing a reliable and effective health information exchange platform.

The AHS VHIE Maintenance & Operations project is dedicated to the ongoing success of VHIE. By managing the VITL Sole Source Contract, we ensure that VHIE receives the necessary support and resources for its continued operation and maintenance. This project plays a vital role in maintaining the functionality, security, and compliance of VHIE, ultimately benefiting healthcare providers, patients, and the overall healthcare system in Vermont.

We remain committed to delivering high-quality maintenance and operations services for VHIE, ensuring its reliability, security, and compliance with industry standards. Through this project, we contribute to the seamless exchange of health information and support improved healthcare outcomes for Vermont residents.

Schedule Summary
During the contracted time period with VITL the following will be accomplished:

- Operations of the VHIE System. Contractor shall maintain the technical infrastructure, software, hardware, and architecture of the VHIE. The contractor shall meet the service level and other operational requirements and demonstrate the efficient and effective operation of the VHIE.

2023-2024 Deliverables:

- Improve Medicaid providers' ability to effectively treat and coordinate care for Medicaid beneficiaries by creating one health record for every Vermonter accessible to treating providers and care coordinators.
- Enable longitudinal, population-based evaluation of Medicaid patients to optimize Medicaid services and care delivery.
- Improve Medicaid providers' ability to effectively treat and coordinate care for Medicaid beneficiaries by alerting providers to admissions, discharges, and transfers of their patients.
- Improve Medicaid providers' ability to effectively treat and coordinate care for Medicaid beneficiaries by delivering laboratory, radiological, and transcribed reports through the VHIE.
- Enhance public health management of the Medicaid population (and general population) by automating capture and exchange of public health data through the VHIE system.
- Support response to epidemic monitoring and emergency response by capturing and making available related data for the State's Public Health Authority 3.4. Qualified DVHA and VDH personnel shall have access to the VHIE through its provider portal, VITLAccess.
- Availability of the HIE system to positively impact health policy. Maintain VHIE system security in service of meeting the HIE goals and outcomes of the Medicaid program and health system.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
$0.00	$0.00	Health Information Technology (HIT)
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$7,236,376	$2,026,185.28	Health Information Technology (HIT)
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$7,236,376	$2,026,185.28	Health Information Technology (HIT)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS VDH MuleSoft IMR ELR				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Vermont Department of Health				
Project Start Date	9/15/2021	**Project End Date**	2/17/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope	🟩	The final ABC IT form has been routed for signature.			
Schedule	🟩	The project is in closing and documenting operational readiness plans.			
Budget	🟩	The final ABC IT form routed for signature.			
Scope Summary					

Scope Summary

The AHS VDH Mulesoft IMR ELR project was initially intended to create a comprehensive Integration Environment for the Vermont Department of Health (VDH) to facilitate the exchange of HL7 transactions using Web Services. The original plan involved engaging a third-party organization with expertise in Mulesoft integration to assist with the project. However, as the project progressed, the VDH IT team demonstrated their capabilities by receiving training on the Mulesoft platform and successfully handling the development tasks internally.

The decision to leverage in-house staff for the development tasks proved to be highly effective, resulting in significant cost savings. With the internal team's expertise, the need for a third-party organization was eliminated, leading to a reduction in implementation costs by $586,060.00. This cost reduction was achieved by waiving the need for a Professional Services Contract and utilizing the in-house staff exclusively.

Furthermore, the discovery that Enterprise Architecture operations work is included as part of the Core/Software cost basis led to a reduction in ongoing operations costs. This realization resulted in a reduction of $27,720.00 per year in operations costs.

Given the successful implementation of the Mulesoft IMR ELR project, the team will now shift their focus to maintenance and operations work. They will begin planning for Web Service Integration to the Public Health Lab, which will require the issuance of a new IT ABC (Approval to Begin Construction).

The AHS VDH Mulesoft IMR ELR project exemplifies the benefits of leveraging internal expertise and resources. By utilizing in-house staff for development tasks, the project achieved significant cost savings, eliminating the need for a third-party organization. The success of this project highlights the capabilities of the VDH IT team and their commitment to delivering efficient and cost-effective solutions.

Moving forward, the team will continue to manage the maintenance and operations of the Mulesoft IMR ELR system, ensuring its continued functionality and effectiveness. They will also plan for future integration projects, such as Web Service Integration to the Public Health Lab, to further enhance data exchange capabilities within the VDH.

The AHS VDH Mulesoft IMR ELR project demonstrates the commitment of the VDH to leveraging internal resources, reducing costs, and delivering high-quality solutions. Through their efforts, they have achieved significant cost savings while advancing the integration capabilities of the VDH's systems.

Schedule Summary

The project started Feb 2022 and implementation completed Sept 16, 2022. The team is in the process of operational readiness planning and closing the project. They will conclude these activities by Dec 30, 2022.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
0.00	0.00	N/A
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
0.00	0.00	N/A
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
0.00	0.00	N/A

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AHS VDH StarLIMS system Upgrade				
Agency	Agency of Human Services		**Report Date**		12/8/2023
Department	Vermont Department of Health				
Project Start Date	7/26/2021	**Project End Date**	9/18/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope	■	There are currently no scope changes.			
Schedule	■	Start Date: 7/26/2021. End Date: 9/18/2024. However, due to the project being off track a change request is in progress. Milestone #3 is 31 days behind schedule. Milestone #4 is 21 days behind schedule. The two milestones are running in parallel. Delays in milestone #3 will begin to have an impact on milestone #4 and #5 on 11/30/2023.			
Budget	■	At present, there have been no alterations to the budget. Nonetheless, a change request is in preparation due to project delays. This request aims to reassess the anticipated completion date and consider any potential additional project costs.			
Scope Summary					

The AHS VDH StarLIMS System Upgrade project is a critical initiative aimed at enhancing the security, performance, and functionality of the Vermont Department of Health Laboratory's Laboratory Information Management System (LIMS). By upgrading the existing system to the latest version, PH12.x, we are ensuring that the VDHL operates on a modern and secure platform.

The upgrade primarily focuses on back-end improvements, which are essential for maintaining system security and compliance. By upgrading to the latest version, we can implement the latest security measures and ensure that the system meets the necessary compliance standards. This will safeguard sensitive laboratory data and protect against potential security threats.

In addition to security enhancements, the upgrade will modernize the back-end infrastructure of the StarLIMS system. This modernization effort aims to improve system performance and efficiency, enabling faster and more reliable data processing. By leveraging the latest technologies and optimizing the system's architecture, we can enhance the overall user experience and streamline laboratory operations.

The continuity of a high-functioning laboratory information management system is a key objective of the project. By upgrading to the latest version of StarLIMS, we ensure that the VDHL can continue to effectively manage laboratory data, track samples, and generate accurate and timely reports. This continuity is crucial for supporting public health initiatives, research, and clinical services provided by the VDHL.

The AHS VDH StarLIMS System Upgrade project represents our commitment to maintaining a secure, efficient, and high-performing laboratory information management system. By enhancing system security and compliance, modernizing back-end infrastructure, and ensuring system continuity, we are equipping the VDHL with the necessary tools to deliver accurate and timely laboratory services.

We remain dedicated to completing the upgrade and implementing the latest version of StarLIMS, enabling the VDHL to continue its vital role in supporting public health efforts in Vermont. Through this project, we are advancing the capabilities of the VDHL and ensuring the integrity and reliability of laboratory information management.

Schedule Summary

Schedule: Start Date: 7/26/2021. End Date: 9/18/2024. Current Status: Start Date: 7/26/2021. Projected End Date: 10/8/2024. 19 days off track from the schedule. Project Phase: Execution. Completed tasks: 70%. Remaining tasks: 30%. There is a total of 8 milestones. Milestone #3 is 31 days behind schedule. Milestone #4 is 21 days behind schedule. The two milestones are running in parallel. Delays in milestone #3 will begin to have an impact on milestone #4 and #5 on 11/30/2023.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$804,944	$0.00	N/A
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,300,000	$0.00	N/A
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,104,944	$0.00	N/A

Agency of Natural Resources (ANR)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	ANR State Revolving Fund System Replacement				
Agency	Agency of Natural Resources		**Report Date**		12/8/2023
Department	Department of Environmental Conservation				
Project Start Date	3/1/2021	**Project End Date**	4/1/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The scope baseline was established in the contract with the vendor and no change requests have been made or are expected.			
Schedule		The baselined schedule has a project end date of 04/2024. The project development effort is 45% completed with seven two-week sprints remaining. The project is currently on schedule and is being monitored for adjustment after each completed sprint.			
Budget		The baseline budget was established at $2,645,945. Actual costs to date equal $584,973 indicating we are 22% to budget. The budget continues to be monitored for adjustments needed.			
Scope Summary					

The ANR State Revolving Fund System Replacement project is a crucial initiative aimed at upgrading the existing system used for managing applicant loans within the State revolving fund program. By procuring a new solution and transitioning to a cloud-based application, we aim to enhance loan management and documentation processes.

The current system requires an upgrade to meet the evolving needs of the State revolving fund program. By transitioning to a cloud-based application, we can leverage the benefits of cloud technology, such as improved accessibility, scalability, and data security. This upgrade will ensure that the system remains up-to-date and capable of effectively managing applicant loans.

The new solution will provide enhanced functionality for loan management, streamlining processes and improving efficiency. It will offer features and tools that facilitate loan application processing, documentation, disbursement, and repayment tracking. This will enable better tracking of loan statuses, timely communication with applicants, and accurate reporting on loan activities.

The cloud-based nature of the new system will also enhance accessibility, allowing authorized users to access loan information and documentation from anywhere, at any time. This will improve collaboration and communication among stakeholders involved in the State revolving fund program, including applicants, program administrators, and financial institutions.

Scalability is another key advantage of the cloud-based solution. As the State revolving fund program grows and evolves, the new system will be able to accommodate increased loan volumes and additional program requirements. This scalability ensures that the system can adapt to future needs and support the long-term sustainability of the program.

The ANR State Revolving Fund System Replacement project represents our commitment to upgrading loan management and documentation processes within the State revolving fund program. By procuring a new cloud-based solution, we are enhancing functionality, accessibility, and scalability, ultimately improving the efficiency and effectiveness of the program.

We remain dedicated to completing the procurement process and implementing the new system, ensuring that the State revolving fund program can continue to provide vital financial support for environmental projects in Vermont. Through this project, we are advancing loan management practices and supporting sustainable environmental initiatives in the state.

