



2020 Annual Report

Agency of Digital Services

3 V.S.A. § 3303

Submitted by

John Quinn, Secretary and State CIO

Shawn Nailor, Deputy Secretary

Date

January 15, 2020



Table of Contents

Executive Summary	3
Agency Statutory Language	3
Our Successes in 2019	3
Partner Agency Support Model	3
Enterprise Architecture Division	4
Cybersecurity Division.....	6
Finance Division	6
Shared Services Division	7
Enterprise Project Management Office	7
Vermont Center for Geographic Information	10
Statutory Requirements	11
Costs Saved/Avoided as a Result of Technology Optimization.....	11
Financial Report of Revenues and Expenditures for the Current Fiscal Year	14
Summary of CY19 Independent Reviews	14
Outline Summary of IT Projects Over \$500,000.00	15
Agency Performance Metrics and Trends.....	15

Executive Summary

The Agency of Digital Services (ADS) is responsible for and committed to 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 proactively providing enterprise-wide cost-effective, customer-focused information technology (IT) services and solutions in a secure, reliable and modern way.

The Agency of Digital Services brings together technical and business professionals from across the Executive Branch to support the ongoing, statewide transition to digital government. Work includes continuous evaluation and improvement of systems which deliver support to Vermonters and state employees. For example, turning Vermonters feedback into improved and enhanced experiences with government interactions. ADS also manages strategic investments in technology and the timing and pace of digital government enhancements.

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

- **By 2020**, improve Vermonters' experience with government by increasing online interactions.
- **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.
- **By 2023**, increase the automation and reliability of services delivered to Vermonters through modern technology.
- **Continuously** defend the state data network and raise employee and citizen awareness of risks in cyberspace to reduce the likelihood of unauthorized access and misuse of Vermont data.

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 is responsible for the delivery of IT services and solutions in the executive branch. Working closely with agency partners, we will deliver modern solutions that will align with the Governor's goals outlined above. 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 biennially.

Our Successes in 2019

The information included in our 2020 Annual Report submission highlights our successes from calendar year 2019. When ADS was created in April 2017, we made it our mission to keep our IT staff embedded in the agencies they support. This model has created many positive outcomes for our partner agencies. We have highlighted some of those successes in this report. In addition, we have highlighted the major successes achieved this year in each of our ADS Divisions. The wide range of successes across all agencies and departments indicates that the entire Executive Branch is benefitting from centralized IT.

Partner Agency Support Model

The establishment of the Agency of Digital Services has created the opportunity for centralization and modernization of IT needs in the State. In addition, by continuing to co-locate ADS staff in the physical locations of State Agencies, we can provide better coordination, communication and prioritization of IT needs to leadership and staff. Listed below are a few of the successes we have achieved in supporting

our partner agencies.

Increased Collaboration with Partner Agency Leadership

While IT Unification can present challenges as employees and leadership adjust to having changes in the IT reporting structure, it can also foster a more inclusive, road mapping process. In several agencies and departments across state government, IT leadership finds increased and earlier engagement with business leadership in the planning and discussion of technical solutions aimed at helping agencies deliver services to Vermonters. The elevation of ADS to an Agency has enabled collaboration by reducing the number of IT 'silos' across state government.

Increased Collaboration and Subject Matter Support Across IT Professionals

A success experienced through the consolidation in reporting structures across IT professionals, is the increased collaboration across agencies and departments. With a reduction of the barriers between IT professionals we find those who have a skill set which is needed in other locations can more readily assist. Our weekly in-person communication between agency IT leaders has allowed the challenges to be discussed, resources to be deployed, and solutions be implemented by the technical staff in a more expeditious manner. Examples of how this has occurred in the past year are:

- Division of Shared Services was able to assist the Agency of Commerce and Community Development with Microsoft Dynamics, ensuring maintenance and support were not interrupted when staff had left;
- ADS staff from the ANR, AHS, EPMO and Secretary's Office collaborated to provide the solution for schools and day cares to track and report on lead testing, this project was done in a very short period utilizing existing technologies;
- ADS staff from the AOT team were deployed to AHS to continue development with the Hyland OnBase project while a project member was on leave, this mitigated a risk and allowed the project to move forward without interruption.

Increased Visibility of Enterprise Offerings

One success experienced through the improved communication and collaboration at the Agency IT leader level is an increased awareness of the capability, technical maturity, and resource availability around the enterprise regarding IT offerings. While centralized IT has consistently made efforts to procure and make available enterprise offerings, the adoption of those technologies in the past were not always consistent. ADS's Leadership roundtable provides a mechanism for increased communication, these have provided the platform for discussions on suitability, adoption strategy and anticipated constraints to occur prior to commitments for incompatible technologies.

Enterprise Architecture Division

Enterprise Customer Relationship Management

The Salesforce platform initiative achieved several strategic goals during 2019. Three projects were developed and successfully migrated into production. The three projects cost a total of about \$165,000 including implementation support, licensing, and ADS staff resources. The resulting success include:

- Implementation of a core object/data model laying the groundwork for extensibility across all agency use cases.
- Implementation of a new inspection application utilized by 14 DAIL employees, 100+ service coordinators employed by designated mental health agencies, and 3 inspection staff which contract with DAIL to inspect homes in the community.

- Implementation of a contracting application utilized by 5 central AOT employees, 20+ AOT Project Managers, and 50+ contractors.

Significant success metrics include for AOT; 50% business process efficiency, elimination of 72 manual steps per solicitation, and staff efficiencies resulting in a cost avoidance of \$3.3M over the next 5 years. The DAIL implementation resulted in successfully migrating 1,400+ historical case records and the alignment of program level goals with statewide strategic goals and outcomes. The core object model provides the basis for the development of about 25 projects in the queue. A governance model was also implemented with three governing entities which created a multi-agency forum for decision making when interdependencies between projects occur. Lastly, new potential projects are beginning the onboarding process every week and with a greater volume of licenses needed in the near future, significant volume pricing discounts will be available, if ADS is able to make a volume purchase in January 2020 based on the most eminent projects in the 2020 roadmap. An update will be available during the 2020 legislative session.

Enterprise Document/Content Management Platform

In 2019, the enterprise Hyland OnBase Document/Content Management Platform hit a huge milestone. We were able to migrate all AHS Vermont Health Connect data from an expensive Oracle WebCenter Capture application (hosted by Optum) to our ADS-managed OnBase Solution. AHS is now only using one Enterprise Content Management System to manage Client content which streamlines business process and improves client determinations. In addition to this, the AHS OnBase infrastructure was successfully moved from the “end of life” hardware at National Life to our New Tech Vault facility providing added security and stability. These savings resulted in nearly \$25,000/month in savings for maintenance and operations.

Enterprise Resource Planning Platform

In 2019, our push to improve service performance and cost-efficiencies through consolidation and standardization of our finance, human resources and procurements systems was initiated. Due to the complexity of interoperability, support of a diverse user community and the high degree of business risk/value associated; this year was primarily a “groundwork” year. Though many successes were achieved:

- 2018-2019. Successful upgrade of Finance and Management System (VISION), which paved the way for new functionality and usability. The upgrade also set the groundwork for the implementation of an enterprise-wide Procurement System.
- 2019. The State of Vermont, working through the Office of Purchasing and Contracting (OPC) procures an enterprise-wide Procurement System for use by all Agencies, Departments, and Extra-Governmental organizations.
- 2019. The state of Vermont, working through the Department of Vermont Health Access (DVHA) has procured an enterprise platform (MuleSoft) to simplify and manage integration of applications, databases and legacy systems; utilizing modern low-code methods and open/non-proprietary connections. A team of Agency of Digital Services developers is trained and certified to grow and manage this platform.
- 2019: Creation of a cross-agency workgroup to begin requirements gathering and planning for a future-state shared ERP platform to replace our on-premise Oracle Peoplesoft.

Azure Cloud Migration

In 2019, the Agency of Digital Services (ADS) Private Cloud (server and storage hosting) team initiated a comprehensive strategy to modernize our ability to provide cost-effective, scalable, secure, and flexible infrastructure to our agency partners. Looking beyond traditional data centers we're building the next generation of our infrastructure within the public cloud providers (Microsoft, Amazon, Google, etc.); starting with expansion of our backup/recovery capacity, new application workloads and migrating existing applications to Microsoft's Azure public cloud environment. We have migrated several internal shared applications to Azure. We've also built several new Azure-hosted Vermonter-facing server environments to support programs like the Agency of Transportation's – Commercial Vehicle Operations along with many others in development. The benefits to the State are reduced costs (greater than 25% hosting costs savings), predictable budgeting (move from periodic spikes in capital expenditure to predictable and flexible patterns of operational expenditure), improved resilience (automatic replication across geographically dispersed Microsoft data-centers) and reduction of risk by reducing complexity of state management infrastructure. These efforts will continue and accelerate in the coming year.

Cybersecurity Division

ADS Security had notable successes this year. First, we successfully built a Security Operations Center (SOC) with Norwich University Applied Research Institutes (NUARI). The initial year's goal has been to bring us to a fully operational security information and event manager (SIEM) that is receiving logs and analyzing those logs for evidence of security incidents. We met this goal and are analyzing close to 50 gigabytes per day of the traffic logs from our internet boundary security devices. To date, 601 critical and high priority events have been logged and actioned by ADS Security personnel.

Additionally, we established a multifaceted initiative to build a clearer picture of and act on the state of cybersecurity within our enterprise systems. The fundamentals of this initiative center on assessment, remediation, and process. Assessments took the form of vulnerability scans, risk assessments, and penetration testing. Remediation of vulnerabilities increased significantly due to the completion of deployment of 9,245 local agents and the further scanning of 1,309 devices remotely, allowing system administrators to have a more complete picture of the total vulnerability load. Process building has helped by providing a feedback loop for risk acceptance of false positives relating to detections.

We have built a new set of security standards to establish a baseline of actions and processes for users to follow, allowing us to standardize actions and enhance detection and response across the enterprise. The establishment of these standards are the foundation of many other standards and processes that we will produce over the next year like our incident response standard, mobile device standard, and data loss prevention policy.

Finance Division

In 2019, the ADS Division of Finance and Administration has provided benefits to the Agency as well as the state through its comprehensive accounting practices. The division has *reduced the Communications & Information Technology Fund deficit by \$1,194,163.00*, reversing the five-year pattern of deficit growth. This reduction is attributed to the Timesheet Billing Method to Agencies for IT services based on the federally approved rate, as well as recouping prior fiscal year cost for the Voice Over IP phone services through a bill back method to consuming agencies.

In SFY20, ADS has implanted further controls around the use of the State's chart of accounts allowing ADS to identify operating costs to billing practices and budgeted rates for ADS services. This

realignment will enable ADS to cumulatively decrease the deficit and provide practical solutions to technology services across all government.

Shared Services Division

ADS Shared Services has successfully migrated the Department of Financial Regulation to the enterprise active directory domain. This migration includes user accounts, computer accounts, moving file services to SharePoint Online, OneDrive for Business, and line-of-business application services. By migrating the users and machines at the Department of Financial Regulation, the users there will take advantage of the enterprise level security offering installed and configured by default for domain users. The move of the server hardware to the Tech Vault datacenter offers additional redundancy, disaster recovery and enterprise management tools available to all users who participate in the enterprise architecture offerings.

