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

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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.

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

Goal 4

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