Schedule Summary

Exploration and planning activities took place from 2021 into 2023. Procurement concluded in April 2023, and the schedule was baselined at contract execution. Implementation is scheduled to complete in April 2024.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,877,349.39	$1,877,349.39	Special Fund Type
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$768,805	$768,805	Special Fund Type
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,646,154.39	$2,646,154.39	Special Fund Type

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	ANR FPR VT State Parks Internet Services				
Agency	Agency of Natural Resources		**Report Date**		12/8/2023
Department	Department of Forests Parks and Recreation				
Project Start Date	1/3/2022	**Project End Date**	12/31/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The project will be on hold until the review of the the overlap with the project scope and the efforts of the VT Community Broadband Board (VCBB) are complete.			
Schedule		The project will be on hold until the review of the the overlap with the project scope and the efforts of the VT Community Broadband Board (VCBB) are complete.			
Budget		The project will be on hold until the review of the the overlap with the project scope and the efforts of the VT Community Broadband Board (VCBB) are complete.			
Scope Summary					

The ANR FPR VT State Parks Internet Services project is a significant initiative aimed at enhancing internet connectivity and support for all Vermont State Parks. By contracting with a single vendor, we aim to improve the reliability, performance, and overall quality of internet services provided to park visitors and staff.

Reliable and high-quality internet connectivity is essential for enhancing the visitor experience at Vermont State Parks. It enables visitors to access online resources, stay connected with loved ones, and utilize digital tools for recreational and informational purposes. By improving internet services, we can enhance the overall park experience and meet the expectations of modern-day visitors.

The project will focus on improving the reliability of internet connectivity, ensuring that visitors and staff have consistent access to the internet throughout the park grounds. This will involve implementing robust infrastructure and technologies to minimize downtime and disruptions. By enhancing reliability, we can provide a seamless and uninterrupted internet experience for park users.

In addition to reliability, the project aims to improve the performance of internet services. This includes increasing internet speeds and bandwidth to accommodate the growing demand for online activities and services. By providing faster and more efficient internet connectivity, we can enhance the overall user experience and support a wide range of digital applications and services.

Furthermore, the project will ensure comprehensive support for internet services at Vermont State Parks. The contracted vendor will be responsible for coordinating and managing all aspects of internet services, including troubleshooting, maintenance, and technical support. This will provide park staff with a single point of contact for any internet-related issues, streamlining the support process and ensuring timely resolution of problems.

The ANR FPR VT State Parks Internet Services project represents our commitment to enhancing connectivity and support for Vermont State Parks. By improving reliability, performance, and support of internet services, we aim to provide visitors and staff with a seamless and reliable online experience. This project will contribute to the overall enjoyment and accessibility of Vermont State Parks, supporting their mission to provide exceptional outdoor recreational opportunities for all.

We remain dedicated to implementing the necessary improvements and working closely with the contracted vendor to ensure the successful delivery of reliable and high-quality internet services to all Vermont State Parks. Through this project, we are enhancing connectivity and supporting the continued success of our state parks system.

Schedule Summary

The project will be on hold until the review of the the overlap with the project scope and the efforts of the VT Community Broadband Board (VCBB) are complete.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,555,816	$0.00	Parks Special Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,000,000	$1,000,000	Parks Special Funds
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,555,816	$1,000,000	Parks Special Funds
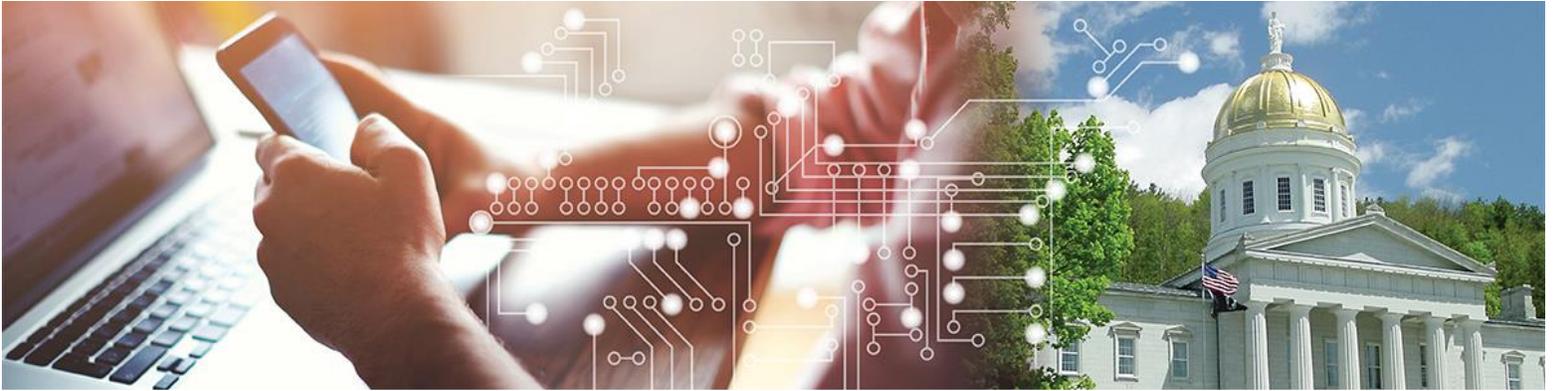
Agency of Transportation (AOT)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOT DMV Automated Testing System (ATS) Replacement				
Agency	Agency of Transportation			**Report Date**	12/8/2023
Department	Department of Motor Vehicles				
Project Start Date	1/1/2021	**Project End Date**	1/6/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The scope was completed as baselined.			
Schedule		This project was delayed due the time it took the vendor to develop the requirements that required customization.			
Budget		Project costs were baselined at contract execution at $501,359 (implementation plus 5 years annual costs). Actual implemention costs came in $3,058 higher than estimated, bringing the total cost of the project to $504,417 (including the 5-year annual costs).			
Scope Summary					

The AOT DMV Automated Testing System (ATS) Replacement project represents a significant advancement in the technology used for driver license testing in Vermont. By upgrading the Knowledge2Drive (K2D), Skills2Drive (S2D), and Knowledge2DriveOnline (K2DO) application modules to version 19, we have enhanced the functionality and capabilities of the automated testing system.

The upgraded application modules provide improved features and tools for both knowledge and skills testing. This includes updated question banks, enhanced scoring algorithms, and a more user-friendly interface for both examiners and test takers. These upgrades ensure that the driver license testing process is efficient, accurate, and aligned with the latest standards and regulations.

In addition to the software upgrades, new hardware has been deployed to all 12 DMV offices. This includes testing stations and examiner tablets, which provide a modern and reliable platform for conducting driver license tests. The new hardware enhances the overall testing experience for both examiners and test takers, ensuring smooth and efficient operations at DMV offices.

The AOT DMV Automated Testing System (ATS) Replacement project represents our commitment to leveraging technology to improve the driver license testing process. By upgrading the application modules and deploying new hardware, we are enhancing the accuracy, efficiency, and user experience of the automated testing system.

We remain dedicated to providing a robust and reliable driver license testing system that meets the needs of Vermont residents. Through this project, we are ensuring that the DMV offices are equipped with the latest technology to deliver high-quality and standardized driver license tests.

The AOT DMV Automated Testing System (ATS) Replacement project marks a significant milestone in our efforts to modernize and streamline driver license testing in Vermont. We will continue to monitor and evaluate the system's performance, making necessary adjustments and enhancements to ensure the ongoing success of the automated testing system.

Schedule Summary
The project was initially estimated to be completed by 07/2021, but due to delays in the vendor development of contracted requirements, the new testing solution was not deployed (live) until 12/2022.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$204,432	$204,432	Transportation
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$367,700	$367,700	Transportation
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$572,132	$572,132	Transportation

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOT DMV Core Systems Replacement				
Agency	Agency of Transportation		**Report Date**		12/8/2023
Department	Department of Motor Vehicles				
Project Start Date	10/1/2021	**Project End Date**	7/31/2025	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The baseline scope for the DMV Core Modernization project includes two releases: Vehicle Services (VS) and Driver Services (DS). VS was completed and went live on 11/13/23, including: vehicle titling, registration, and renewals; impound records; dealer licensing & regulation; plate, decal, temporary and single-use permit inventory management and Point of Sale. The second release is Driver Services. It will include: issue & maintain driver's licenses & other identification; support fraud detection, investigation, hearings, scheduling, and management, financial responsibility and the admin & reporting of driver restrictions, convictions, and other info related to driver improvement & control.
Schedule		The DMV Core Modernization project will have two roll outs with 18 months for Vehicle Services (VS) and 18 months for Driver Services (DS) . The Vehicle Services release schedule is 6/13/2022 to 11/13/2023. Successfully implemented 11/13/2023. The Driver Schedule will be rebaselined once the Statement of Work has been executed and is expected to complete within the original 18 month timeline.
Budget		In August 2023 the budget for DMV Core Modernization project (Vehicle Services & Driver Services) was rebaselined to align vendor costs with Lifecycle Analysis Detail. The costs were reduced from $92,291,975.00 to $85,180,984. Note: The Lifecycle Costs do not include DMV Staff costs. Actual costs for Vehicle Services are $17,403,728.49 paid in Vision as of Sept 30, 2023, which includes DMV Staff costs. The budget is on track and continues to be closely monitored. Vehicle Services Release 1 - The Legislature approved $24,500,000 for the for Vehicle Services (Release1) in the Spring 2021 session. Driver Services Release 2 - The Legislature approved $20,250,000 for the Drive Services (Release II) in FY23 budget. The Legislature approved funding in conjunction with the DMV Budget should be sufficient to implement the FAST DSVS software within the established project begin and end dates.

Scope Summary

The AOT DMV Core Systems Replacement project is a significant initiative aimed at enhancing the efficiency and management of operations within the Department of Motor Vehicles (DMV) in Vermont. By replacing the existing core systems, we aim to streamline various functions and improve the overall effectiveness of DMV operations.
The new solution will encompass a range of functionalities, including vehicle titling, registration, and renewals. This will enable smoother and more efficient processes for individuals and businesses seeking to title and register their vehicles. Additionally, the solution will manage impound records, ensuring accurate and up-to-date information for impounded vehicles.

Dealer licensing and regulation will also be handled by the new system, providing a centralized platform for managing dealer licenses and ensuring compliance with regulations. The solution will also facilitate inventory management for plates, decals, temporary permits, and single-use permits, ensuring accurate tracking and efficient distribution.

Furthermore, the solution will be responsible for issuing and maintaining driver's licenses and other identification documents. This includes supporting fraud detection and investigation, managing hearings and scheduling, and handling

financial responsibility related to driver restrictions, convictions, and other driver improvement and control information. The system will provide comprehensive administration and reporting capabilities for driver-related data, enabling efficient management and accurate reporting.

The AOT DMV Core Systems Replacement project represents our commitment to enhancing the efficiency and effectiveness of DMV operations in Vermont. By implementing a new solution, we aim to streamline processes, improve data accuracy, and provide better services to individuals, businesses, and law enforcement agencies.

We remain dedicated to the successful implementation of the new core systems, ensuring that the DMV has the necessary tools and capabilities to manage vehicle titling, registration, dealer licensing, and driver-related functions. Through this project, we are advancing the capabilities of the DMV and supporting the overall transportation infrastructure in Vermont.