Another success is the rollout of the OpenVPN platform. The Shared Services Division in conjunction with the Chief Technology Office has leveraged new technology to empower users to work remotely more effectively, while taking advantage of Office 365 Multifactor Authentication to further protect our data. OpenVPN offers a mechanism for remote users with State owned and domain joined equipment to connect directly to internal state resources. This Microsoft Azure service and the Microsoft Secure Authenticator applications offer an ADS Security-approved mechanism for multi factor authentication before a connection is established. Working with the ADS Security Division, a base ruleset for access was created and each agency or department that participates in the solution can create their own ruleset to ensure access to their agency specific applications.

ADS Shared Services successfully upgraded our Internet edge traffic throughput from 1Gb to 10Gb. Previously, State egress traffic was limited by a 1Gb bottleneck at multiple points through the egress path. Monday mornings often posed a challenge as 8000+ State employees accessed their computers initiating updates and downloads that would frequently saturate our 1Gb links. We replaced a pair of 1Gb Palo Alto Security devices with 10Gb devices We then replaced Internet edge switches and routers across multiple data centers to deliver 10Gb to our Internet edge routing layer. In the edge routers, network engineers have continually and successfully worked to balance ingress and egress traffic flows across four 1Gb Internet circuits, so Monday mornings are no longer a problem for higher than usual surges in our Internet based traffic

Enterprise Project Management Office

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

Department of Liquor Control (DLC) Point of Sale and Central Office

The implementation of the point of sale and warehousing solution has reduced the need to maintain an obsolete 30+ year old solution which can no longer be altered to meet today's business needs. We were able to reduce security risks by becoming PCI compliant with the issuing of new credit card terminals. Additionally, the solution was implemented on schedule and under the total amount payable against the contract.

Agency of Administration (AOA) Human Resource Talent Acquisition Management Solution

The successful implementation of this SaaS solution, which replaced the Peoplesoft recruiting functionality, mitigated the risk of using outdated software. By implementing a Software as a Service solution and establishing contractual language ensuring the solution continues to remain current we have ensured the State doesn't 'fall behind' on its recruiting application.

Upgrade of Oracle PeopleSoft to v9.2 (VISION Upgrade) – Completed 2/5/2019

The purpose of this project was to upgrade the current statewide Oracle PeopleSoft financial system to version 9.2 from version 8.8. The project team overcame many challenges to meet the goals and objectives. The original contract project manager was ineffective at planning, communication and document quality. The State requested and received a replacement. The number of the deliverables and one module were reduced to allow for a more focused solution. The go-live date was extended from November 2018 to February 2019. The teams successfully performed three "dress rehearsal" test moves to perfect timing, roles and responsibilities. Go-live communications, go no-go requirements and checklists were developed and reviewed with the team. Go-live "weekend" began Thursday, January 31st and ended Tuesday, February 5th. Task progress was monitored 24x7 with communications sent via email at least every four hours. The team consistently stayed ahead of schedule and the implementation was a success. Important lessons learned from this project include understanding the benefit of strong subject matter experts; early definition and documentation of planning, roles and responsibilities; and open and direct communication are essential.

Secretary of State (SOS) Business Portal Program

The Vermont Business Portal project was established by the Vermont Legislature to determine a way to simplify government for small businesses through the use of technology. The Legislation mandated that the Steering Committee comprised of the Secretary of ADS, the Secretary of ACCD, and the Secretary of State submit a report in December 2018 that detailed a project scope, timeline, roadmap and cost projections to create the new Vermont Business Portal technology solution. The Steering Committee submitted the report to the Legislature in hopes to receive funding to implement the new solution. Although the Legislature did not fund the requested amount, there has been movement forward towards implementation of a new solution. The project team has embarked on an innovative procurement method as highlighted below.

1. The Legislature funded a pool of \$200,000 and a full time Project Manager specific for this project.
2. This system will need more than the \$200,000 appropriated for a full implementation. But working with what was given to the team, it was determined that we must show progress during the 2019-20 Legislative session. A great way to show progress is to build a prototype system.
 - a. We were able to build a relationship with an organization named City Innovate who runs the Startups in Residence program. This program matches start up technology companies (or other larger companies) with government entities through procurement. This provides the State of Vermont an innovative, low-cost procurement method for building a prototype system with the option to contract with the chosen vendor after the prototype is complete.
 - b. Over the last half of the calendar year, the project team built what is known as a Challenge-Based RFP and released it on October 20, 2019. A Challenge-Based RFP describes a problem that needs to be solved while not fully prescribing the solution the State is looking for.
 - c. Through this procurement process, the team will work with a chosen vendor to develop a prototype system. This system will be presented to the Legislature during the 1st quarter of 2020 with a funding request for full implementation over the next calendar year and beyond.

- d. This process has been successful to date because we brought in the Agency of Administration, Attorney General's Office, and Building and General Services as early as possible. We needed to make sure we met all the procurement requirements for the State and the leadership within those agencies were on board. This was key in the quick approval of the contract with City Innovate for their procurement services and the release of the challenge statement RFP on October 20th. The responses were due on November 20th and the project team is looking forward to choosing a vendor and moving forward with prototyping a system over the 1st quarter of 2020.

The team has also focused efforts on developing policies around data governance and organizational governance. Strides are being made on these fronts and will continue to be developed over the next year as the project moves forward.

Department of Public Safety (DPS) Public Safety Answering Point (PSAP) Radio Console – Completed 7/11/19

The Vermont State Police (VSP) successfully replaced the Harris C3 Maestro IP™ dispatch system with a new software-based Dispatch Console System: A radio control system utilizing IP connections that interface with digital radios and IP radio gateways for analog radios, supporting multiple operator stations, multiple sites, and multiple radio systems. The system was implemented, as required, without impact to emergency services' communications supported by the VSP dispatching centers.

Agriculture, Food and Markets (AGR) VAEL LIMS Replacement – Completed 4/3/19

AGR successfully replaced the Laboratory Information Management System (LIMS) with a modern system to track samples, store analytical results and generate reports for the lab's clients. The project was delivered on schedule and under budget. Implementation of this solution ensured that the lab remains in compliance with VAEL's accreditation agency, NELAC, and reduced risk of data corruption or system failure.

Vermont Department of Health (VDH) Act 66 2019 State-Wide Lead Testing School and Child Care Project

The objectives of the Act 66 2019 Statewide Lead Testing Schools and Child Care project were met on time and at very limited expense to the state.

- Objective 1: Satisfy tracking and reporting requirements for Lead Testing in Schools and Child Care facilities per S40.
- Objective 2: End to end business process mapping and cataloguing of Observations/Constraints that may need to be resolved to reduce risk of administering the Lead law.

Agency of Education (AOE) Alternate Assessment

The objective of the AOE Alternate Assessment Project was to implement a 3rd party built, cloud-based alternative assessment to be administered to students with significant cognitive disabilities in grades 3 through 9 and 11. Until June 2017, Vermont provided alternate assessments through membership in a consortium of states hosted by the University of Wisconsin. Unfortunately, that solution became prohibitively expensive when the consortium adopted a new pricing structure that severely disadvantaged small states like Vermont; If the Agency had remained with the consortium the cost per student would have increased from \$122 to a projected cost of \$455.

The State conducted a competitive procurement process which resulted in contracting with a vendor already familiar with the Agency of Education. The State was able to quickly implement a solution using

a vendor already under contract with the State by amending an existing agreement and shortening the timeline allowing the project to be implemented in June 2019. The selected solution included a variety of customer service benefits, including:

- Quick turnaround of student scoring and reporting
- Online training options for test administrators
- Online analysis and reporting of test scores
- Student testing interface that provides a host of digital tools designed to improve the students' testing experience
- Responsive service desk that can match the level of service to the complexity of customer concerns.

The first assessment was conducted in June 2019 with no issues reported.

Vermont Center for Geographic Information

Online Property Parcel Information

In 2013, a group of representatives from 7 agencies, regional planning commissions, and municipalities got together and came up with a vision for statewide access to standardized digital parcel data. The goal was to eliminate the costly and inefficient process of needing to drive to town offices all around the state and sift through land records to find out who owned property. Thanks to this group, and a partnership between the Agencies of Transportation and Digital Services 2019 saw the realization of that vision with all 255 municipalities digitized and online. Today, the data is used by all agencies for uses ranging from community planning and economic development, to natural resource conservation and stopping Medicaid fraud. To learn more, visit [Access property parcel data](#).

Statewide Lidar & High-Resolution Land Cover

Airborne Light Detection and Ranging (LiDAR) technology is used to acquire high accuracy elevation data of the earth's surfaces. In a multi-year effort, that included over twenty partners, ADS coordinated the collection, processing, and publishing of these elevation data and that now span the state of Vermont. In partnering with the University of Vermont and using machine learning technology, 2019 saw Vermont become the first state to have high-resolution (0.5m) land cover data, made possible by statewide lidar and imagery. Uses range from hydrological-modelling and stormwater management, to measuring solar radiation and site-planning. To learn more, access [lidar](#) and [land cover](#) data.

Streaming Open Data

"What would have taken months of e-mails, MOUs, and data wrangling now takes minutes thanks to the Geodata Portal. It's hard to understate the value this seemingly wonky government service provides."

- Chris Cochran, Director, Housing and Community Development

Twenty-five years ago, Vermont's geospatial data fit on twelve 1.44 MB floppy disks, and a State technician spent 10 hours a week filling a handful of mailed in data requests for 107 customers. Fast-forward to 2019 and ADS now manages over 20 TBs of open data, used by close to 100,000 people who made over 150 million map requests streaming data from an API. The success of the Open Geodata Portal is, in the way it allows the public stream information online without the need for any specialized software, as well as coordination with data publishers- allowing direct access to freshly maintained data.

High-Cost of a Low-Count

Vermont receives over \$2.4 billion dollars in Census-guided federal financial assistance and making sure nobody gets missed in 2020 Census is important. In order to make sure the Census had every possible address to canvas, ADS staff collected and processed data from eight different agencies and departments to identify addresses the Census appeared to be missing. The project wrapped up in the final quarter of 2019, resulting in 8,634 addresses being added to the Census residential address database. It is estimated that missing these households in the 2020 census would cost the state of Vermont over \$400 million dollars in federal assistance over the next decade. [Read more.](#)

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.

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 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, the total amount and frequency of the savings or cost avoidance.

