

# AGENCY OF DIGITAL SERVICES

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## ADS Strategic Plan

2024 - 2028

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

Submitted by:  
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# Table of Contents

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<b>TABLE OF CONTENTS</b>	2
<b>INTRODUCTION</b>	3
<b>ABOUT ADS</b>	
Mission and Vision	4
Our Guiding Principles	4
Efforts Looking Ahead	5
<b>STRATEGIC GOALS</b>	
Simplifying to Reduce Complexity	6
User Experience	7
Enhancing Standards	9
Predictability	10

# Introduction



## Greetings from the Secretary

I am pleased to present an update on the FY2024–FY2028 Agency of Digital Services Strategic Plan. This includes strengthening efforts to anticipate future needs while aligning with clear goals and measurable outcomes. This roadmap embodies our commitment to deliver intuitive and reliable technology solutions for Vermonters. This plan outlines our vision for a future where government services are secure, efficient, and accessible to all.

ADS has achieved remarkable milestones in the past year. We completed Phase 1 of the DMV Core System Modernization, revolutionizing vehicle services for Vermonters. Our partnership with the Agency of Human Services and the Agency of Education to support the Summer EBT program ensured the timely delivery of benefits to Vermonters in need. Additionally, Vermont has solidified its position as a national leader in Artificial Intelligence by becoming the first state in the nation to appoint a Chief Data & AI Officer to lead the newly established Data and AI Division. Additionally, we published a comprehensive Security Foundations Policy, setting the groundwork for adjacent standards and best practices to strengthen cybersecurity across state systems, users, and data. These accomplishments, paired with Vermont's "A-" grade in the Digital States Survey and a first-place ranking in Enterprise Computing, reflect our relentless drive for innovation and excellence.

Our strategic plan focuses on four key principles: **Enhancing User Experience, Establishing Robust Standards, Simplifying Processes to Reduce Complexity, and Fostering Predictability and Transparency.** These pillars continue to guide us as we modernize systems, enhance cybersecurity, and simplify interactions between Vermonters and government.

I am deeply grateful for the dedication of our team, state partners, and stakeholders. Together, we are laying the foundation for a stronger, more accessible digital government. As we embark on this next phase, I look forward to the innovations and opportunities that will shape Vermont's digital future.

With determination as we embark on the road ahead of us in the upcoming year, we draw inspiration from our Governor Phil Scott. To accomplish what is needed for Vermonters, we must be brave together.

With gratitude and optimism,

*Denise Reilly-Hughes*

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

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## **VISION**

To provide government services that are secure and easily accessible to all people doing business and interacting with the State of Vermont.

## **MISSION**

To collaborate with our partners in state government to deliver simple and intuitive technology solutions that improve the lives of Vermonters.

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## **Our Guiding Principles**

### **User Experience**

At the forefront of our priorities lies our commitment to elevating user experiences across the board. Whether residents interact with our services, state employees navigate our systems, or our own ADS team members engage 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**

Technology optimization 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**

A cornerstone of our vision is the assurance of a seamless, predictable, and transparent customer experience. This extends to ensuring predictability in billing our services and fostering trust and understanding in our financial transactions.

# 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**

400k myVermont.gov accounts milestone in 2025, with the 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 4 – Predictability and Transparency**

Implementation of Core Enterprise Services (CES), a centralized model that promotes digital equity across state government. This model ensures all state employees have access to essential digital services while maintaining necessary security standards across the entire technology ecosystem.

## 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

## Goal 3

# 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
- 5 data sets available for analysis in the new data environment by 2025
- All Dashboards and analytics available through PowerBI by 2025
- Standard Service model of IT support of all Core Enterprise Services delivered by 2025 (FY27)



## 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 2025
- Track spending on managed and supported services as well as bespoke purchase investments.
- A minimum of 10% of IT budget dollars invested in security initiatives by 2025
- Implement a technology business management solution for financial transparency by 2025

# ADS Organization