Schedule Summary

The total implementation project duration will be 36 months. There will be two roll outs with 18 months for Vehicle Services (VS) and 18 months for Driver Services (DS). Vehicle Services was successfully implemented on11/13/2023. For DS, once the SOW has been executed, the schedule will be rebaselined with detailed dates.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
$50,216,101	$50,216,101	Transportation Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$34,964,883.20	$34,964,883.20	Transportation Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$8,518,0984.20	$8,518,0984.20	Transportation Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOT DMV ePermitting 2.0				
Agency	Agency of Transportation		**Report Date**		12/8/2023
Department	Department of Motor Vehicles				
Project Start Date	1/8/2023	**Project End Date**	1/8/2026	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The scope was established for the RFP in the form of user storires and will be baselined with the execution of the implementation contract.			
Schedule		Project is estimated to take 18 months. The project is in procurement. The Request for Proposal (RFP) response due date has been extended into January 2024 due to DMV and ADS resource constraints between this project and the DMV Core Modernization project. The DMV Core Modernization Vehicle Services go-live was prioritized, which delayed response to the questions received during the RFP question phase, nessecitating the response extension. Once there is an executed contract schedule will be created and baselined.			
Budget		Initial estimated costs are $2,456,923.00. Once there is an executed contract, the cost baseline will be created. Actual costs to date equal $40,265. The project has received $2M Federal Motor Carrier Safety Administration (FMCSA) Grant for implementation costs.			
Scope Summary					

The AOT DMV ePermitting 2.0 project is a significant initiative aimed at streamlining the process for obtaining oversized/overweight commercial vehicle permits in Vermont. By implementing an electronic permitting system, we aim to provide the trucking industry with a convenient and efficient way to apply for permits and ensure compliance with regulations.

The project will introduce a user-friendly online platform that allows trucking companies to apply for permits electronically. This platform will be accessible 24/7, providing flexibility and convenience for the industry. Trucking companies will be able to submit permit applications at their convenience, eliminating the need for in-person visits or paper-based processes.

The ePermitting system will also facilitate online payment for permits, if required. This will streamline the payment process, reducing administrative burdens and ensuring timely processing of permits. By enabling electronic payments, we aim to improve efficiency and provide a seamless experience for trucking companies.

The implementation of ePermitting 2.0 will ensure that trucking companies can legally operate on state and municipal highways and roads. By obtaining the necessary permits electronically, they will have the documentation required to comply with regulations and safely transport oversized or overweight loads.

The AOT DMV ePermitting 2.0 project represents our commitment to leveraging technology to enhance the permitting process for the trucking industry. By providing a user-friendly online platform, we aim to streamline operations, reduce administrative burdens, and improve compliance with regulations.

We remain dedicated to the successful implementation of ePermitting 2.0, ensuring that the trucking industry has a convenient and efficient way to obtain oversized/overweight commercial vehicle permits. Through this project, we are supporting the industry's operations while ensuring the safety and integrity of Vermont's highways and roads.

Schedule Summary
The project is in procurement. The RFP was posted Oct 2023 with bids due January 2024. The State is estimating an 18 month implementation. Once there is an executed contract the schedule will be baselined.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,322,528	$1,322,528	Transportation Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,143,395	$1,143,395	General
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,465,923	$2,465,923	Transportation Fund/ General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOT Construction Management System (CMS)				
Agency	Agency of Transportation		**Report Date**		12/8/2023
Department	Highway Division				
Project Start Date	1/12/2017	**Project End Date**	12/3/2025	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		Scope is being controlled within bounds of contract. Out-of-scope items identified during elicitation are managed using prioritization and minimum-viable-product model, with highest priority items approved as enhancements. Eleven Change orders have been executed to date to refactor schedule and allow for needed functionality not included the base contract.
Schedule		The baseline schedule for CMS was established in 2018 on contract execution and had an expected completion of 2021. The schedule was revised in 2020 to extend the completion date to 2025 based on estimated changes needed to accomplish features not covered in the base contract.
Budget		In 2017, the baseline budget for the CMS replacement project was approved, The approved budget was for $3,679,200 in implementation costs and a total 20-year lifecycle cost of $17,178,576. In 2020 the budget was revised to account for changes identified outside contract scope deemed necessary to allow for current systems to be replaced. The 2020 implementation budget was increased to $9,325,236.22 with total 5-year lifecycle cost of $10,834,754.48. This budget reflected the first six change requests executed against the project. The budget is currenlty in the process of being revised to address additional scope changes defined in five additional approved change requests, and estimates an implementation budget of $8,532,217.41 with a total lifecycle cost of $10,398,517.41. To date, the state has incurred $5,038,474.85 in implmentation costs and $5,234,224.85 in total lifecycle costs.

Scope Summary

The AOT Construction Management System (CMS) project is a significant initiative aimed at enhancing the efficiency and effectiveness of highway and bridge construction processes within the Agency of Transportation (AOT). By implementing a managed cloud-based software solution, we aim to streamline various aspects of construction management, from project estimation to project closeout.

The CMS project encompasses multiple modules that cover the entire construction lifecycle. The Project Estimation module enables accurate and efficient estimation of construction projects, ensuring realistic budgeting and resource allocation. The Pre-Construction module facilitates the planning and preparation phase, ensuring that all necessary permits, approvals, and documentation are in place before construction begins.

The Electronic Bidding module provides a digital platform for contractors to submit bids electronically, simplifying the bidding process and enhancing transparency. The Civil Rights module ensures compliance with civil rights regulations and promotes equal opportunity in construction projects. The Materials Management and Material Lab Management modules enable efficient tracking and management of construction materials, ensuring quality control and timely availability.

The Construction Management module serves as the core component of the system, providing comprehensive tools for managing construction projects. This includes automated workflow processes, intelligent dashboards for real-time project monitoring, and comprehensive document management capabilities. By digitizing and automating these processes, we aim to streamline the workflow and improve collaboration among stakeholders involved in construction projects.

The AOT CMS project replaces legacy and manual system processes, eliminating inefficiencies and reducing administrative burdens. By implementing a modern and integrated software solution, we can achieve a more streamlined and efficient workflow, from project estimation through project closeout.

We remain dedicated to the successful implementation of the AOT Construction Management System (CMS), ensuring that the AOT has the necessary tools and capabilities to effectively manage and monitor highway and bridge construction projects. Through this project, we are advancing construction management practices, improving project outcomes, and supporting the efficient development and maintenance of Vermont's transportation infrastructure.

Schedule Summary		

The project is scheduled to be implemented in a phased implementation approach starting March 1, 2021 with Estimation and eContracting for phase 1. Phase 2 of the project will include Materials and Construction to be implemented by Marcy 25, 2024. Phase 3 Civil Rights will be the final phase delivered on June 30, 2025.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$9,550,230.08	$9,550,230.08	Transporation Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,511,090	$1,511,090	Transporation Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$11,061,320.08	$11,061,320.08	Transporation Fund

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	AOT Vermont Asset Management Information System (VAMIS)				
Agency	Agency of Transportation		**Report Date**		12/8/2023
Department	Highway Division				
Project Start Date	6/15/2018	**Project End Date**	10/30/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope	🟩	Phase 1 scope is completed and is operational. Phase 2 of the project is integrating additional assets into the VAMIS system, while also developing the Operations and Management (O&M) component of the system. O&M will provide the Agency with an opportunity to align the work of the Maintenance Districts with our overall investments in our assets across the network.
Schedule	🟩	The project schedule's current end date is 10/2024 at which time the project will reach sprint 35 and the end of the second contract amendment. After completion, the business will determine if another amendment is needed to continue application development for another 24-month period.
Budget	🟩	The project was always envisioned with multiple phases after phase 1 was complete. Cost baseline at contract execution of $2,395,317. a contract amendment was signed and the total project budget increased to $3,860,939. The IT ABC was updated on 10/22/23 to reflect a revised budget of $12,076,740 for phase 2. The project expenditures are currently running on budget.

Scope Summary

The AOT Vermont Asset Management Information System (VAMIS) project is a significant endeavor aimed at enhancing asset tracking, management, and decision-making within the Agency of Transportation. By implementing a transportation asset management information system, we aim to improve the efficiency and effectiveness of managing and maintaining AOT program assets.

The project involves configuring the Deighton Asset Management Information System to accommodate the asset information managed by the AOT. This system will serve as a centralized platform for tracking and analyzing various asset classes, including Rail, Pavements, Short structures, Small Culverts, and Signs. By consolidating asset data into one system, we can streamline operations and improve data accuracy and accessibility.

The VAMIS project will also incorporate Operation Management (O.M.) and Business Analytics (BA) modules, providing comprehensive analysis reporting capabilities. These modules will enable in-depth analysis of asset data, allowing for informed decision-making and programmatic planning. By leveraging business analytics, we can identify trends, predict asset performance, and optimize resource allocation.

The implementation of VAMIS will enable the AOT to incorporate asset data into business processes, enhancing operational efficiency and effectiveness. By utilizing asset data, we can make informed decisions regarding asset maintenance, repair, and replacement, ensuring optimal performance and longevity of transportation systems.

Furthermore, the project aims to increase the value of AOT assets. By effectively managing and maintaining assets, we can maximize their lifespan and minimize lifecycle costs. This will result in improved asset performance, reduced downtime, and enhanced overall transportation system reliability.

The AOT Vermont Asset Management Information System (VAMIS) project represents our commitment to leveraging technology and data to enhance asset management and decision-making within the Agency of Transportation. By

implementing a comprehensive asset management system, we are streamlining operations, improving data-driven decision-making, and increasing the value of AOT assets.

We remain dedicated to the successful implementation of VAMIS, ensuring that the AOT has the necessary tools and capabilities to effectively track, manage, and make informed decisions regarding transportation assets. Through this project, we are advancing asset management practices and supporting the efficient operation of Vermont's transportation systems.

Schedule Summary
The project was initiated in February 2017. The vendor implementation and support/maintenance contract was executed in August 2019 and will expire in June 2025. During the vendor contract, the project has executed two contract amendments for phases 2(A)and 2(B), allowing the implementation effort to continue until October 2024, spanning 60 four-week sprints over the life of the contract.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$12,774,957.49	$2,554,991.50	Transportation Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$3,480,332.20	$696,066.43	Transportation Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$16,255,289.68	$3,251,057.93	Transportation Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	AOT VTrans State Highway Access and Work Permit (S1111) System				
Agency	Agency of Transportation		**Report Date**		12/8/2023
Department	Policy, Planning and Intermodal Development Division				
Project Start Date	7/1/2021	**Project End Date**	9/19/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The scope of the project is well defined in epics, user stories, and business rules developed with the business during CY 2022, which were included in the contract with GEO.works, resulting in the baselined scope.			
Schedule		The project is on track to meet the baselined launch timeframe of 05/2024.			
Budget		The project is currently operating within the approved budget. Funding has been approved by AOT.			