Agency Department	Initiative	Amount	Frequency
ADS AOE	Move from web helpdesk to Ivanti	\$ 2,500.00	Annual
ADS CTO	Mulesoft Procurement Costs - ADS negotiated savings of this amount AFTER the business had received a "final" offer from the vendor.	\$ 150,000.00	One Time
ADS CTO	Mulesoft Maintenance Costs - ADS negotiated savings of this amount AFTER the business had received a "final" offer from the vendor.	\$ 30,000.00	Annual
ADS CTO	MTX "zero-cost" work for Salesforce initiation	\$ 90,000.00	One time
ADS CTO	Pfsense rollout (open-source) for FW (replacement of vshield @\$2k/ea)	\$ 140,000.00	Annual
ADS CTO	Pfsense rollout (open-source) for load-balancing (replacement of F5 @\$5k/ea)	\$ 50,000.00	Annual

Agency Department	Initiative	Amount	Frequency
ADS CTO/AHS	Care Management R3 Certification - Backdate to 2017 Federal Match Savings	\$ 825,000.00	One Time
ADS CTO/AHS	Care Management R3 Certification - Ongoing Federal Match Savings	\$ 412,500.00	Annual
ADS CTO/AHS	Migration from Optum/Oracle Webcenter to ADS-Onbase service	\$ 25,000.00	One Time
ADS CTO/AHS	DAIL Facility/Placement Inspection/Permitting application (Salesforce)	\$ 103,000.00	One Time
ADS CTO/AOT	AOT IDIQ (Contracts Management) Salesforce project	\$ 600,000.00	Annual
ADS/DVHA/EPMO	Hired a State BA in lieu of a staff aug BA	\$ 93,600.00	Ongoing
ADS/DVHA/EPMO	Released 2 staff aug BAs (excess capacity)	\$ 553,280.00	Ongoing
ADS/DVHA/EPMO	Borrowed a PM from the "AHS Other" Portfolio to use in lieu of staff aug PM on IE&E Customer Portal 2	\$ 107,640.00	18 Months
ADS/DVHA/EPMO	Released a staff aug PM; backfilled work with existing staff aug PM capacity (her project ramped down)	\$ 349,440.00	Ongoing
ADS/DVHA/EPMO	Released a staff aug "Tech Analyst" playing a Certification team role. No backfill requested.	\$ 249,600.00	Ongoing
ADS/AOE/EPMO	Recruited a PM III position as a PM II	\$ 7,446.00	Annual
ADS/AOA/EPMO	Recruited for a PM IV position as a PM III	\$ 7,446.00	Annual
ADS/AOA/EPMO	RFR'd a PM IV and recruited for a BA III	\$ 7,446.00	Annual
ADS VCGI	GIS Server Consolidation (PSD/BGS)	\$ 15,500.00	Annual
ADS VCGI	GeoCortex Switch to Enterprise License - ACCD/BGS cost avoidance of new licenses	\$ 18,500.00	One Time

Agency Department	Initiative	Amount	Frequency
ADS VCGI	GIS Server Consolidation - BGS Cost Avoidance of new server license	\$ 18,000.00	One Time
ADS/AGR	Upgraded licensising and registration system to allow online self service renewals and accept credit cards and ACH transactions	\$ 40,000.00	Annual
ADS/AGR	Moved Cell phone accounts under subaccount of ADS to get better pricing	\$ 7,500.00	Annual
ADS/AOA/EPMO	Used State Assigned PM instead of intended Vendor PM	\$ 64,000.00	One Time
ADS/AOT	Cancelling Safety Analyst Software License	\$ 36,000.00	One Time
ADS/AOT/EPMO	Switching from Consultant PM to State PM for Construction Management System Project	\$ 6,201.00	One Time
ADS/DPS	Decommision Servers	\$ 27,133.00	Annual
ADS/DPS	Discontinued Contracts for hosting	\$ 29,090.00	Annual
ADS/DPS	Computer Aided Dispatch collaboration with AHS/Department of Corrections	\$ 25,000.00	Annual
ADS/AHS/DVHA	Discontinue hosting in Optum for Webcenter Content/Capture replaced by Onbase	\$ 25,165.00	Monthly
ADS/DVHA/EPMO	Replaced a staff aug Program Manager with a State Program Manager	\$ 193,440.00	Annual
ADS/AHS/DVHA/EPMO	Hired a State PM III in lieu of a staff aug PM	\$ 71,760.00	One Time
ADS/AHS/DVHA/EPMO	Reassigned a PM from the "AHS Other" Portfolio to use in lieu of staff aug PM s and PCOs on IE&E BI and IE&E ECM	\$ 108,368.00	One Time
ADS/Shared Services	GlobalScape license co-term	\$ 890.00	One Time

Agency Department	Initiative	Amount	Frequency
ADS/Shared Services	Citirx enviornment consilidation	\$ 15,000.00	Annual
ADS/Shared Services	New Circuit contracts	\$ 250,000.00	Annual
ADS/Secretary's Office	Active Position Management	\$ 50,000.00	Annual
ADS/AOA	Replace Footprints with Ivanti	\$ 21,000.00	Annual
	Savings Total	\$ 4,826,445.00	

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 last row on the table indicates the total expenses and revenues from FY20.

SFY2020 Revenues and Expenditures 07/01/19 - 12/31/19							
Budget Period	Descr	Fund	SFY20 Budget As Passed	SFY19 Carry-Over	Total Budget	Expenses	Revenue
2020	Comm & Info Technology	10000	\$ 179,238.00	\$ 48,125.87	\$ 227,363.87	\$ 152,235.79	
2020	Comm & Info Technology	21328	\$ 437.00	\$ 6,168.82	\$ 6,605.82	\$ 394.60	
2020	Comm & Info Technology	21330	\$ 383,270.00	\$ (4,019.82)	\$ 379,250.18	\$ 88,693.26	
2020	Comm & Info Technology	21932	\$ -	\$ 151,425.95	\$ 151,425.95	\$ 140,150.00	
2020	Comm & Info Technology	58100	\$ 68,094,114.00	\$ 5,438,604.42	\$ 73,532,718.42	\$ 38,497,179.28	\$ 26,683,652.68
2020	Comm & Info Technology	59300	\$ 3,648,017.00	\$ 434,476.52	\$ 4,082,493.52	\$ 1,969,346.88	
2020	Firewalls, Data Storage	10000	\$ -	\$ 1,800,000.00	\$ 1,800,000.00	\$ 1,130,162.73	
2020	Network Device Upgrades	10000	\$ -	\$ 500,000.00	\$ 500,000.00	\$ -	
2020	VT CGI - Quadrangle Maps	31600	\$ -	\$ 112,350.98	\$ 112,350.98	\$ 46,100.13	
2020	Digital Orthophoto Mapping	31100	\$ -	\$ 123,456.00	\$ 123,456.00	\$ -	
Totals			\$ 72,305,076.00	\$ 8,610,588.74	\$ 80,915,664.74	\$ 42,024,262.67	\$ 26,683,652.68

Summary of CY19 Independent Reviews

Per statute, ADS is required to hire an independent contractor to conduct an independent review on 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 at

https://epmo.vermont.gov/sites/emp/files/documents/reports/EPMO_Annual_Report1212019.pdf or

directly from the Enterprise Project Management web site at <https://epmo.vermont.gov/reports-and-metrics/independent-reviews>.

Outline Summary of IT Projects Over \$500,000.00

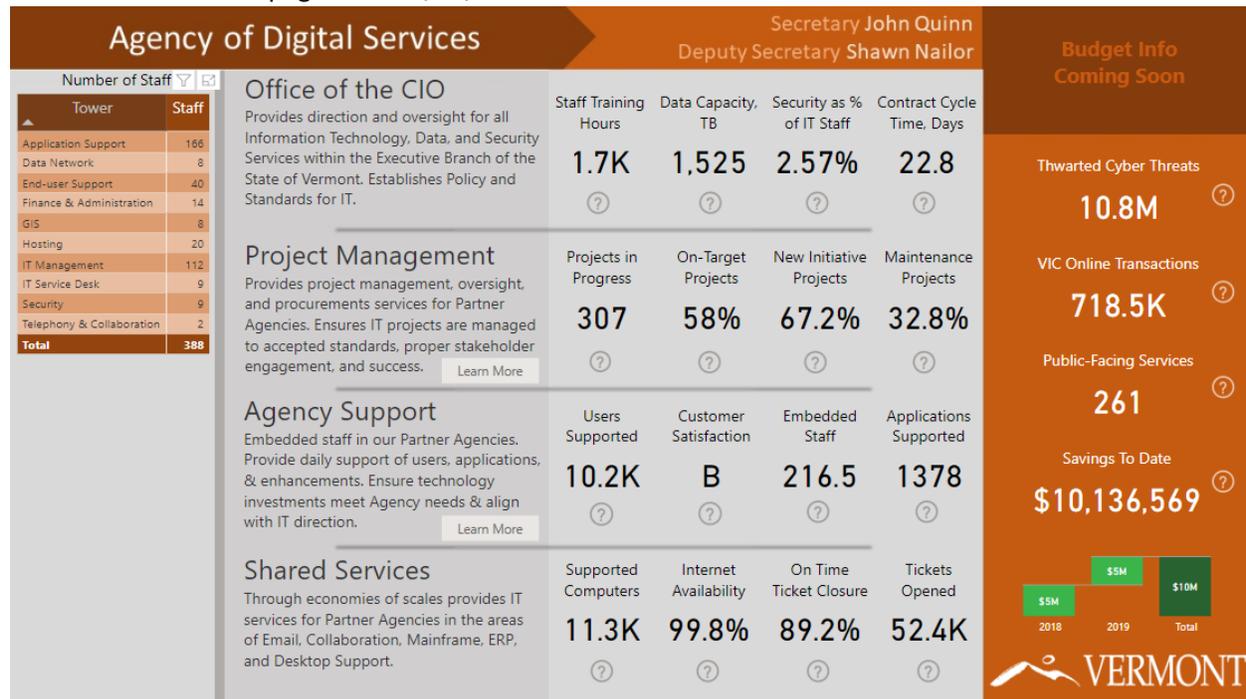
The ADS Project Management Office is constantly tracking data on all IT projects. Our Agency is required to provide an outline summary of information, including scope, schedule, budget, and status for information technology projects over \$500,000.00. Highlighted in this report are projects which meet 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

https://epmo.vermont.gov/sites/emp/files/documents/reports/EPMO_Annual_Report11212019.pdf.

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. A dynamic dashboard of ADS Key Performance Indicators is available at <https://digitalservices.vermont.gov/dashboard>.

ADS Dashboard Main page as of 12/31/2019



AGENCY OF DIGITAL SERVICES

ADS Strategic Plan

2020 - 2024

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

Submitted by:
John Quinn, Secretary and State CIO



Introduction



Greetings from the Secretary

I am pleased to present to you the 2020 Strategic Plan for the Vermont Agency of Digital Services. Our 2020 Strategic Plan articulates the overall direction for deployment and evolving the maturity of Information Technology (IT) services throughout the State of Vermont.

Today, over 380 IT professionals from across the Executive Branch are a vital part of ADS. Unification of IT Services has resulted in greater consistency and better project management. At the same time, in order to maintain effective engagement with our partner agencies, many of us remain embedded in the agencies and departments that we serve every day.

I am proud of the accomplishments of ADS. We have come a long way and overcome many challenges. In the coming year, we will continue to evolve, to continuously improve our operations, and to strive for excellence.

With sincere thanks to all who have contributed to the successes of ADS to date,

A handwritten signature in black ink, which appears to read "John Quinn". The signature is fluid and cursive.

Secretary and Chief Information Officer (CIO)

Table of Contents

INTRODUCTION	2
TABLE OF CONTENTS	3
ABOUT ADS	
Mission and Vision	4
Our Guiding Principles	4
Accomplishments to Date	5
Efforts Looking Ahead	6
STRATEGIC GOALS	
IT Modernization	7
Vermont Experience	8
Cybersecurity	9
IT Budget Reporting	10

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
- 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

Recent Accomplishments

Goal 1 – IT Modernization

Migration of Vermont Health Connect services, (document scanning, indexing and storage) to the ADS enterprise document management system – saved almost \$1.1m in annual operating costs.

Goal 1 – IT Modernization

Federal partners certified Vermont's Care Management module (1st in nation). Allowing Vermont to receive 75% Federal Financial Participation (FFP) funding, retroactive to January 1, 2017.

Goal 1 – IT Modernization

The ADS team recently completed a forestry mobile data collection application for the Department of Forest, Parks, & Recreation (FPR) forestry staff – improving FPR field data collection capabilities.

Goal 2 – Vermonter Experience

ADS completed the School Lead Testing System per Act 66 (2019) requiring all school districts, supervisory unions, independent schools and childcare providers to test their water for lead.

