AGENCY OF DIGITAL SERVICES
The Path Forward

Mission
The Mission of the Agency of Digital Services is to work together with our partners in state government to deliver simple and intuitive technology solutions that improve the lives of the citizens of Vermont.

Vision
Our Vision is to make government services secure and easily accessible to all people doing business and interacting with the State of Vermont.

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, Efficiently
- Master the fundamentals to be the best
- Balance the value of developing new capabilities with project risk & cost
- Provide training and empower our employees

Invest **in Our Technology**
- Continuous improvement requires continuous education
- Reuse existing technology solutions before buying new, buy before build

Secure **Vermont's Data**
- Security is everyone's responsibility
- Data, not systems, is our most important asset

Areas of Focus
- Improved coordination of technology procurements;
- Improved project management practices and standards;
- Improved communication among State agency and department technology resources;
- Improved IT governance;
- Utilization of technology skills and resources across departments for the benefit of all agencies and departments;
- A comprehensive understanding of IT spending;
- Support of results based accountability;
- Realignment of IT resources with State priorities.

Goals

By 2020, improve Vermonters' experience with government by increasing online interactions.
- 10% annual increase over 2017 baseline in online interactions. e.g. licensing, registrations, customer service.
- Two national level awards for web services.
- Number of transactions accomplished online when compared to 2017 baseline.
- 90% of our online services interactive and responsive by 2020.
- Customer satisfaction rating of 4 out of 5 stars.

By 2020, centralize the project management function across the Executive branch of State government to: 1) align project management software, staff and processes; 2) enable entities to share project manager (PM) resources to reduce contractor PM
costs; and 3) Empower PMs to perform their role as defined by the EPMO rather than by their project's sponsoring entity, to increase information transparency and the ability to act on project warning signs before it's too late.
- By 2018, create one standard project management process for the Executive branch.
- Project management process posted and clearly labeled on the EPMO website.
- Executive branch IT project managers will report up to the EPMO Director by 2018.
- Establish one unified PMO called the EPMO, no other satellite PMOs will exist.
- Contractor PM costs reduced by 10% in FY2019, due to PM resource sharing.
- Requirements for an enterprise project portfolio management (PPM) tool will be documented by 12/1/18; and a requirement gap and cost analysis of the PPM tools currently used will be performed. The tool that best meets the State's needs will be selected as the enterprise solution by 2/28/19.

By 2021, increase accuracy of reporting and support creation of a comprehensive Executive branch information technology (IT)
budget by reviewing and categorizing all financial transactions related to technology spending.
- VISION Chart of Accounts (or other nimbler accounting software) can accurately code IT expenses by 2021.
- 90% of IT dollars accurately categorized by 2019.
- 100% of agencies and departments have categorized IT spend.

By 2021, reduce likelihood of unauthorized access and misuse of Vermont data by continuously defending the state data network and raising employee and citizen awareness of risks in cyberspace.
- 100% of Executive branch employees complete basic security training by the end of 2018.
- Track and report the number of intrusion attempts thwarted per month.
- A minimum of 5% of IT budget dollars invested in security initiatives by FY22.
- Increase the number of trained IT security professionals by 25% by 2019, as compared to FY 2017 baseline.
- Implement the approved recommendations of the Governor's Cybersecurity Action Team by the end of 2020.