Scope Summary

The AOT VTrans State Highway Access and Work Permit (S1111) System project is a significant initiative aimed at automating and improving the State Highway and Access Permitting process. By implementing a dedicated system, we aim to streamline the permitting process, maintain accurate historical permit data, and enhance integration with existing State authentication, AOT GIS, and payment systems.

The current manual process of State Highway and Access Permitting can be time-consuming and prone to errors. By automating this process, we can significantly improve efficiency and reduce administrative burdens. The system will provide a user-friendly interface for applicants to submit permit applications electronically, eliminating the need for manual paperwork and simplifying the overall process.

The automated system will also maintain historical permit data, ensuring accurate record-keeping and easy access to past permits. This will enable efficient retrieval of permit information and support data-driven decision-making for future permit applications.

Integration with existing State authentication, AOT GIS, and payment systems is a key aspect of the project. By integrating with these systems, we can leverage existing infrastructure and ensure seamless data exchange and authentication processes. This integration will enhance the overall user experience, improve data accuracy, and streamline the overall permitting workflow.

The AOT VTrans State Highway Access and Work Permit (S1111) System project represents our commitment to leveraging technology to improve the efficiency and effectiveness of the permitting process. By automating manual processes, maintaining historical permit data, and enhancing integration with existing systems, we aim to provide a streamlined and user-friendly experience for permit applicants and AOT staff.

We remain dedicated to the successful implementation of the S1111 system, ensuring that the State Highway and Access Permitting process is efficient, accurate, and aligned with modern technological standards. Through this project, we are advancing the capabilities of AOT and supporting the development and maintenance of Vermont's transportation infrastructure in a streamlined and efficient manner.

Schedule Summary
The project started in 07/2021 with a target launch of 01/2022. Due to delays resulting from a related project, and the procurement process, the schedule was baselined to launch in 05/2024 based on the executed contract with the vendor.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$633,551	$633,551	Transportation Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$637,659.40	$637,659.40	Transportation Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,271,210.39	$1,271,210.39	Transportation Fund

IT ACTIVITY ANNUAL SUMMARY REPORT						
Project	AOT Roadway Network Screening and Safety Management System					
Agency	Agency of Transportation			**Report Date**		12/8/2023
Department						
Project Start Date	1/3/2023	**Project End Date**	4/30/2025	**Solution Life Cycle (Years)**		5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**		**Closing**
Project	**Status**	**Update**				
Scope		The project scope remains unchanged from the initial requirements collection. Scope will be baselined at contract execution.				
Schedule		Theoriginal estimated project end date was December 2024. A draft schedule has been created with the proposed implementation schedule provided by the preferred vendor with a new go-live date of April 2025. The schedule baseline will be established with contract signing.				
Budget		The budget baseline will be set at $2,198,360 upon contract execution. The actual cost to date is $15,716.				
Scope Summary						

The AOT Roadway Network Screening and Safety Management System project is a critical initiative aimed at enhancing safety assessment and management within the Operations & Safety Bureau (OSB). By implementing a state-hosted digital system, we aim to improve the efficiency and effectiveness of identifying safety locations and implementing countermeasures.

The OSB relies on data-driven solutions to manage the Highway Safety Improvement Program. Roadway Network Screening plays a crucial role in assessing safety locations and identifying appropriate countermeasures. The new system will serve as a core component of this assessment process, providing a digital platform for OSB analysts to analyze roadway data and identify areas of concern.

The Roadway Network Screening and Safety Management System will be responsible for collecting, analyzing, and visualizing data related to roadway safety. This includes data on crash history, traffic volumes, roadway geometry, and other relevant factors. By integrating these data sources, the system will provide a comprehensive view of safety locations and enable OSB analysts to make informed decisions regarding countermeasures.

The procurement, implementation, and ongoing maintenance of the system will ensure that the OSB has a state-hosted solution that meets their specific needs. The system will be designed to handle large datasets, provide advanced analytical capabilities, and support efficient workflows for safety management.

The AOT Roadway Network Screening and Safety Management System project represents our commitment to leveraging technology and data to enhance safety assessment and management. By implementing a digital solution, we aim to streamline the identification of safety locations and improve the implementation of countermeasures, ultimately enhancing the safety of Vermont's roadways.

We remain dedicated to the successful procurement, implementation, and ongoing maintenance of the Roadway Network Screening and Safety Management System. Through this project, we are advancing safety management practices and supporting the OSB in their efforts to improve roadway safety in Vermont.

Schedule Summary		
The project IT ABC Form established during exploration was submitted for approval on November 2022 with an original estimated end date of December 2024 and an estimated duration of 23 months. The project is currently in procurement. After the Independent Review activities are completed and the vendor contract is approved, it is expected the vendor implementation will commence on January 2024 and will go live with the new solution in April 2025.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,573,360	$157,336	Transportation
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$625,000	$62,500	Transportation
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,198,360	$219,836	Transportation

Department of Labor (DOL)

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	VDOL Unemployment Insurance Modernization			
Agency	Vermont Department of Labor		**Report Date**	12/8/2023
Department				
Project Start Date	2/1/2021	**Project End Date**	3/31/2027	**Solution Life Cycle (Years)**	5

Current Project Phase	Exploring	Initiating	Planning	Executing	Closing

Project	Status	Update
Scope	🟩	The baseline project scope is the complete replacement of the existing Unemployment Insurance system on the mainframe which includes the front end of the claimant portal, employer portal, employer registration, and fraud reporting/case management.
Schedule	🟩	The baseline project schedule for implementation will be completed in two phases: UI Tax, then UI Benefits. The total implementation is anticipated to be completed 36 monrths from kickoff.
Budget	🟩	The baseline project budget established the implementation costs at $31.2m with $164,384 spent to date. An updated IT ABC is being drafted for review by VDOL and ADS leadership.

Scope Summary

The VDOL Unemployment Insurance Modernization Project is a transformative initiative that seeks to revamp the UI program in Vermont. By replacing aging, standalone mainframe-based systems, the project aims to improve customer service, reduce costs, meet compliance requirements, and mitigate risks associated with legacy infrastructure.
The project consolidates the originally planned multi-phase effort into one comprehensive project. This consolidation allows for a more streamlined and efficient implementation, ensuring that the benefits of the modernized system can be realized sooner.

The existing mainframe-based systems have become increasingly costly and difficult to support, particularly when it comes to implementing federally required UI changes. The modernized system will address these challenges by providing a more flexible and adaptable platform that can efficiently handle complex UI changes and compliance requirements.
By implementing a modernized system, the VDOL aims to enhance customer service by improving the efficiency and accuracy of UI processes. Claimants will experience a more streamlined and user-friendly interface, making it easier to file claims, access information, and receive timely benefits.

The modernized system will also reduce costs associated with maintaining and supporting legacy infrastructure. By moving away from the aging mainframe-based systems, the VDOL can leverage modern technologies and architectures that are more cost-effective and easier to maintain.

Meeting federal and state compliance requirements is a critical aspect of the project. The modernized system will ensure that all necessary regulations and guidelines are met, reducing the risk of non-compliance and associated penalties. Furthermore, the project will mitigate risks caused by outages of legacy infrastructure. By transitioning to a modernized system, the VDOL can improve system reliability and reduce the potential for disruptions in UI services.

In conclusion, the VDOL Unemployment Insurance Modernization Project represents a significant step towards revamping the UI program in Vermont. By replacing aging, standalone mainframe-based systems with a modernized system, the project aims to enhance customer service, reduce costs, meet compliance requirements, and mitigate risks associated with legacy infrastructure. This initiative reflects the commitment of the VDOL to provide efficient and effective unemployment insurance services to the people of Vermont.

Schedule Summary		
The Independent Review report was completed and approved in October 2023. The Vendor implementation contract is being negotiated and anticipated to be completed by January/February 2024. The project is anticipated to have a 36 month implementation schedule, concluding in Q1 2027.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$31,278,808	$27,772,808	IT Modernization Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$3,457,080	0.00	IT Modernization Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$6,957,080	0.00	IT Modernization Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	VDOL WC Modernization				
Agency	Vermont Department of Labor		**Report Date**		12/8/2023
Department					
Project Start Date	12/1/2018	**Project End Date**	7/31/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		The baseline scope includes a complete replacement of the Workers' Compensation system utlizing the OnBase platform. There is one change request under evaluation for additional elements (keywords, workflows, document types, user groups) that the VDOL requires and is under consideration.
Schedule		The baseline project schedule had an original go-live date of November 6, 2023, but was postponed and the new path forward project schedule is being finalized. The new working target dates are 12/4/23 for testing, 1/15/24 for promotion to production and loading of data, and go live of a Minimally Viable Product on 4/22/24.
Budget		The baseline budget established the implementation costs at $1,985,618.91 with $527,283.40 spent to date. The project team is reviewing a change request which may increase the overall budget if approved.

Scope Summary

The VDOL WC Modernization Project is a transformative initiative that seeks to modernize and streamline the operations of the Workers' Compensation team. By implementing a comprehensive solution, the project aims to enhance efficiency, improve case and document management, and facilitate seamless integration with external systems.

The project scope includes the implementation of a case and document management system via OnBase. This system will provide the Workers' Compensation team with a robust platform to efficiently manage and track cases, ensuring timely and accurate processing of claims. The document management capabilities will enable the team to securely store and retrieve relevant documents, improving accessibility and reducing manual paperwork.

Integration with the FROI/SROI submittal and processing system is a key component of the project. By integrating with a third-party SaaS platform, the Workers' Compensation team can streamline the submission and processing of First and Subsequent Reports of Injury. This integration will enhance data accuracy, reduce manual data entry, and expedite the claims process, benefiting both claimants and employers.

The project also includes the integration of direct filers, allowing external entities to submit reports and documents directly to the Workers' Compensation team. This integration will further streamline the claims process, reduce administrative burdens, and improve overall efficiency.

Additionally, the project is evaluating a change order to enhance the project's scope. This change order aims to address any additional requirements or improvements identified during the project's implementation, ensuring that the final solution meets the specific needs of the Workers' Compensation team.

In conclusion, the VDOL WC Modernization Project represents a significant step towards enhancing the efficiency and effectiveness of the Workers' Compensation team. By implementing a comprehensive solution that includes case and document management via OnBase, integration with FROI/SROI submittal and processing, and direct filers, the project aims to streamline processes, improve data accuracy, and reduce administrative burdens. This initiative reflects the commitment of the VDOL to provide efficient and fair workers' compensation services to the people of Vermont.