Goal 2 – Vermonter Experience

Medicaid/Medicare provider enrollment module was launched with AHS. Average enrollment cycle has decreased from 120d to 20d; greatly improving the availability of care providers to Vermonters.

Goal 2 – Vermonter Experience

Launched the Agency of Agriculture Food and Markets self-service license renewals. We experienced 76% customer adoption and \$641,167 in fees collected in the first 30 days.

Goal 3 – Cyber Security

Established a security operations center to improve cyber oversight. Last year saw 849 actionable events (6.2m attempts) - all events alerted immediately with appropriate response within 24hrs.

Goal 3 – Cyber Security

ADS modernized our cyber defenses by implementing 60 state-of-the-art/open-source application firewalls (also used by Federal authorities) to defend State IT assets from unauthorized access.

Goal 4 – IT Budget Reporting

Reversed an 8yr trend of IT Budget deficit growth by implementing proper IT cost-capture and allocation, resulting in a first year \$1.19m deficit reduction.

Goal 4 – IT Budget Reporting

ADS led an implementation of Salesforce to support AOT contracting which will yield a 50% gain in business efficiency and result in a \$3.3M cost avoidance over 5 years.

Goal 1

IT Modernization

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

IT automation will greatly enhance the State's ability to meet Vermonters' expectations for efficient and timely service provision.

Our Strategies

- Discover, retire and replace legacy IT systems with Integrated enterprise platforms such as Salesforce and OnBase, thereby reducing technical debt.
- To identify and remove barriers to the coordination acquisition, operations and maintenance of modern IT systems.
- Deploy a Platform-as-a-Service such as MuleSoft to create transparent integrations of customer services across the State.

Key Success Indicators

- A 10% reduction in the number of applications older than 10 years.
- Replacement of 45 legacy applications with four State-preferred enterprise platforms.
- Automation of 15 public-facing processes with next generation technology and improved delivery time.
- A 15 % reduction of our on-premises infrastructure.
- A 50% reduction of the number of State-owned data centers.

Goal 2

Vermonters Experience

Our goal is an improved experience of their Government for Vermonters by 2020.

Well designed online transaction will reduce complexities, frustrations and time expended by Vermonters obtaining the services they are entitled to.

Our Strategies

- Increase the number of simple, low-cost, satisfying online interactions that Vermonters have with their government.
- Thoughtfully and respectfully design technical systems that improve our understanding of Vermonters' needs.
- Seek ways to employ technology to cultivate a sense of community and respect between Vermonters and we who serve them.

Key Success Indicators

- 10% annual increase over 2017 baseline of online transactions for licensing, registrations, and customer service.
- 90% of our online services interactive and responsive by end of 2020.
- Building a closer online relationship with Vermonters, including single sign-on capability, via a relaunch of MyVermont.gov accounts.

Goal 3

Cybersecurity

Our goal is to provide continuous, effective defense of the State's Information network.

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

Our Strategies

- Raise employee and Vermonter awareness of risks in cyberspace
- Reduce the likelihood of unauthorized access and misuse of Vermont data
- Continuously monitor data traffic across our communication perimeters
- Coordinate cybersecurity policies and practices throughout State Government
- Deploy tools to improve the security posture of data wherever it resides

Key Success Indicators

- 100% of Executive branch employees complete basic security training by the end of 2020.
- Track and report the number of intrusions thwarted per month.
- A minimum of 5% of IT budget dollars invested in security initiatives by FY 2022
- Implement the approved recommendations of the Governor's Cybersecurity Advisory Team by the end of 2020

Goal 4

IT Budget Reporting

Our goal is to support creation of a comprehensive Executive Branch IT budget with greater accuracy of reporting by 2021.

This will result in better control over IT expenditures and identification of opportunities for savings.

Our Strategies

- To review and categorize all financial transactions related to technology spending in support of the business needs of the State.
- Ensure alignment of all IT Projects with their funding and the State IT Budget
- To improve our capability to provide leadership with timely, accurate, actionable knowledge of IT budgeting and expenditures.
- To continuously improve technology procurement processes consistently across the State in order to better control IT expenditures.

Key Success Indicators

- Vision Chart of Accounts can accurately code IT expenses by 2021.
- 100% of IT dollars accurately categorized by 2021.
- 100% of Agencies and Departments have categorized IT spend by 2021.

Efforts Looking Ahead

Goal 1 – IT Modernization

AOE Enterprise Data Environment – Will provide AOE a centralized, scalable data environment from which to integrate, own, and maintain the various databases throughout their organization.

Goal 1 – IT Modernization

Online permits, bill-pay and auditing to support DMV's International Registration Plan, International Fuel Tax Agreement and Performance Registration Information Systems Management programs.

Goal 2 – Vermonter Experience

The Property Tax Management System – Improve efficiency of Grand List data from each municipality, on each parcel in the state to improve education property taxation.

Goal 2 – Vermonter Experience

Vermont Health Connect Customer Portal Online Application - Will allow Vermonters to sign onto a single portal to apply for health coverage and financial benefits programs.

Goal 2 – Vermonter Experience

Vermont Business Portal – A new system to simplify government interactions with small businesses and Vermonters starting new businesses.

Goal 3 – Cyber Security

Improving employee security-awareness through rollout of Security Mentor as best-in-class security awareness training, phishing simulation and policy tracking & compliance services.

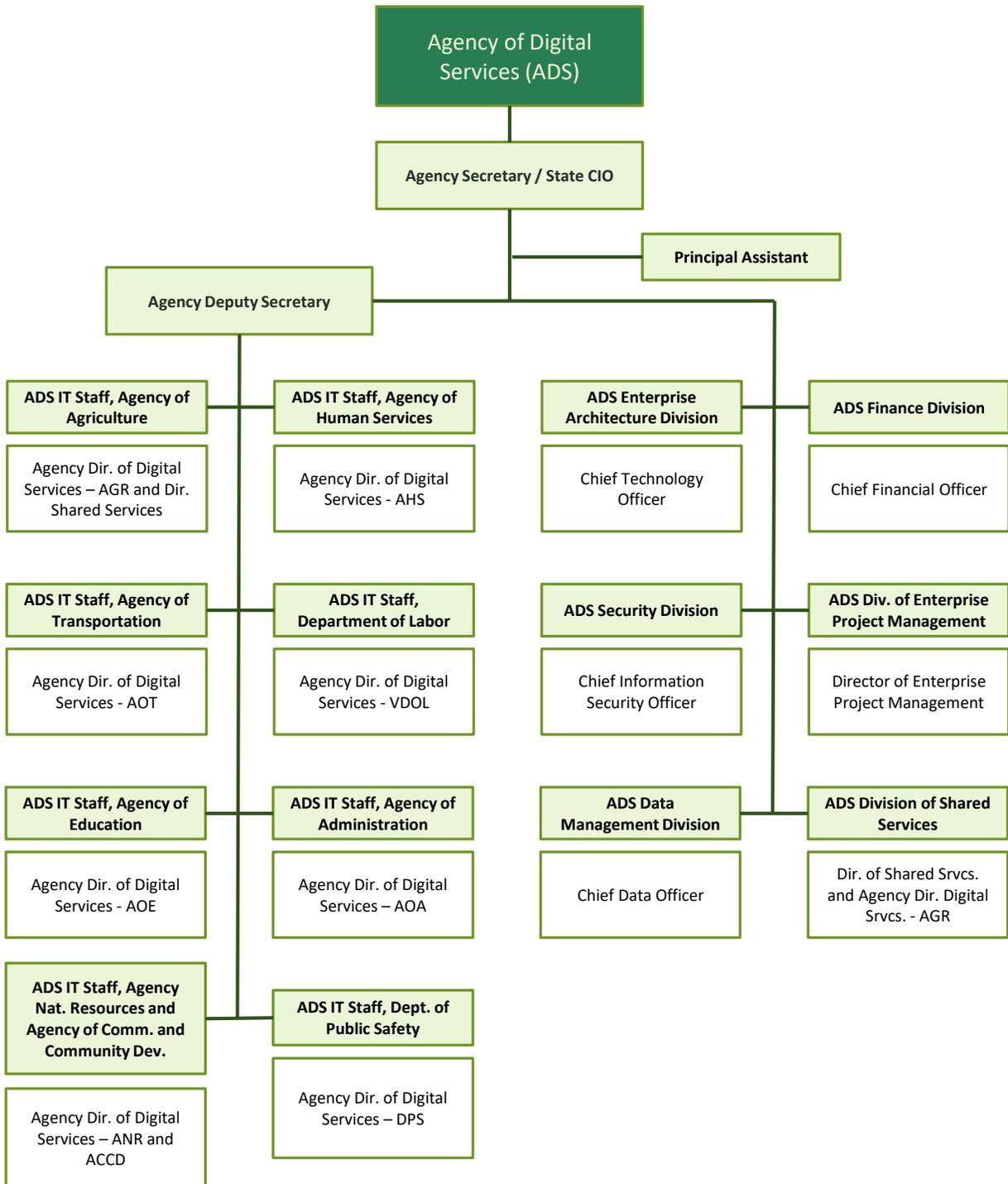
Goal 3 – Cyber Security

Replacement of more than \$1m in outdated network-security components with state-of-the-art secure and cloud-managed components to allow for efficiencies of configuration and maintenance.

Goal 4 – IT Budget Reporting

To provide better understanding and transparency we will add to the ADS Dashboard information and related graphics for spending and anticipated costs for Agencies to review.

ADS Organization



Final Thoughts

Governor Scott created the Agency of Digital Service (ADS) by Executive Order at the inception of his administration. ADS began operation on April 17, 2017. Today, our Agency unifies all aspects of the State's information technology and project management operations.

With regard to his priorities, the Governor has written:

“These are our guideposts ... To achieve these outcomes, however, we need more than vision -- we need a real strategic plan that sets clear goals and measures results. ... A strategic plan must be a living document.”



At ADS, we are committed to providing Vermonters with services that are customer-focused, innovative, cost-effective, secure and reliable. Guiding all our work are three strategic priorities established by Governor Scott in his first Executive Order, number 01-17:

- Grow the Vermont economy
- Make Vermont an affordable place to live, work, and do business
- Protect vulnerable Vermonters



Today we celebrate a successful reorganization of our digital services delivery to Vermonters, one that substantially increases security and accessibility. ADS continues to mature as a strategic partner that understands the business needs of both the agencies and the individuals we serve. We will continue to strive together in the years to come to provide simple, intuitive technology solutions that improve the lives of Vermonters.