Schedule Summary
The original project began on February 1, 2018 with a go live date targeted for 11/6/2023. In October 2023, the go live date of the project was postponed and a new final date has not been determined but is expected to be in April 2024.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,985,618.90	$1,985,618.90	21105, Workers' Compensation Administrative Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$2,196,596	$2,196,596	21105, Workers' Compensation Administrative Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$4,182,214.91	$4,182,214.91	21105, Workers' Compensation Administrative Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	VDOL Workforce Development CRM				
Agency	Vermont Department of Labor		**Report Date**		12/8/2023
Department					
Project Start Date	9/1/2020	**Project End Date**	6/30/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The baseline scope fo this project implementation scope presented an ongoing medium risk for this project. Negotiations around project scope, to accompany a re-baselined project schedule were in process for multiple months, however an agreement between Vermont and the vendor could not be reached. A termination letter was routed to the vendor on 10/17/2023. This project was not completed.			
Schedule		The baseline schedule for this project presented an ongoing high risk for this project. The state attempted to work with the vendor for multiple months in an effort to successfully rebaseline the project schedule as was directed in the executed contract requirements. However, attempts to come to an agreement resulted in the decision to terminate the contract. A termination letter was routed to the vendor on 10/17/2023. This project was not completed.			
Budget		The baseline budget established for the implementation costs for this proejct was presented a medium risk for this project was $1,464,388.00, with actual costs to date equaling $424,793.70.			
Scope Summary					

The VDOL Workforce Development CRM project was initiated with the goal of implementing a modern CRM solution to enhance the department's ability to manage and support their workforce development initiatives. However, despite efforts to negotiate and rebaseline the project schedule, an agreement could not be reached between the state and the vendor. As a result, a termination letter was sent to the vendor on 10/17/2023, marking the end of the project. The termination process is now underway, and the project is moving towards closure.

While the project did not achieve its intended outcome, the VDOL remains committed to finding alternative solutions to meet their workforce development needs. Contract negotiations are currently taking place to explore other options and identify potential alternatives.

The closure of the VDOL Workforce Development CRM project serves as a reminder of the challenges that can arise during complex technology implementations. Despite the best efforts of all parties involved, sometimes agreements cannot be reached, and projects must be terminated.

Moving forward, the VDOL will continue to prioritize their workforce development initiatives and explore other avenues to enhance their capabilities in this area. Lessons learned from this project will inform future decision-making and ensure that the department can effectively support Vermont's workforce.

In conclusion, the VDOL Workforce Development CRM project has reached a point of closure due to the inability to reach an agreement with the vendor. Alternative solutions are being explored by VDOL and ADS. The VDOL remains committed to their workforce development initiatives and will continue to seek ways to enhance their capabilities in this important area.
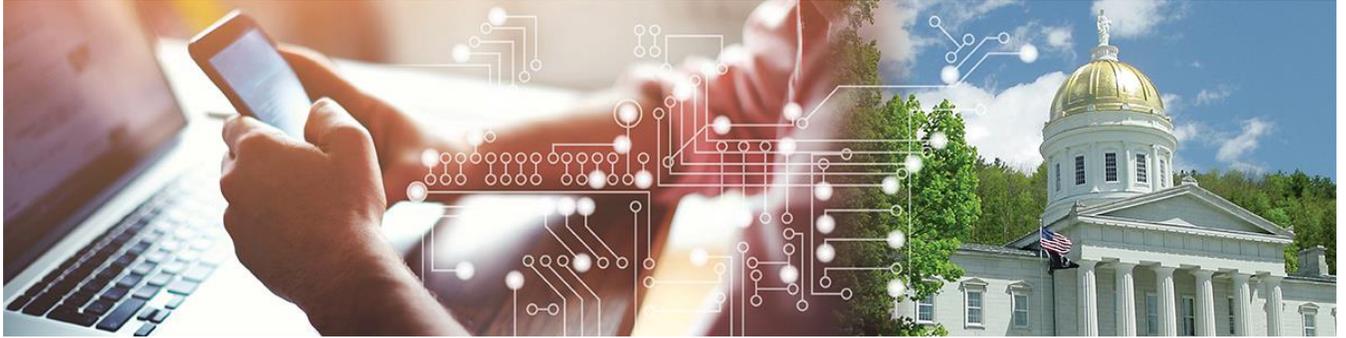
Schedule Summary
It was expected that this solution would take approximately 15 months for implementation upon contract execution with the selected vendor. However, after months of negotiations attempts to rebaseline the project schedule, as was required by the contract requirements, the state and vendor could not reach an agreement. A termination letter was routed to the vendor on 10/17/2023 and this project is now in the process of closure. This project was not completed.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,769,684	$176,968.39	General Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$2,296,990	$229,699	General Funds
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$4,066,674	$406,667.40	General Funds

Department of Public Safety (DPS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	DPS Fire Safety Records Management System Replacement				
Agency	Department of Public Safety		**Report Date**		12/8/2023
Department					
Project Start Date	4/1/2022	**Project End Date**	12/30/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		Scope, in the form of user stories, was approved for the RFP. Scope will be baselined upon contract execution with the preferred vendor.
Schedule		The inital estimate for completion was 07/2023. Due to the mutliple repostings of the RFP, a revised schedule baseline will be enacted once we execute a contact with the preferred vendor. A draft schedule has been updated with the proposed timeline provided by the preferred vendor (not yet contracted) with an estimated go-live date of 08/2025.
Budget		The orignal estimate for costs was established during exploration at $2,301.966. Once an implementation vendor is selected the project budget will be basedlined to accommodate contracted costs and revised implementation costs.

Scope Summary

The DPS Fire Safety Records Management System Replacement project is a transformative initiative that aims to modernize and streamline the way fire safety records are managed in Vermont. By replacing the outdated proprietary software solution, the project seeks to address the limitations of the current system and meet the expectations of Fire Safety partners, customers, and internal stakeholders.

The existing system, in use since 1985, has become increasingly difficult and expensive to upgrade. It lacks modern features such as digital document management, an online portal, payment management, and the ability to manage continuing education. These limitations have hindered the department's ability to provide efficient services and meet the evolving needs of stakeholders.

The new records management system will be built on a flexible and modern platform, enabling Fire Safety to reduce manual processes, improve public accessibility and security, and adhere to budgeted costs. With digital document management, records will be easily searchable and accessible, eliminating the need for physical storage and reducing the risk of document loss or damage.

The introduction of an online portal will provide Fire Safety partners and customers with a convenient and user-friendly interface to access and manage their records. This portal will enable online payments, allowing for seamless and secure transactions. Additionally, the system will incorporate features to manage continuing education, ensuring that fire safety professionals can easily track and maintain their certifications.

By replacing the outdated records management system, the DPS Fire Safety division is committed to enhancing efficiency, accessibility, and security. The new platform will empower stakeholders with modern tools and features, enabling them to effectively manage their fire safety records and meet regulatory requirements.

The DPS Fire Safety Records Management System Replacement project is a significant step towards modernizing fire safety records management in Vermont. By replacing the outdated proprietary software solution with a flexible and modern platform, the department aims to improve public accessibility, reduce manual processes, and meet the evolving needs of Fire

Safety partners, customers, and internal stakeholders. This project represents a commitment to providing efficient and effective fire safety services to the people of Vermont.

Schedule Summary
This project has been delayed due to repeated postings of the Request for Proposal (RFP) because of low response rates and issues with the bids. A preferred vendor was selected from the 4th RFP posting. Initial bidder selection commenced in August 2023, and a preferred vendor was identified. The current schedule estimates project completion to occur in October 2025.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,047,096.31	$1,047,096.31	General Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,250,000	$1,250,000	General Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,297,096.31	$2,297,096.31	General Fund

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	DPS VSP Audio Visual Recording				
Agency	Department of Public Safety			**Report Date**	12/8/2023
Department					
Project Start Date	8/1/2021	**Project End Date**	12/15/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope	🟩	This project was completed in two phases: Phase 1. Original Scope, included interview and monitoring audio and video infrastructure for all barracks interview rooms; and Phase2. Additional Scope, included secure evidence room monitoring equipment for all barracks, which was included via formal change request and contract amendment. One additional evidence room was approved by a second change request on 11/03/23. All project scope was completed by 11/29/23.
Schedule	🟩	The original project scope, now known as Phase 1, for interview and monitoring audio and video infrastructure was completed on schedule. A change request and contract amendment were executed to include Phase 2, covering the addition of secure evidence room monitoring equipment. The Phase II scope was completed significantly ahead of the original change request estimate. Additional time was approved on 11/03/23, via change request, to accommodate adding scope for a new secure evidence room just added to the Rutland barracks. All project scope was completed on 11/29/23.
Budget	🟩	All vendor and ADS implementation costs were completed at or under budget. Phase 1 was completed within the original budget. Phase 2 additional budget was approved via change request #1 and contract amendments #1 and #2. Additional scope for a new secure evidence room in Rutland was accommodated with funds remaining in the contract amendment, formalized by a third amendment for the scope change with no additional costs. Implementation was completed under budget due to lower than anticipated ADS costs. Implementation + 5-Year Costs: Original IT ABC Total IT Activity Approved Costs (10/28/2022, implementation & annual): $564,587.00. Revised IT ABC Total IT Activity Approved Costs (09/22/2023, implementation & annual): $1,121,545.00. Actual Costs to Date: $409,358.00.

Scope Summary

The Vermont State Police (VSP) Audio Visual Recording project was a significant undertaking aimed at enhancing the capabilities of law enforcement in Vermont. By implementing a state-of-the-art audio/video recording system, the project sought to improve the quality and reliability of recorded interviews and evidence documentation.

The initial phase of the project focused on upgrading the audio/visual recording infrastructure in law enforcement interview rooms across VSP barracks. This involved procuring cutting-edge hardware and software solutions that would ensure seamless recording, storage, and retrieval of audio and video data. The installation and maintenance services provided during this phase were crucial in ensuring the smooth operation of the new system.

Recognizing the importance of secure evidence rooms, a Phase 2 was approved to extend the audio/video recording capabilities to these areas. This addition further bolstered the VSP's ability to accurately secure and preserve crucial evidence, ensuring the integrity of investigations and legal proceedings.

We are pleased to announce that the VSP Audio Visual Recording project has been successfully completed. The upgraded infrastructure now provides law enforcement officers with a reliable and efficient tool for recording interviews and

maintaining the security of physical evidence. This modern system not only enhances the quality and accuracy of recorded materials but also improves the overall efficiency of law enforcement operations.

The successful completion of this project is a testament to the commitment of the Vermont State Police in leveraging technology to enhance public safety. By investing in advanced audio/visual recording capabilities, the VSP has taken a significant step towards ensuring transparency, accountability, and the fair administration of justice.