Information Technology Activity Report

**Agency of Digital Services
Enterprise Project Management Office
(EPMO)**

Table of Contents

- About This Report 4**
- Independent Reviews completed from January 01, 2019 through September 30, 2019 4**
- Portfolio Summary & Metrics..... 6**
- Annual Report Key..... 8**
- Agency of Administration (AOA) 9**
 - Enterprise Electronic Procurement Solution 10
 - Capture, Scanning and Imaging 11
 - Property Tax Management System 12
- Agency of Agriculture Food & Markets (AGR) 13**
- Agency of Digital Services (ADS) 14**
 - IT Service Management-Asset Mngmt & Incident/Request/Change 15
- Agency of Education (AOE)..... 16**
 - Child Nutrition Claims Reimbursement System 17
 - Enterprise Data Environment (EDE) 18
 - Grants Management System Replacement (GMS)..... 19
 - Shared School District Data Management System (SSDDMS)..... 20
 - State Longitudinal Data System Project (VADR)..... 22
 - State Report Card 23
- Agency of Human Services (AHS)..... 24**
 - Business Intelligence (BI) 26
 - Enterprise Content Management Migration (ECMM)..... 27
 - Premium Processing (PremP) 28
 - Customer Portal Phase 1 (CPPH1) – Document Uploader..... 29
 - Customer Portal Phase 2 (CPPH2) – Single Streamlined Online Application 30
 - Case Management System (VRCMS) 31
 - Substance Use Disorder (SUD) Centralized Intake System (CIS) 32
 - Cloud-based Wi-Fi Data Loggers..... 33
 - Health Surveillance Data Publisher 34
 - Starlims Customer Portal..... 35
 - Starlims Lab Info System..... 36
 - Health Information Exchange (HIE) - Electronic Health Records Incentive Program (EHRIP) 37
 - Health Information Exchange (HIE) VHIE..... 38
 - Medicaid Management Information System (MMIS) Care Management..... 39
 - Medicaid Management Information System (MMIS) Case Tracking (MEQC) 40
 - Medicaid Management Information System (MMIS) Electronic Visit Verification (EVVS)..... 41
 - Medicaid Management Information System (MMIS) Payment and Delivery System (PADS) Reform..... 42

Medicaid Management Information System (MMIS) Provider Management Module (PMM).....	44
Medicaid Management Information System (MMIS) Transformed Medicaid Statistical Information System (T-MSIS)	45
Agency of Natural Resources (ANR).....	46
Point of Sale Reservation System	47
Agency of Transportation (AOT).....	48
Construction Management System Replacement.....	49
Cashiering System Implementation.....	50
Commercial Vehicle Operations System (VT CVO)	51
Credentialing Services System Replacement.....	52
Managing Assets for Transportation Systems (MATS) Web Implementation.....	53
Statewide Property Parcel Mapping.....	54
Vermont Asset Management Information System (VAMIS)	55
Department of Labor (DOL).....	56
Integrated Unemployment Solution Modernization.....	57
Department of Public Safety (DPS)	58
eTicket	59
Marijuana Registry Replacement.....	60
Secretary of State (SOS)	61
Vermont Business Portal	62
Other Executive Branch	63
Next Generation 911 System.....	64
VHCURES 3.0 (all claims payer data base)	65
Point of Sale and Central Office.....	66
Licensing & Enforcement System	67
Agency of Digital Services: Mission & Vision	68

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 State Agency/Entity.

Statute requirements met in this report:

3 V.S.A. chapter 56 § 3303 (a)(1)(D)

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

3 V.S.A. chapter 56 § 3303 (a)(1)(F)

(F) a summary of independent reviews as required by subsection (d) of this section;

Independent Reviews completed from January 01, 2019 through September 30, 2019

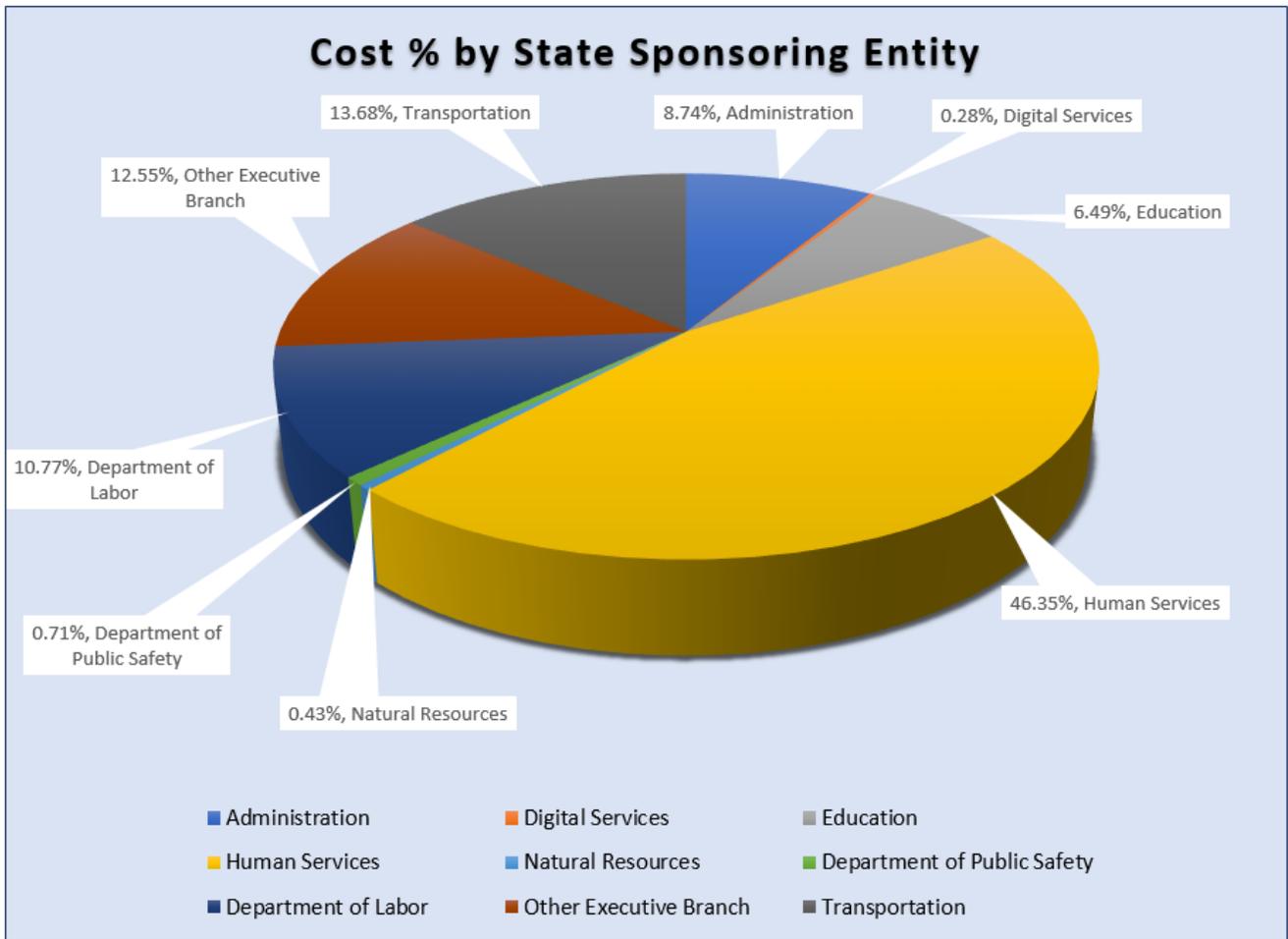
IT Activity Name			
Agency	Department	Project	Date
Transportation	Motor Vehicles	Commercial Vehicle Operations System Replacement	2/8/19
Other Executive Branch	E911	Next Generation 911 System	3/14/19
Other Executive Branch	Green Mountain Care Board	Vermont Health Care Uniform Reporting and Evaluation System	4/10/19
Human Services	Health Access	Customer Portal Phase 1: Document Uploader	4/22/2019
Administration	Buildings & General Services	eProcurement	9/23/19

*These independent reviews are available on our ADS EPMO website at www.epmo.vermont.gov



Summary & Metrics

Portfolio Summary & Metrics



Total Estimated Implementation Costs

\$186,387,316.58

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	Health Information Exchange (HIE) VHIE	\$37,994,973.67
2	Human Services	Medicaid Management Information System (MMIS) Care Management	\$20,164,102.99
3	Labor	Integrated Unemployment Solution Modernization	\$15,162,920.83
4	Administration	Property Tax Management System	\$12,237,348.00
5	Transportation	Construction Management System Replacement	\$9,310,617.42
6	Liquor & Lottery	Point of Sale and Central Office	\$8,717,100.75
7	Administration	Enterprise Electronic Procurement Solution	\$8,297,251.00
8	Human Services	Case Management System (VRCMS)	\$6,190,370.00
9	Transportation	Vermont Asset Management Information System (VAMIS)	\$4,695,635.00
10	Human Services	Integrated Eligibility & Enrollment - Online Application	\$4,613,199.39

Total Estimated Operational Costs

\$130,133,132.20

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	Labor	Integrated Unemployment Solution Modernization	\$18,932,420.00	20
2	Human Services	Medicaid Management Information System (MMIS) Care Management	\$13,637,720.66	5
3	Human Services	Health Information Exchange (HIE) VHIE	\$12,072,774.00	5
4	Liquor & Lottery	Licensing & Enforcement System	\$8,500,000.00	10
5	Other Executive Branch	Next Generation 911 System	\$8,458,378.80	5
6	Human Services	Integrated Eligibility & Enrollment - Business Intelligence (BI)	\$6,681,600.00	10
7	Transportation	Commercial Vehicle Operations System (VT CVO)	\$5,000,000.00	10
8	Green Mountain Care Board	VHCURES 3.0 (all claims payer data base)	\$4,569,600.00	5
9	Education	Shared School District Data Management System (SSDDMS)	\$4,334,487.00	10
10	Transportation	Credentialing Services System Replacement	\$3,803,625.00	10

Total Estimated IT Activity Costs

\$316,520,448.78

Total IT Activity costs to implement, plus the costs to operate and maintain the solution. Includes both federal and state dollars.

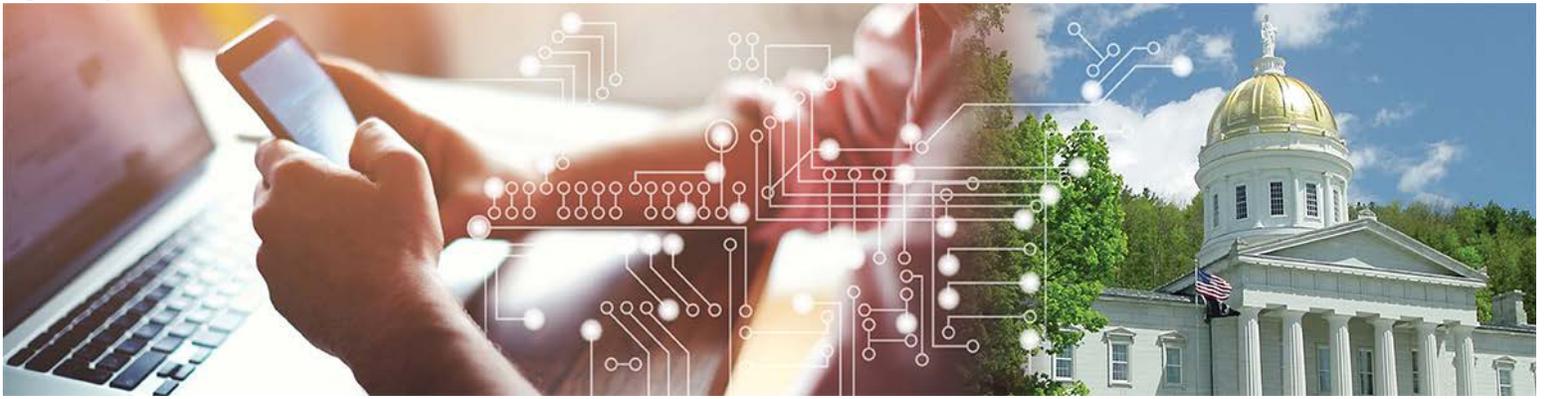
Top 10 Projects for Highest Estimated IT Activity Costs (Estimated Implementation + Estimated Operating costs)

Rank	Agency	Project	Total IT Activity Costs
1	Human Services	Health Information Exchange (HIE) VHIE	\$50,067,747.67
2	Labor	Integrated Unemployment Solution Modernization	\$34,095,340.83
3	Human Services	Medicaid Management Information System (MMIS) Care Management	\$33,801,823.65
4	Administration	Property Tax Management System	\$15,055,308.00
5	Transportation	Construction Management System Replacement	\$12,588,427.42
6	Liquor & Lottery	Point of Sale and Central Office	\$12,267,100.75
7	Other Executive Branch	Next Generation 911 System	\$11,245,305.35
8	Liquor & Lottery	Licensing & Enforcement System	\$11,109,064.00
9	Administration	Enterprise Electronic Procurement Solution	\$10,390,251.00
10	Human Services	Integrated Eligibility & Enrollment - Business Intelligence (BI)	\$9,774,862.95

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	
FY21 Legislative Funding Request Amount				Amount to be requested for State funds in FY'21	



Agency of Administration (AOA)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Enterprise Electronic Procurement Solution				
Agency	Administration			Report Date	11/8/19
Department	Department of Buildings and General Services				
Project Start Date	7/4/2018	Project End Date	6/30/2021	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The scope of this project is green. There are currently no risks or issues associated with scope of this project.			
Schedule	On Track	The schedule for this project is currently green. There is no hard deadline to complete this project. The high-level implementation schedule was developed and is in the contract. A detailed schedule is being drafted by the Vendor and reviewed by the State.			
Budget	On Track	The budget has been baselined and the current status is green. Budget is tracked by the Project Manager and Finance analyst on a weekly basis and there are currently no variances in the budget.			
Scope Summary					
Implement a statewide e-procurement solution that will make all state procurement activities transparent, more efficient, easily auditable, and provide consistency throughout the State.					
Schedule Summary					
This project is estimated to be complete in May 2021. The contract was recently executed with the vendor and a baseline schedule is being developed with a May 2021 finish date. There are currently no threats identified that would impact the finish date.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$8,297,251.00		\$8,297,251.00		Capital Bill (31100), FMS Dev (21005), OPC appropriation (10000)	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$2,093,000.00		\$2,093,000.00		likely to be ISF 59300, final determination during FY22 budgeting	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$10,390,251.00		\$10,390,251.00		likely to be ISF 59300, final determination during FY22 budgeting	
FY21 Legislative Funding Request Amount	\$4,343,580.00		FY21 Legislative Funding Request Fund Type	Capital Bill (31100, FMS Dev (21005)	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Capture, Scanning and Imaging				
Agency	Administration	Report Date		11/8/19	
Department	Department of Taxes				
Project Start Date	9/1/2017	Project End Date	9/30/2020	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Manageable Risk	The scope of this project is yellow. Project work with the vendor was halted in February 2019 due to quality issues with the vendor product. As a result of the quality issues, the State has requested an amendment to the existing contract that will have more specific requirements for the vendor to meet. The status will remain yellow until all of those changes have been defined and the amendment is executed.			
Schedule	Manageable Risk	The schedule for this project is yellow. As part of the contract amendment, a new baseline schedule will be produced. Until an updated schedule is agreed upon between the vendor and the State, the status of this will remain yellow.			
Budget	Manageable Risk	The budget status is currently listed as yellow. However, there have been no suggestions or changes to the price of the project at this time, though the status will remain yellow until a contract amendment is signed.			
Scope Summary					
This project will replace Taxes Legacy Scanning, Imaging, Data Capture and Remittance Processing Solution (IFP) with Fairfax QuickModules software, coupled with IBML Scanners. The Solution shall process Vermont's several different taxes along with payments, filings and refunds and collections related to those taxes by scanner hardware and software at primary location and disaster recovery location.					
Schedule Summary					
The project was initially supposed to go live 10/2/2019. However, in February 2019 the State determined the quality of the deliverables were not meeting the State's expectation and the vendor work was put on hold. The Tax department has recently re-engaged the vendor and the two parties are working to re-negotiate the terms of the contract and a new schedule will be produced from the negotiations. The updated estimated completion date is 9/30/2020.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$1,505,915.00		\$1,505,915.00		Special Fund - 21909 Computer Modernization Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$701,193 (10 year maintenance/licensing costs)		\$701,193.00		General Fund - 10000	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$2,207,108.00		\$2,207,108.00		General Fund - 10000	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Property Tax Management System				
Agency	Administration	Report Date	11/8/19		
Department	Department of Taxes				
Project Start Date	8/16/2018	Project End Date	6/30/2021	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The scope for this project is currently green. There are no known risks or issues with project scope.			
Schedule	On Track	The schedule status for this project is currently green. A detailed schedule will be developed once the project team has selected a vendor and an implementation schedule is created and baselined with the vendor and State team. As of currently, the team is hitting high-level target dates in line with completing the project in June 2021.			
Budget	On Track	The budget status is currently green. There is an approved estimated budget based on the IT ABC form that was approved. A baseline budget will be created and tracked against upon contract execution.			
Scope Summary					
The State is required to maintain a statewide education grand list for the purposes of education property taxation, with Grand List data from each municipality, on each parcel, in the state. This project is intended to upgrade or replace the existing outdated solution.					
Schedule Summary					
The Tax Department issued a RFP for this project on 2/6/2019. The estimated start date for the project on the RFP was 8/1/2019. The Tax Department is still evaluating proposals and has issued requests for Best and Final Offers to the vendors. The anticipated date of executing a contract is a few months behind it's original target date, but it is too early to determine whether this will impact the estimated finish date of 6/30/2021 as that will depend on the implementation schedule provided by the vendor upon contract execution.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$12,237,348.00		\$12,237,348.00		Special Fund - 21909 Computer Modernization Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$2,817,960.00		\$2,817,960.00		Special Fund - 21909 Computer Modernization Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$15,055,308.00		\$15,055,308.00		Special Fund - 21909 Computer Modernization Fund	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	



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	IT Service Management-Asset Mngmt & Incident/Request/Change				
Agency	Digital Services	Report Date		11/8/19	
Department	Shared Services Division				
Project Start Date	3/30/2018	Project End Date	12/2/2019	Solution Life Cycle (Years)	3
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The scope of this project is green. There are currently no risks or issues associated with scope of this project.			
Schedule	Manageable Risk	The schedule status for this project is currently yellow. There are some resource constraints risks that are contributing to this. The system is scheduled to go live on 11/13/2019.			
Budget	On Track	The budget status is green. There are no issues with the budget.			
Scope Summary					
A system to help manage software, hardware, server, client, virtual, and cloud assets. GOAL: visibility to maximize the performance and value of hardware and software assets.					
Schedule Summary					
The project is scheduled to go-live on 11/13 and is currently on target to meet that implementation date.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$133,597.18		\$133,597.18		Special Fund - 58100 - Communications and Information Technology Internal Service Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$742,245.00		\$742,245.00		Special Fund - 58100 - Communications and Information Technology Internal Service Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$875,842.18		\$875,842.18		Special Fund - 58100 - Communications and Information Technology Internal Service Fund	
FY21 Legislative Funding Request Amount	\$209,835.00		FY21 Legislative Funding Request Fund Type	Special Fund - 58100 - Communications and Information Technology Internal Service Fund	



Agency of Education (AOE)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Child Nutrition Claims Reimbursement System				
Agency	Education	Report Date		11/8/19	
Department	Quality Assurance				
Project Start Date	8/1/2018	Project End Date	9/30/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The scope for the Child Nutrition project has been defined at a high level for the purpose of conducting an RFP process. Once a vendor and solution have been selected, further refinement of the scope will be made and the Project Charter will be updated accordingly. The scope status is green and considered on track currently.			
Schedule	Manageable Risks	Delays in completing the requirements documentation for the RFP used up any slack in the overall project schedule. These delays were a result of resource constraints due to staff turnover at both the AOE and ADS. The RFP is currently circulating for approval within ADS. The schedule will need to be updated upon selection of a vendor and solution at which time the risk to the schedule will be better understood. The schedule status is yellow based on manageable risks to the project.			
Budget	On Track	The Child Nutrition project is 100% funded by federal grant dollars. The budget for the project is approved. The cost status is green and considered on track currently.			
Scope Summary					
The Vermont Agency of Education is working on an RFP for the development, implementation, hosting and support of the Child Nutrition Program application and claims reimbursement system. The current SaaS solution is supported under a maintenance and support contract and has met it's original lifecycle term.					
Schedule Summary					
The current maintenance and support contract has been extended through September 30, 2020 allowing time for the Agency of Education to conduct an RFP process to determine if a new solution/vendor will offer more value to the State. The development of the RFP is behind schedule due to resource constraints hindering progress in gathering/validating business requirements. If the RFP results in a new solution implementation, the timeline may be at risk. If the RFP results in staying with the same vendor/solution then the timeline is still deemed as achievable. The Project Team will monitor these activities closely and adjust the risk register accordingly.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$226,468.00		\$0.00		N/A	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$751,250.00		\$0.00		N/A	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$977,718.00		\$0.00		N/A	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Enterprise Data Environment (EDE)				
Agency	Education	Report Date		11/8/19	
Department	Agency of Education				
Project Start Date	12/1/2018	Project End Date	12/31/2021	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Manageable Risks	The project scope of the EDE project is currently being defined as the project charter is being updated. Project Leads met with the PM to refine scope for this phase of EDE which includes migrating hosting for two systems from vendor environments to State hosted environments. The scope status is yellow based on manageable risks to the project.			
Schedule	Manageable Risks	The scope of the EDE effort includes hosting migration efforts for the State Longitudinal Data System (SLDS) and the State Report Card. Both hosting migration projects are on very tight schedules. SLDS hosting migration is behind on milestone dates. The State Report Card hosting was delayed due to connection issues and not having the servers set up, but is now on track for an 11/19 DNS change-over to State hosting. The schedule status is yellow based on manageable risks to the project.			
Budget	Manageable Risks	The original request for state funds and budget were approved in November 2018. Implementation costs are 100% federally funded. Operations costs will be 100% state funded. The IT Director is working with the PM to update the IT ABC form as costs have changed since the original approval. Once completed, the budget for the project will be re-baselined. The cost status is yellow based on manageable risks to the project.			
Scope Summary					
In the last five years, the AOE has undertaken major IT projects related to data collection and reporting, but currently lacks a centralized, scalable data environment from which to integrate, own, and maintain the various pieces of infrastructure currently under development through these various projects. This infrastructural deficit has made it challenging for AOE to perform required reporting work from standard sets of governed tables.					
Schedule Summary					
The current tasks for the Enterprise Data Environment project include training of AOE and ADS staff in DevOps and migrating hosting for two data systems. Both of the hosting migration projects are on very tight schedules and will need to be monitored closely. The SLDS hosting migration is on track. Sprint 2 was completed including migrating code from HMH to DevOps and restoring the instance of SQL 2012. The Snapshot hosting migration onsite schedule has been finalized. The data teams have been working on identifying the information needed to get their tasks into DevOps and get a baseline for what their team's DevOps training needs are.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$551,330.00		\$0.00		N/A	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$1,320,000.00		\$1,320,000.00		General	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$1,871,330.00		\$1,320,000.00		General	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Grants Management System Replacement (GMS)				
Agency	Education	Report Date	11/8/19		
Department	Agency of Education				
Project Start Date	1/27/2017	Project End Date	10/31/2019	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	Several small-med scope changes were managed with Change Requests, within budget and did not require a contract amendment. The AOE GMS Project Team and/or their Leadership have pre-approved the final milestone deliverable listed in our GMS Contract for Phase I and II Grant Monitoring Collections. These are the last two implementation milestone deliverables, and the Directors and/or their Leads have given the green light to move all Phase I & II Monitoring Collections into Production. Remaining scope of the project is to work with the AOE Business to embrace the ongoing maintenance and operations of the system to sustain the continued improvement and growth of the system (i.e. add more grants). The scope status is green and considered on track currently.			
Schedule	On Track	The AOE GMS Project Team and/or their Leadership have pre-approved the final milestone deliverable listed in our GMS Contract for Phase I and II Grant Monitoring Collections. These are the last two implementation milestone deliverables, and the Directors and/or their Leads have given the green light to move all Phase I & II Monitoring Collections into Production. The Project Team will focus on a punch list of remaining scope items. The schedule status is green and on track for a 12/31/19 completion.			
Budget	On Track	The original request for funds and budget were approved on 1/27/17. Implementation costs are 40% state funded. Operations costs are 25% state funded. Several small-med scope changes were managed with Change Requests, within budget and did not require a contract amendment. The cost status is green and considered on track currently.			
Scope Summary					
The Agency of Education (AOE) has used the Grantium G3 Grants Management System (GMS) since September 2008. With the system becoming more problematic for AOE and the contract ending in December 2019, the AOE went out to bid to replace the GMS. After completing an Independent Review, AOE contracted with MTW Solutions in October 2017. The new GMS was scheduled to be implemented by the end of FY18, however it is taking longer than originally planned. The scope includes the top 14 grant applications managed by AOE and other services such as approval workflows, award notifications, reimbursement processing, monitoring collections, data warehouse reporting, an interface with the State's VISION system, and related training for AOE and field offices					
Schedule Summary					
The current schedule indicates a completion date of 12/31/19 and is on track. Forward progress continues, although it is slower with implementation than the next FY Grant work required. Monitoring Collections (final phase of Implementation) is getting more traction now as work is being done in parallel with priority M&O.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$1,156,893.98	\$970,101.20		General Fund (10000) Speical Fund (21764)		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$1,444,448.54	\$518,629.03		General Fund (10000) Special Fund (21764) Special Fund (21370)		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$2,601,342.52	\$1,488,730.23		General Fund (10000) Special Fund (21764) Special Fund (21370)		
FY21 Legislative Funding Request Amount	\$21,500.00	FY21 Legislative Funding Request Fund Type	General Fund (10000) Special Fund (21370)		