The VSP Audio Visual Recording project has achieved its objectives of procuring and replacing audio/visual recording infrastructure in VSP barracks. The upgraded system in law enforcement interview rooms and secure evidence rooms will greatly benefit law enforcement officers and the communities they serve. This project represents a significant milestone in the continuous efforts of the Vermont State Police to enhance their capabilities and provide effective law enforcement services to the people of Vermont.
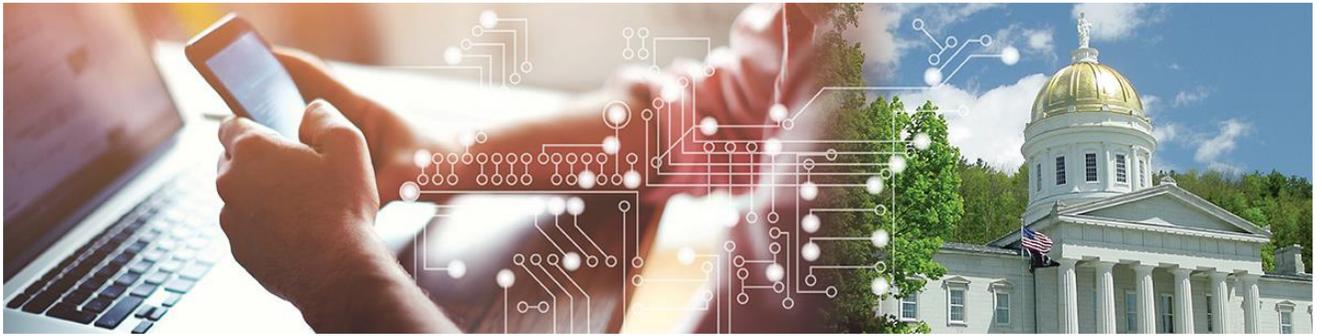
Schedule Summary

This project has been completed. Project initially expected to be completed in October 2022. The completion date was revised to November 2023, due to the addition of Phase 2 scope.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$575,945	$575,945	General
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$545,600	$545,600	General
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,121,545	$1,121,545	General

Secretary
of
State
(SOS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	SOS Business Filing System				
Agency	Secretary of State (SOS)		**Report Date**		12/8/2023
Department					
Project Start Date	3/1/2023	**Project End Date**	1/17/2025	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		Post-request for proposal (RFP), additional scope around integrations with the Departments of Labor and Tax were idenitfied and are being negotiated with the vendor. This scope still needs to be included in the contract draft. There are additional concerns around the specificty of the scope in the contract. Agency of Digital Services and Secretary of State staff are working together to assure that all scope is accurately represented in the contract.
Schedule		The project is currently in planning, focused on procurement.The implementation is scheduled to take place in one phase. The original estimated project end date from the initial IT ABC was the end of 2024, however this will be extended due to additional time in procurement. The schedule will be baselined with the execution of the contract which is expected to occur in early January 2024.
Budget		The original estimated implementation costs are $2,709,100.00. The cost baseline will be established once the contract is finalized. Actual costs to date are $28,138.00.

Scope Summary

The SOS Business Filing System Project is a transformative initiative that seeks to modernize and streamline business services provided by the Vermont Secretary of State's Office. By replacing the existing Business Services Platform, the project aims to enhance efficiency, accessibility, and security in managing various applications, including UCC filings.

The scope of the project includes the implementation of a comprehensive suite of services applications, including document management and electronic filing systems. These applications will enable businesses and individuals to easily submit and manage their filings online, reducing the need for manual paperwork and streamlining the overall process.

Software modernization is a key component of the project, ensuring that the new system is built on the latest technology and can accommodate future enhancements and updates. This modernization effort will improve system performance, reliability, and scalability, providing a robust foundation for business services.

Incorporating cyber security compliances is a top priority for the SOS Business Filing System Project. The new system will adhere to industry best practices and regulatory requirements to ensure the protection of sensitive business information and personal data. By implementing robust security measures, the project aims to safeguard the integrity and confidentiality of business filings and maintain public trust.

The SOS Business Filing System Project represents a commitment to providing businesses and individuals with a user-friendly and efficient platform for managing their filings. The new system will enhance accessibility, allowing users to easily search, retrieve, and track their documents. It will also provide real-time updates and notifications, ensuring timely and accurate information for all stakeholders.

The SOS Business Filing System Project is a significant step towards modernizing and improving business services provided by the Vermont Secretary of State's Office. By replacing the existing Business Services Platform with a modernized system that incorporates document management, electronic filing systems, software modernization, and cyber security compliance, the

project aims to enhance efficiency, accessibility, and security. This initiative represents the commitment of the office to support businesses and individuals in their filing processes and contribute to a thriving business environment in Vermont.

Schedule Summary

The project includes one implementation phase that will be divided into multiple Sprints. The initial estimated completion date is December 2024, which will be baselined once the contract with the implementation vendor is executed.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$2,734,100	$2,734,100	21928 - SOS Service Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$2,345,000	$2,345,000	21928 - SOS Service Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$5,079,100	$5,079,100	21928 - SOS Service Fund

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	SOS Elections System Replacement			
Agency	Secretary of State (SOS)		**Report Date**	12/8/2023
Department				
Project Start Date	10/10/2022	**Project End Date**	4/30/2025	**Solution Life Cycle (Years)** 5

Current Project Phase	Exploring	Initiating	Planning	Executing	Closing

Project	Status	Update
Scope	🟩	Requirements validation with the main election system replacement vendor is 90% complete. No changes to the scope have been requested. No deviations in terms of functionality, layout, quality, responsibilities, or other aspects were received.
Schedule	🟩	The project is currently on track with the schedule baseline in the execution phase at 27% overall completion. To date, the procurement process for the main election system replacement has been completed, the vendor has been onboarded, and requirements validation with the vendor is 90% complete. The original estimated end date from the initial IT ABC was extended due to a lengthened procurement process that included re-issuing the request for proposal. There has been no change to the schedule since baselined at contracting.
Budget	🟨	The initial cost estimate was established at $5,233,504. Actual costs to date equal $483,097.61, 10% of the intial estimated costs. The budget will soon be re-baselined to reflect the division of the Elections System Replacement into three efforts with three separate contracts.

Scope Summary

The SOS Elections System Replacement Project is a transformative initiative that seeks to modernize and streamline election management processes in Vermont. By replacing the current election management system, the project aims to enhance efficiency, transparency, and accessibility in managing elections, campaign finance, and lobbying activities.

The project scope includes a full replacement of the existing election management system, ensuring that the new system is equipped with robust features and capabilities. This comprehensive approach will enable the Secretary of State's Office to effectively manage all aspects of elections, including voter registration, ballot management, candidate filing, and result reporting.

In addition to election management, the project will also address campaign finance and lobbying management applications. These applications play a crucial role in ensuring transparency and accountability in political activities. By replacing the current system, the project aims to enhance the tracking, reporting, and management of campaign finance contributions, expenditures, and disclosures. It will also provide improved tools for managing lobbying activities, including registration, reporting, and compliance.

The SOS Elections System Replacement Project is driven by the goal of enhancing efficiency and accessibility for both election officials and the public. The new system will provide user-friendly interfaces and streamlined workflows, making it easier for election officials to manage elections and for candidates to navigate the campaign finance and lobbying processes. Transparency and accountability are key pillars of the project. The new system will enable the public to access and search campaign finance and lobbying information, promoting transparency in political activities. It will also provide enhanced reporting capabilities, allowing for more comprehensive and accurate disclosure of campaign finance and lobbying data.

The SOS Elections System Replacement Project represents a significant step towards modernizing and improving election management, campaign finance, and lobbying activities in Vermont. By delivering a comprehensive replacement of the current system, the project aims to enhance efficiency, transparency, and accessibility. This initiative reflects the

commitment of the Secretary of State's Office to uphold the integrity of elections and promote transparency in political processes.

Schedule Summary
A vendor has been onboarded to implement the main election system replacement and is expected to complete requirements gathering/validation in December of 2023. Development is expected to be completed in April 2025.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$5,133,332	$1,026,666.4	21928 - SOS Service Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,567,500	$313,500	21928 - SOS Service Funds
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$6,700,832	$1,340,166.39	21928 - SOS Service Funds

Other Executive Branch Projects

IT ACTIVITY ANNUAL SUMMARY REPORT						
Project	AGO Case Management System Project					
Agency	Attorney General			**Report Date**		12/8/2023
Department						
Project Start Date	9/5/2022	**Project End Date**	9/30/2024	**Solution Life Cycle (Years)**		5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**		**Closing**

Project	Status	Update
Scope	🟩	Scope, in the form of user stories, has been approved for the RFP. Scope will be baselined upon contract execution with the preferred vendor.
Schedule	🟨	Schedule has been drafted for the Initiation and Planning Phases. Based on the initial IT ABC, we are looking at a 09/2024 project completion. The project is currently in procurement and completing the Independend Review process. The schedule will be baselined once the implementation vendor contact is executed.
Budget	🟥	While in contract negotiations with the preferred vendor, and via the Independent Review, it was discovered that the preferred vendor's bid was missing some Maintenance & Operations costs. It was also identified that paltform licenses were not accounted for in annual operations costs. Leadership has been brought in to discuss options for moving forward and we are currently identifing the total for the unaccounted for costs before making a decision on how to move forward. The initial estimated implementation costs are $2,155,133.67 with actual implementation costs of $58,718.00.

Scope Summary

The AGO Case Management System project is a significant initiative aimed at enhancing legal case management within the Attorney General's Office. By implementing a new case management system, we aim to improve user experiences, increase productivity, and enhance information sharing, tracking, and reporting capabilities across the AGO.

The new case management system will be utilized by all divisions and units within the AGO, providing a centralized platform for managing legal cases. This includes staff associated with 14 client agencies/departments, Diversion and Pre-Trial Services providers, and Consumer Assistance Program staff at the University of Vermont. By utilizing a single system, we can streamline processes, improve collaboration, and enhance the overall efficiency of case management within the AGO.

The project's objectives include improving user experiences, ensuring that the system is intuitive, user-friendly, and tailored to the specific needs of AGO staff. This will enhance productivity and reduce the learning curve associated with adopting a new system. By providing a seamless and efficient user experience, we can maximize the benefits of the case management system.

Furthermore, the new system will enhance information sharing, tracking, and reporting capabilities. It will enable AGO staff to easily access and share case-related information, improving collaboration and communication among different units and divisions. The system will also provide robust tracking and reporting functionalities, allowing for comprehensive analysis and reporting on case outcomes and performance.

The AGO Case Management System project represents our commitment to leveraging technology to enhance legal case management within the Attorney General's Office. By implementing a new system, we aim to improve productivity, streamline processes, and enhance information sharing and reporting capabilities. Ultimately, this project will contribute to improved outcomes and more efficient operations within the AGO.

We remain dedicated to the successful implementation of the AGO Case Management System, ensuring that the system meets the specific needs of AGO staff and supports their mission to provide effective legal services to the State of Vermont. Through this project, we are advancing case management practices and supporting the AGO in their pursuit of justice and positive outcomes.