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Shared School District Data Management System (SSDDMS)				
Agency	Education	Report Date		11/8/19	
Department	Agency of Education				
Project Start Date	8/30/2017	Project End Date	12/31/2022	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Receiving Help	There are approximately 80 product enhancements requested that are being further evaluated and prioritized. System functionality is less than optimal without many of them. Developing and installing some or all of these will impact the current scope and budget. The scope status is red and requires leadership intervention related to prioritization of the enhancements for implementation.			
Schedule	Receiving Help	Supervisory Unions/School Districts (SUs/SDs) in early Rounds were unable to keep up in a self-managed training approach, and while adjustments were being made the major disruption came in Feb as Act 46 mergers impacted the Team's ability to know which SUs/SDs databases to buildout (structure on current or future state of districts), where most mergers were either not yet passed, in litigation, or first had to be approved by incoming School Boards. Analysis of options identified costly rework if the Team made the wrong choice and eventually resulted in most of Round 4 SUs/SDs deferring their schedule to a later time. Feedback from surveys requested more Training and Support but until the Team could develop a planned approach and amend the current contract, the Team requested Leadership intervention to assist in these areas until they were able to execute the corrective action needed. While this is being managed now, AOE still requires Leadership intervention to obtain additional AOE Resources to complete the implementation and sustain operational interactions guidance with SUs/SDs. Currently the AOE is contracting staff augmentation, but that ends in 2020. The schedule status is red due to the ongoing need for Leadership Intervention.			
Budget	Manageable Risks	The initial issue was the need for more training and support funds. What remains now that those additional funds were received, is the need for potentially more to accommodate all required development. The contract has \$200K in reserves for Change Requests (i.e. development). the Project Team, Vendor and Governance Group are working to estimate potential costs for next 2-5 years. The cost status is yellow based on manageable risks to the project.			
Scope Summary					
The SSDDMS is a shared financial and human resources data management system for Vermont Supervisory Unions and Supervisory Districts (SUs/SDs). SSDDMS also enables the SUs/SDs implementation of the mandated Uniform Chart of Accounts (UCOA). The platform supports continued UCOA compliance through a centrally managed chart of accounts configuration, while allowing opportunity for local flexibility and granularity. The system will also include a central database to aggregate data for more efficient AOE reporting to the state.					
Schedule Summary					
Supervisory Unions/School Districts (SUs/SDs) in early Rounds of implementation were unable to keep up in a self-managed training approach, and while adjustments were being made a major disruption came in Feb as Act 46 mergers impacted the Team's ability to know which SUs/SDs databases to buildout (structure on current or future state of districts), where most mergers were either not yet passed, in litigation, or first had to be approved by incoming School Boards. Analysis of options identified costly rework if the Team made the wrong choice and eventually resulted in most of the Round 4 SUs/SDs deferring their schedule to a later time. Feedback from surveys collected from the SUs/SDs requested more Training and Support but until the Team could develop a planned approach and amend the current contract, the Team requested Leadership intervention to assist in these areas until they were able to execute the corrective action needed. While this is being managed now, the Agency of Education (AOE) still requires Leadership intervention to obtain additional AOE Resources to complete the implementation and sustain operational interaction guidance with SUs/SDs. Currently the AOE is contracting staff augmentation, but that ends in 2020.					

Budget Summary			
Total Implementation Cost	Total State Implementation Cost	State Fund Type	
\$4,432,499.00	\$4,432,499.00	Education Financial Systems fund (21244) State Medicaid (21764) General Fund	
Total Operating Cost	Total State Operating Cost	State Fund Type	
\$4,334,487.00	\$4,334,487.00	Education Financial Systems Fund (21244) Education Fund (20205) State Medicaid (21764)	
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type	
\$8,766,986.00	\$8,766,986.00	Education Financial Systems Fund (21244) Education Fund (20205) State Medicaid (21764)	
FY21 Legislative Funding Request Amount	\$559,493.93	FY21 Legislative Funding Request Fund Type	Education Fund (20205)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	State Longitudinal Data System Project (VADR)				
Agency	Education	Report Date		11/8/19	
Department	Agency of Education				
Project Start Date	6/4/2018	Project End Date	10/31/2019	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is complete, and the project closed effective 10/31/19. Some scope was undelivered and will be needed as part of operations.			
Schedule	Manageable Risks	The Schedule for the SLDS project is complete, the project closed effective 10/31/19.			
Budget	Manageable Risks	The Cost status for the project closed with manageable risks. Some scope was undelivered and will be needed as part of operations. A contract amendment with the original vendor is underway which if executed will provide 6 months of support and maintenance for the SLDS. The State is working to procure a support and maintenance agreement with another vendor, the costs for this contract are unknown at this time.			
Scope Summary					
The SLDS is needed to facilitate the collection of data in order to satisfy federal and state data reporting requirements as well as to provide education service providers the ability to track student progress over time, evaluate teacher performance, evaluate program effectiveness, and to generally use data to improve the education the state is providing each learner.					
Schedule Summary					
The overall project schedule has been delayed significantly over the lifetime of the project. The initial target completion date was 2016. the solution provider, HMH decided in 2016 to stop supporting the SLDS product forcing the AOE team to re-evaluate how the product would be supported for the long-term and whether to move forward with the implementation. The AOE decided to move forward with completing the SLDS. From 2017 to present the team has been challenged by changes in leadership as well as resource constraints limiting its ability to complete tasks on time. The project timeline was evaluated and a new target end date of September 2019 was baselined.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$4,405,242.00		\$0.00		N/A	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$542,018.00		\$542,018.00		General	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$4,947,260.00		\$542,018.00		General	
FY21 Legislative Funding Request Amount	\$700,000.00		FY21 Legislative Funding Request Fund Type	Education Fund	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	State Report Card				
Agency	Education	Report Date		11/8/19	
Department	Education				
Project Start Date	7/4/2018	Project End Date	12/31/2019	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Receiving Help	The scope status is red as it requires leadership intervention. Additional scope requested by the Data Director was recently approved by the AOE Secretary. There remains negotiation to take place due to the fact that AOE has already paid for scope that was removed. AOE will be making decisions on potential scope cuts that will need to be documented in an amendment to the Every Student Succeeds Act (ESSA) State Plan.			
Schedule	Receiving Help	The schedule status is red as it requires leadership intervention. Leadership intervention has been requested to get Burlington school district's DC04 data submitted or to come up with a plan to process DC04 without Burlington's data. Lack of DC04 finalization has already caused the extension of the Release 3 date and continues to pose risk to the project schedule. In addition, the Data team has lost a key data steward which has led the data division director to request the Release 3 implementation date be pushed to June 2020. A decision on this remains to be made. The project team is currently in negotiations with the vendor on extending the project schedule.			
Budget	Receiving Help	The cost status of the project is red as it requires leadership intervention. Negotiations need to take place between AOE and the vendor on some scope additions, particularly in light of the recent discovery that AOE paid for all development work in advance and the team has since cut original indicator scope by nearly 1/5.			
Scope Summary					
The scope of this project is to design and implement the State Report Card dashboard that summarizes and publishes annual education accountability information for the general public and key stakeholders and that will meet AOE's Every Student Succeeds Act (ESSA) requirements. The plan is to implement business intelligence and analytics along with data visualization for reporting to the public. This project is separate and distinct from the Statewide Longitudinal Data Systems (SLDS) project in that the Report Card will use data collected by the SLDS - in conjunction with data from other sources external from the SLDS - in its reporting function. The Report Card has no direct reporting role. Once implemented, AOE will provide the necessary configuration, maintenance and operations					
Schedule Summary					
The project schedule has been extended with a new target completion date planned for the February/March 2020 timeframe. This change was made to allow the school districts more time to submit their indicator data to the State. This extension has also allowed the AOE team to re-evaluate and look at ways to decrease the scope of the data requested in order to meet the requirements of the Every Student Succeeds Act.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$1,056,589.63		\$84,527.17		State General Fund, CCSO, SLDS, SARA	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$314,088.00		\$119,353.44		State General Fund, CCSO, SLDS, SARA	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$1,370,677.63		\$203,880.61		State General Fund, CCSO, SLDS, SARA	

FY21 Legislative Funding Request Amount	\$90,000.00	FY21 Legislative Funding Request Fund Type	SARA
--	--------------------	---	------



Agency of Human Services (AHS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Business Intelligence (BI)				
Project Start Date	02/01/2018	Project End Date	02/29/2020	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Scope Status	Receiving Help	Following the week ending 10/18 contingency deployment decision scope definition work continues			
Schedule Status	Receiving Help	Following the week ending 10/18 contingency deployment decision schedule development is underway			
Budget Status	Receiving Help	A revised project budget is needed following scope definition and schedule development			
Scope Summary					
BI is the data reporting and analytics project that allows the State to transition from the expensive, standalone Oracle data warehouse leveraged by Vermont Health Connect, to a SQL data warehouse solution already owned and maintained by the Agency of Digital Services. This reporting component is crucial for functions such as the renewing of Vermonters' health coverage, sending of notices, production of required 1095 tax forms and sending required enrollment reports to CMS. The new warehouse was scheduled to go live in July 2019 but persistent state network connectivity issues, and challenges in building the warehouse itself, have triggered contingency planning for maintenance and operations of the existing data warehouse through the 2019 open enrollment period for health care and to contract out for 1095/CMS enrollment reporting. The new target date for delivery is February 2020.					
Schedule Summary					
State is continuing to make progress on data warehouse build. Initial contingency triggered in September 2019 and project delivery pushed out to February 2020. Discussions are ongoing about whether meeting February timeline is feasible to satisfy forward looking project dependencies.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$3,093,262.95	\$436,695.36		Capital Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$6,681,600.00	\$1,970,003.46		General Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$9,774,862.95	\$2,406,698.82		Capital Funds/General Funds		
Total IT Activity Spend (as of 07/01/2019)			\$402,870.22		

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	Enterprise Content Management Migration (ECMM)				
Project Start Date	05/01/2018	Project End Date	12/31/2019	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Scope Status	On Track	On 11/8 the IE&E leadership team determined the ECMM project scope includes encryption, 1 piece of the broader Minimum Acceptable Risk Standards for Exchanges (MARS-E) compliance work			
Schedule Status	On Track	The project schedule was developed and confirmed per scope confirmation			
Budget Status	On Track	Current project budget remains on track			

Scope Summary

The ECMM project is consolidating the scanning, indexing, and viewing of Vermonters’ documents into one system that is already owned and maintained by the Agency of Digital Services (ADS). This will produce a more efficient workflow for staff and reduce the operating costs associated with Vermont Health Connect.