Schedule Summary

Project kickoff occurred in October 2022. Initially estimated to be completed by the end of September 2024, the schedule will be baselined with the execution of the implementation contract.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$2,180,133.66	$2,180,133.66	ADS IT Appropriation Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,406,965.64	$1,406,965.64	General Funds
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$3,587,099.31	$3,587,099.31	ADS IT Appropriation Funds General Funds

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Cannabis Control Board Application Implementation				
Agency	Cannabis Control Board		**Report Date**		12/8/2023
Department					
Project Start Date	9/27/2021	**Project End Date**	2/28/2025	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope	(green)	For Phase 1 the scope was determined at the beginning of the project with additions identified throught out the project and via additional legislation. Four milestones were added, 3 of them were executed via changes order and amendment, and the fourth one is being drafted. The last milestone to be added (Milestone 10) was originally designed to be Phase 3, but it was decided that it was more suitable for an amendment to Phase 1A. For Phase 2 the scope was submitted for an SOW RFP and the vendor has been selected.			
Schedule	(yellow)	The schedule was updated as multiple delays happened for Phase 2. With the recent decision and updates a new schedule was built and the project is back on track to be done before the due date of February 2025. Phase 1A will be concluded in February 2024 and it will include previous phase 3. Phase 2 is scheduled to be done by December 2024.			
Budget	(green)	The original baseline budget for implementation was $2,092,231.00. Additional scope, via new Statements of Work (SOWs) and SOW amendments, has increased implementation to $2,900,998.00. The total project budget was updated to $3,651,498.00 . The actual costs to date are at $1,698,375.70.			
Scope Summary					

The Cannabis Control Board Application Implementation project is a significant initiative aimed at streamlining the licensing and regulatory processes related to cannabis in Vermont. By implementing a dedicated application, we aim to enhance efficiency, transparency, and compliance within the cannabis industry.

The project is divided into two main phases. Phase 1 focuses on License, Product Registration, and Inventory Tracking. This phase involves developing functionalities that enable applicants to apply for various cannabis licenses, register their products, and track inventory throughout the supply chain. The recent addition of the Propagator License, via a contract amendment, will also be included in Phase 1.

Phase 2 encompasses additional business functionalities, including Medical, Enforcement & Regulation, Appeals, and Public Registry. These functionalities will support the management of medical cannabis programs, enforcement and regulatory activities, the appeals process, and the establishment of a public registry for transparency and accountability.

The implementation of the Cannabis Control Board Application will provide a centralized platform for applicants, license holders, and regulatory authorities to interact and manage cannabis-related processes. The application will streamline workflows, improve data accuracy, and enhance communication and collaboration among stakeholders.

We remain dedicated to the successful implementation of the Cannabis Control Board Application, ensuring that it meets the specific needs of the cannabis industry in Vermont. Through this project, we are advancing regulatory processes, promoting compliance, and supporting the responsible growth of the cannabis industry in the state.
We will continue to adapt and evolve the project scope to align with legislative changes and industry requirements, ensuring that the Cannabis Control Board Application remains up-to-date and effective in meeting the evolving needs of the cannabis industry in Vermont.

Schedule Summary
The baseline implementation end date is December 2024. Phase 1 was divided into 2 phases; Phase 1 (License) was completed at the beginning of 2023, and Phase 1A (Product Registration and Inventory Tracking) is 95% done. The baseline due date for Phase 1 was October 2023, but with the additional scope created (Propagator License), the conclusion of Phase 1A was pushed to February 2024. For Phase 2 a vendor was selected (November 2023) and the expectation is that the execution phase will start by March 2024 and be concluded by December 2024. This project must be completed by February 2025.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$2,900,998	$2,900,998	General
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$750,500	$750,500	General
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$3,651,498	3,$651,498	General

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	DFR Paid Sick Leave Grant Program				
Agency	Department of Financial Regulation			**Report Date**	12/8/2023
Department	Department of Financial Regulation				
Project Start Date	8/3/2022	**Project End Date**	11/10/2023	**Solution Life Cycle (Years)**	2
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		All three phases for this project have been completed: Phase 1, program application; Phase 2, back-office processing of application; and Phase 3, reporting.			
Schedule		There were several project delays resulting in four SOW amendments to complete the project. The last extension with the vendor carried through October 14, 2023, meaning this project completed nine months after the original planned end date of January 2, 2023.			
Budget		Final actual implementation costs were $457,899, compared to the project baseline estimate of $413,118. The increase came from additional vendor costs for a 30-day warranty period and an increase in ADS project management costs. The project finished 10% over budget for implementation, however, elimination of annual vendor support fees reduced the Total IT Activity Costs of the project by 2% over the baseline estimate.			
Scope Summary					

The DFR Paid Sick Leave Grant Program project represents a significant effort to streamline the application, management, and reporting processes for grants related to paid sick leave. By implementing a comprehensive system, we aimed to enhance efficiency, transparency, and accountability in the grant program.

Phase 1 of the project involved the development of an online Grants Application using Salesforce. This online platform provided a user-friendly interface for applicants to submit grant applications electronically. By digitizing the application process, we eliminated the need for paper-based applications and simplified the overall process for both applicants and program administrators.

Phase 2 focused on creating back-office process flows and automation to efficiently manage the grants. This involved developing workflows and automating key processes, such as application review, grant approval, and disbursement of funds. By streamlining these processes, we aimed to improve the speed and accuracy of grant management, ensuring timely and efficient delivery of funds to eligible recipients.

Phase 3 of the project centered around establishing reporting requirements and building the necessary reports. These reports provided valuable insights into the grant program's performance, including the number of applications received, grant amounts awarded, and outcomes achieved. By implementing robust reporting capabilities, we aimed to enhance transparency and enable data-driven decision-making.

The completion of the DFR Paid Sick Leave Grant Program project represents our commitment to improving the grant application, management, and reporting processes. By implementing a comprehensive system, we aimed to enhance efficiency, transparency, and accountability in the administration of paid sick leave grants.

We remain dedicated to the ongoing success of the grant program, ensuring that it continues to support eligible recipients and promote the benefits of paid sick leave. Through this project, we have advanced the capabilities of the program and improved the overall experience for applicants and program administrators alike.

Schedule Summary
There were several project delays and statement of work (SOW) extensions for various reasons. All three project phases have been executed and system is live.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$457,899	$0.00	N/A
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$486,560	$0.00	N/A
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$941,459	$0.00	N/A

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	DLL Business 2 Business eCommerce Website				
Agency	Department of Liquor and Lottery (DLL)		**Report Date**		12/8/2023
Department					
Project Start Date	4/1/2022	**Project End Date**	9/2/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		Scope was established for the RFP. The State is currently experiencing prolonged contract negotiations with the preferred vendor and have several outstanding scope issues that still need to be worked out to complete contract negotiations. Many items will require custom development to meet the RFP requirements, which is an accepted trade-off for the ability of the preferred vendor to supply item descriptions and photos for stock items. In efforts to agree to outlined scope, there are weekly working sessions until scope is agreed upon.			
Schedule		The project schedule provided by preferred vendor estimates a go live date of July 2024. However, the State and preferred vendor have been engaged in prolonged contract negotiations with outstanding questions regarding scope and this will push out the project end date as negotiations continue.			
Budget		The original IT ABC Implementation cost estimate is $1,075,000.00. The project costs will be baselined at contract execution. Actual costs to date are $68,097.00.			
Scope Summary					

The Liquor Division's B2B eCommerce website is set to revolutionize the way DLL licensed establishments conduct their purchases from the 802Spirit stores. By providing a centralized and searchable portal, the division aims to enhance cost efficiency and streamline the ordering process.

Licensees will now have the convenience of placing orders online, eliminating the need for manual paperwork and reducing administrative burdens. The online ordering capabilities will enable licensees to browse through a comprehensive catalog of spirits, select the desired products, and place orders with just a few clicks. This efficient process will save time and resources, allowing licensees to focus on serving their customers.

The inventory search feature, coupled with a store locator, will empower Licensed Establishments (Restaurants, bars, etc.) to easily find the products they need. They can search for specific spirits, check availability, and locate nearby stores that carry the desired items. Consumers will not be using the eCommerce website, only the licensed establishments (Restaurants, Bars, etc.) This feature ensures that licensed establishments can quickly restock their inventory and meet customer demands without any hassle.

In cases where a particular product is out of stock, the B2B eCommerce website will provide comparable items as alternatives. This feature allows licensed establishments to offer similar products to their customers. For example, if a licensed establishment cannot find the brand of liquor they typically utilize, the solution will offer them a similar alternative. Scheduled pick-up times will further enhance the convenience for licensees. They will have the flexibility to choose a time slot that suits their operational needs, ensuring a smooth and efficient pick-up process.

Lastly, the ability to make online payments adds another layer of convenience and efficiency. Licensees can securely complete transactions online, eliminating the need for manual payment processing and reducing the risk of errors.

The Liquor Division's B2B eCommerce website is a game-changer for DLL licensees. By providing a searchable portal with online ordering capabilities, inventory searches, comparable items, scheduled pick-up times, and online payment options,

the division is committed to improving cost efficiency and streamlining spirit sales for licensees. This initiative will not only benefit licensees but also contribute to the overall growth and success of the liquor industry in Vermont.

Schedule Summary

Contract negotiations with the preferred vendor are underway. Vendor implementation is expected to compelete 10 months after contract execution, making the current estimated end date November 2025.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,075,000	$1,075,000	Enterprise Fund
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,609,200	$1,609,200	Enterprise Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,684,200	$2,684,200	Enterprise Fund

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	DLL Second Chance Gaming				
Agency	Department of Liquor and Lottery (DLL)		**Report Date**		12/8/2023
Department					
Project Start Date	8/14/2023	**Project End Date**	7/31/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**

Project	Status	Update
Scope		Scope was established for the RFP in the form of user stories and have been approved by the business team. Scope wil be baselined with the execution of the implementation contract.
Schedule		The schedule has been outlined through the RFP phase. The project is estimated to take 1 year to implement but will be updated once a vendor is selected.
Budget		The original IT ABC Implementation cost estimate is $745,960.00 The project costs will be baselined at contract execution. Actual costs to date through September 2024 is $378.00.

Scope Summary

The Second Chance Gaming program is an innovative initiative that aims to revolutionize the lottery experience in Vermont. By offering players a chance to win even after their initial ticket purchase, the program adds an extra layer of excitement and anticipation. Lottery players will now have the opportunity to enter a second chance drawing, where they can win cash prizes or other enticing merchandise. This not only increases the value proposition for players but also encourages them to continue participating in the lottery. The program's benefits extend beyond the players themselves. By attracting new participants and re-engaging existing ones, the Second Chance Gaming program has the potential to significantly boost revenue for the Vermont Lottery Division. This additional revenue can be utilized to support various state initiatives, such as education, infrastructure, and public services.

Furthermore, the Second Chance Gaming program aligns with the division's commitment to responsible gaming. By offering players an alternative way to win, the program promotes a sense of fairness and inclusivity. It ensures that every ticket purchased has a chance to make a difference, regardless of the initial outcome.

The introduction of the Second Chance Gaming program by the Vermont Lottery Division is a promising step towards enhancing the lottery experience for players and expanding revenue opportunities. By providing an additional chance to win cash or exciting merchandise, the program aims to attract new players, re-engage existing ones, and support important state initiatives.

Schedule Summary

A preliminary schedule has been identied through the procurement phase at this time. The projected timeline on the initial IT ABC is 7/31/2024. Once a vendor is selected, the schedule will be updated.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
$745,960	$745,960	Enterprise Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$2,588,700	$2,588,700	Enterprise Funds
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$3,359,660	$3,359,660	Enterprise Funds

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	NRB Act 250 Scanning Project		
Agency	Natural Resources Board	Report Date	12/8/2023
Department			
Project Start Date	12/13/2021	**Project End Date** 11/27/2026	**Solution Life Cycle (Years)** 3

Current Project Phase	Exploring	Initiating	Planning	Executing	Closing

Project	Status	Update
Scope	🟩	The baseline scope includes scanning St.Johnsbury and Essex, VT facilities paper legacy permit folder files and making those newly digitized files accessible to public and staff online. The contact with the scanning vendor is structured as a not to exceed amount, allowing the NRB to scan the maximum amount of files for the appropriated project budget. It is unclear at this time if all files will be able to be scanned for the total budget amount of $500,000, which includes other costs in addition to the scanning vendor.
Schedule	🟩	The contract was executed on 10/17/2023. The Proof of Concept phase started 11/17/2023 with the intial pick-up of boxes. There are no known schedule issues at this time. Due to ARPA funding the money must be expended by 2026. Contract terms state the Vendor stops work by October 16, 2026 and the Vendor final invoice due to State by November 2, 2026.
Budget	🟩	The baseline budget was established at $500,000, actual cost to date equal $40,208.18, which indicate we are on track. The budget continues to be monitored. This project will utilize ARPA funding ($500,000) which was authorized by the legislature. ARPA Funds must be obligated by end of 2024 and expend by end of 2026.

Scope Summary

The Natural Resources Board (NRB) Act 250 Scanning Project is a vital endeavor that seeks to digitize and preserve decades' worth of land use permit documents in Vermont. By converting physical records into digital format, the project aims to improve accessibility, streamline information retrieval, and ensure the long-term preservation of these valuable resources.

The project scope encompasses the digitization of all NRB land use permit documents from 1970 to 2017, specifically from the St. Johnsbury and Essex facilities. This comprehensive approach ensures that a significant portion of Vermont's land use history is captured and made accessible to the public.

Once digitized, these documents will be stored in a secure and organized manner, allowing for easy retrieval through the public Act 250 database website. This digital platform will provide the public with convenient access to historical land use permit records, fostering transparency and supporting informed decision-making.

The benefits of the Act 250 Scanning Project extend beyond improved accessibility. By digitizing these records, the NRB can reduce reliance on physical storage, saving valuable space and resources. Additionally, the digital format enhances the preservation of these documents, safeguarding them from potential damage or loss due to physical deterioration.

The Act 250 Scanning Project aligns with the NRB's commitment to efficient and transparent land use management. By making these records easily accessible to the public, the project promotes public engagement and participation in the decision-making process. It also supports the NRB's mission to protect and sustain Vermont's natural resources for future generations.

The NRB Act 250 Scanning Project is a significant step towards preserving Vermont's land use history and enhancing public access to valuable records. By digitizing all NRB land use permit documents from 1970 to 2017 and making them retrievable

through the public Act 250 database website, the project ensures transparency, efficiency, and the long-term preservation of these important resources.

Schedule Summary
This digitization effort is divided into the three major stages: Stage 1: State prepares paper documents and boxes and engages in custody transfer. Stage 2: Vendor engages in digitization, digital file upload, box transport, and custody transfer, which includes Proof of Concept with two boxes of materials. Stage 3: State engages in post-scanning processes.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$443,000	$443,000	ADS IT Appropriation Funds
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$57,000	$57,000	ADS IT Appropriation Funds
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$500,000	$500,000	ADS IT Appropriation Funds

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	PUC/PSD Case Management System Project				
Agency	Public Utilities Commission (PUC)		**Report Date**		12/8/2023
Department	Public Service Department (PSD)				
Project Start Date	8/1/2021	**Project End Date**	6/30/2024	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		Scope was defined for the Request for Proposal (RFP) and will be baselined upon contract execution.			
Schedule		Schedule has been critically delayed in contracting for more than a year. The preferred vendor is reviewing the State's final revisions, with their response past due to the State. This is a last ditch effort to come to agreement with the preferred vendor. This project has been elsewise inactive pending contractacting agreement.			
Budget		The approved initial estimate for project implementation budget is $400,944. This project has been inactive pending contracting agreement.			

Scope Summary

The PUC/PSD Case Management System Project is a transformative initiative that seeks to streamline and enhance case management processes for the Public Utility Commission and Public Service Department in Vermont. By implementing a comprehensive and robust case management system, the project aims to improve efficiency, accessibility, and effectiveness in handling cases and managing records.

The project will include the implementation of various features that largely duplicate the automations built in the current application. These features encompass docket and matter management, records management, indexing and searching, reporting, timekeeping, electronic filing and calendaring, scheduling, and docketing. These functionalities will enable the PUC and PSD to efficiently manage their caseloads, track progress, and ensure timely resolution of matters.

Furthermore, the project will focus on expanding the capabilities of the case management system for the PSD. This additional functionality will enable the department to build a more robust system tailored to their specific needs. This expansion will enhance the PSD's ability to manage cases, track relevant information, and generate reports to support decision-making and regulatory processes.

By implementing a comprehensive case management system, the PUC and PSD aim to improve collaboration, streamline processes, and enhance transparency. The system will enable efficient docket and matter management, ensuring that all relevant information is easily accessible and organized. Records management features will facilitate the secure storage and retrieval of case-related documents, promoting transparency and accountability.

The project will also introduce advanced search capabilities, enabling users to quickly locate specific information within the case management system. Robust reporting features will provide valuable insights and data for analysis and decision-making.

The PUC/PSD Case Management System Project is a significant step towards streamlining and enhancing case management processes for the Public Utility Commission and Public Service Department in Vermont. By implementing a comprehensive and robust system with features such as docket and matter management, records management, indexing and searching, reporting, timekeeping, electronic filing and calendaring, scheduling, and docketing, the project aims to improve efficiency, accessibility, and effectiveness in handling cases and managing records. This initiative represents the commitment of the PUC and PSD to provide efficient and effective regulatory services to the people of Vermont.

Schedule Summary

This project schedule has been severely impacted due to an inability to come to agreement with thepreferred vendor on new indemnification language. Both Attorney General's Office and ADS leadership have been involved in negotiations. Contracting talks have been ongoing for more than one year. The state is currently awaiting feedback from the preferred vendor on a final attempt to come to agreeable terms.

Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$395,048	$395,048	PSD: Special Fund - 21698 PUC: Special Fund - 21709
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$893,550	$893,550	PSD: Special Fund - 21698 PUC: Special Fund - 21709
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$1,288,598	$1,288,598	PSD: Special Fund - 21698 PUC: Special Fund – 21709

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	SAS Case Management System (CMS) Project				
Agency	State's Attorneys and Sheriffs		**Report Date**		12/8/2023
Department					
Project Start Date	11/1/2021	**Project End Date**	6/30/2023	**Solution Life Cycle (Years)**	5
Current Project Phase	**Exploring**	**Initiating**	**Planning**	**Executing**	**Closing**
Project	**Status**	**Update**			
Scope		The initial scope has been documented for the Request for Proposal (RFP) and will be baselined with the execution of the implementation vendor contract.			
Schedule		This project is still in procurement, with the Independent Review (IR) in progress. The contract with the preferred vendor is estimated to be ready for execution in early January 2024, with a go-live date estimated for November 2024.			
Budget		Initial estimate for total project costs is $2,791,616.00. Project costs will be baselined once the impementation vendor contract has been executed.			
Scope Summary					

The SAS Case Management System (CMS) Project is a transformative initiative that seeks to modernize and streamline case management processes for the State's Attorneys and Sheriffs Department in Vermont. By implementing a new CMS, the project aims to enhance efficiency, collaboration, and data integration by interfacing with the VT Judiciary Odyssey system and Valcor's Crosswinds.

The project's primary objective is to implement a robust and user-friendly Case Management System that meets the specific needs of the SAS. This system will enable the SAS to efficiently manage their cases, track progress, and ensure timely resolution of legal matters.

To ensure seamless integration and data sharing, the new CMS will interface with the VT Judiciary Odyssey system. This integration will enable the SAS to access relevant case information, court records, and updates directly from the judiciary system. This streamlined data exchange will enhance collaboration between the SAS and the judiciary, promoting efficiency and accuracy in case management.

Additionally, the CMS will interface with Valcor's Crosswinds computer-aided dispatch/record management system. This integration will enable the SAS to access critical information related to law enforcement activities, such as incident reports, dispatch records, and other relevant data. This interface will facilitate seamless information sharing between the SAS and law enforcement agencies, enhancing coordination and efficiency in their operations.

By implementing the SAS Case Management System, the project aims to improve data integration, streamline processes, and enhance collaboration between the SAS, the judiciary, and law enforcement agencies. The new CMS will provide a user-friendly interface for case management, enabling SAS personnel to easily track and manage their cases, access relevant information, and generate reports.

The SAS Case Management System (CMS) Project represents a significant step towards modernizing and improving case management processes for the State's Attorneys and Sheriffs Department in Vermont. By implementing a new CMS that interfaces with the VT Judiciary Odyssey system and Valcor's Crosswinds, the project aims to enhance efficiency, collaboration, and data integration. This initiative reflects the commitment of the SAS to provide effective and efficient legal services and law enforcement support to the people of Vermont.

Schedule Summary		
This project is currently in procurement. Based on the current iteration of the project schedule of the preferred vendor, implementation is expected to start in January 2024, with a completion date in November of 2024.		
Budget Summary		
Total Implementation Cost	**Total State Implementation Cost**	**State Fund Type**
$1,689,236	$0.00	N/A
Total Operating Cost	**Total State Operating Cost**	**State Fund Type**
$1,102,380	$1,102,380	IT Mod Fund
Total IT Activity Cost	**Total State IT Activity Cost**	**State Fund Type**
$2,791,616	$1,102,380	IT Mod FundIT Mod Fund

Agency of Digital Services
Strategic Plan 2022–2026

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.

IT MODERNIZATION

- 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.

STRATEGY

BREAKTHROUGH INDICATORS

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

VERMONTER 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 Vermonters experience with state government by transitioning outdated paper processes with on-line, streamlined services.

STRATEGY

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

CYBERSECURITY & DATA PRIVACY

- 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

STRATEGY

BREAKTHROUGH 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

FINANCIAL TRANSPARENCY

- 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

STRATEGY

BREAKTHROUGH 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

VERMONT

For More Information
See the ADS website at http://digitalservices.vermont.gov/
See the EPMO website at http://digitalservices.epmo.vermont.gov/
General project inquiries should email ads-epmo@vermont.gov
EPMO Director: Stacy.Gibson-Grandfield@vermont.gov