Schedule Summary

The State received approval to launch from the CMS security team in August 2019 and officially went live on September 13th, having resolved the network connectivity issues that were affecting software performance. The newly identified PM has kicked off project close-out activities, with the goal of closing the project by December 31st, 2019.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$1,924,589.45	\$ 260,471.92	Capital Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$1,000,000.00	\$281,648.72	General Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$2,924,589.45	\$542,120.64	Capital Fund/General Fund
Total IT Activity Spend (as of 07/01/2019)		\$828,123.93

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Premium Processing (PremP)				
Project Start Date	04/01/2019	Project End Date	11/30/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Scope Status	On Track	The scope of this project is currently on track.			
Schedule Status	Manageable Risks	Project team is partnering with Idea Crew and key ADS leaders to finalize technical design solution			
Budget Status	Manageable Risks	Experiencing greater than 10% increase in project costs driven by staff, professional services and new solution costs			
Scope Summary					
The goal of the Premium Processing project is to streamline the financial transactions and processes associated with the administration of health coverage programs as a part of the overall IE&E roadmap. Phase 1 will transition responsibility for Qualified Health Plan premium processing to insurance carriers for coverage starting 1/1/2021. This will allow the State to implement the manual processes and technology to accurately notice and terminate Medicaid enrollees for nonpayment of premium. The State has selected a vendor and they began their work on-site with State teams during the week of October 14 th , 2019.					
Schedule Summary					
As of the week ending October 18, 2019, the Premium Processing has selected a vendor and have begun their work on-site. Integration platform discussions ensued delaying the determination of the overall technical solution design original planned for 9/30/19. The project team continues to partner with their vendor and key ADS resources to resolve. The team reports project close-out is still on track for 11/30/20.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$4,335,264.93	\$616,908.20		Capital Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$3,370,400.00	\$949,268.83		General Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$7,705,664.93	\$1,562,619.53		Capital Fund/General Fund		
Total IT Activity Spend (as of 07/01/2019)			\$0.00		

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	Customer Portal Phase 1 (CPPH1) – Document Uploader				
Project Start Date	04/16/2018	Project End Date	11/15/2019	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Scope Status	Manageable Risks		Due to OnBase performance issues and related delays, the team is not able to deploy, test, and launch the Uploader product to all intended businesses. Work that cannot be completed during this project will need to be transitioned to Customer Portal Phase 2 – Online Application (CPPH2) The work to be transitioned is currently being determined as the project comes to a close and the final schedule is determined (see notes on Schedule).		
Schedule Status	Manageable Risks		The schedule was recently extended to 11/15/19 to allow for closeout activities to take place beyond the timeline needed for project work, however, this new timeline is being re-evaluated as new information is understood around the remaining work toward the final deliverables. A decision is anticipated within the next several business days and will be followed by a request to the Steering Committee on 11/13/19.		
Budget Status	On Track		If the schedule is extended, the budget will change, however, it is anticipated to be contained within the previously anticipated amounts and the vendor contract will not be impacted.		

Scope Summary

The Document Uploader is the first phase of the new Customer Portal project that will allow Vermonters to use mobile devices to submit verification documentation. It will also increase efficiency for staff as features are added, including the ability to scan documents directly into the Enterprise Content Management system and to automatically index that document to a specific case. This project is now in a phased rollout. Green Mountain Care was completed in September 2019. The remaining Long-Term Care (LTC) and district offices are expected to be completed mid-November 2019. The solution will be fully implemented for Vermont Health Connect customer in January 2020 after the close of open enrollment.

Schedule Summary

5 outstanding Customer Portal Phase 1 (CPPH1) – Document Uploader scope items will be transitioned to Online Application (CPPH2) to minimize the cost of extending out the current project costs: 1) Long-Term Care (LTC) Workflow items that are not yet deployed and associated testing efforts; 2) Vermont Health Connect (VHC) defects found from User Acceptance Test (UAT)/User Verification Test (UVT); and 3) Remaining reports needed from OnBase; 4) Consumer authentication Minimum Viable Product (MVP) and 5) Remote Identity Proofing (RIDP) bridge activities. Project close-out activities will commence the first two weeks of November 2019 pending Steering Committee decision.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$2,631,970.41	\$533,666.44	Capital Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$800,000.00	\$225,318.97	Choose an item.
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$3,431,970.41	\$758,985.41	Capital Fund/General Fund
Total IT Activity Spend (as of 07/01/2019)		\$830,479.50

IT ACTIVITY ANNUAL SUMMARY REPORT

Project	Customer Portal Phase 2 (CPPH2) – Single Streamlined Online Application				
Project Start Date	01/01/2019	Project End Date	12/31/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Scope Status	Manageable Risks	5 outstanding Customer Portal Phase 1 (CPPH1) - Document Uploader scope items will be transitioned to Customer Portal Phase 2 (CPPH2) – Single Streamlined Online Application to minimize the cost of extending out the current project costs: 1) LTC Workflow items that are not yet deployed and associated testing efforts; 2) Vermont Health Connect (VHC) defects found from User Acceptance Test (UAT)/User Verification Test (UVT); and 3) Remaining reports needed from OnBase; 4) Consumer authentication Minimum Viable Product (MVP) and 5) Remote Identity Proofing (RIDP) bridge activities			
Schedule Status	Manageable Risks	A delay beyond April 2020 in readying OFE will present an issue for Customer Portal Phase 2 (CPPH2) – Single Streamlined Online Application’s schedule. Document Uploader scope transition planning is underway and will inform potential scope, schedule and/or budget implications.			
Budget Status	Manageable Risks	Project cost projections will be revisited following refinement of the project scope. It is unknown whether costs need to be increased due to the lack of resources for OnBase.			

Scope Summary

The Online Application project is phase 2 of the IE&E Customer Portal initiative which will allow Vermonters to sign onto a single portal to apply for health coverage and financial benefits programs. The goal is to launch the online application for health coverage programs in June of 2020 and for economic services programs in October of 2020. The State has selected a vendor and they began their work on-site with state teams during the week of October 14th

Schedule Summary

As of the week ending October 18th, the Customer Portal Phase 2 (CPPH2) – Single Streamlined Online Application project has selected NAVA as the vendor and have begun their work on-site. Scope transition planning is underway with key Customer Portal Phase 1 (CPPH1) – Document Uploader team members. The team reports project close-out is still on track for 12/31/20.

Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$4,613,199.39	\$656,462.84	Capital Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$1,075,200.00	\$302,828.70	General Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$5,688,399.39	\$955,734.04	Capital Fund/General Fund
Total IT Activity Spend (as of 07/01/2019)		\$514.88

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Case Management System (VRCMS)				
Agency	Human Services	Report Date		11/8/19	
Department	Department for Disabilities Aging and Independent Living- Division for Vocational Rehab/Division for the Blind and Visually Impaired				
Project Start Date	3/17/2016	Project End Date	12/13/2019	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is on track to deliver expected scope			
Schedule	On Track	There was a recent extension agreed to that accommodates some delays to the completion of testing in production due to firewall constraints. The project is on track to meet the agreed to schedule with closeout in December, 2019.			
Budget	On Track	The project is adequately funded and will be within current spend estimates.			
Scope Summary					
Full implementation of a modern platform web-based COTS VR Case Management System that will replace the existing Data Management and Reporting Systems used by Vocational Rehabilitation Division and the Division for the Blind and Visually Impaired to meet both state and federal RSA reporting requirements and case management needs. This system will interconnect with other State of Vermont systems (e.g. VISION).					
Schedule Summary					
Using proper change management practices, the project schedule was lengthened, completion is now estimated by December 13th, 2019. This was done to accommodate interface changes needed so the exchange of data with the State's accounting system (VISION). The changes resulted from the VISION accounting system being upgraded in the middle of this project. The schedule has been well managed and met agreed to milestones.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$6,190,370.00		\$632,399.00		General Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$3,104,593.00		\$0.00		N/A	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$9,294,963.00		\$632,399.00		N/A	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Substance Use Disorder (SUD) Centralized Intake System (CIS)				
Agency	Human Services	Report Date	11/8/19		
Department	Vermont Department of Health- Alcohol and Drug Abuse Programs Division				
Project Start Date	1/5/2018	Project End Date	4/30/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Manageable Risk	The project is on track to deliver expected scope but has a manageable risk regarding how after hours calls are addressed. The remediation to this matter will require a change request			
Schedule	Manageable Risk	We have seen several delays in the vendor's expected schedule. The delays are manageable and within overall tolerance thresholds.			
Budget	On Track	The project is forecast to come in under budget due to savings realized through utilizing a state PM instead of a contractor. Overall the project burn rate is slower than estimated which causes a minor risk that the funds won't be encumbered by the grant deadline of April, 2020.			
Scope Summary					
The Implementation of a Substance Use Disorder (SUD) Treatment Centralized Intake System (CIS) Resource Center (CIRC) encompassing a Call Center, Self-administered Provider Portals, Web-based Appointment Board, Waitlist Management, Public-facing Website, Marketing Services, Professional and Technical Services, Monitoring, and Data Reporting.					
Schedule Summary					
The schedule has slipped due to issues with the marketing plan from the vendor. The overall project schedule has been updated once and remains a cause for some concern.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$751,768.00	\$0.00		N/A		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$2,028,000.00	\$0.00		N/A		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$2,779,768.00	\$0.00		N/A		
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT						
Project	Cloud-based Wi-Fi Data Loggers					
Agency	Human Services			Report Date	11/8/19	
Department	Vermont Department of Health					
Project Start Date	7/4/2018	Project End Date	10/9/2019	Solution Life Cycle (Years)	5	
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing	
Project	Status	Update				
Scope	On Track	The project delivered expected scope.				
Schedule	On Track	The Project is complete and did so ahead of schedule.				
Budget	On Track	The project completed on budget.				
Scope Summary						
Installation of wireless devices at medical provider locations in Vermont to monitor temperature of stored immunizations and provide an alert if the temperature deviations are detected to avoid spoilage of critical and costly immunizations.						
Schedule Summary						
The project completed ahead of original estimates. A 12 month phase in of devices was anticipated and the phase in was successfully completed in 8 months						
Budget Summary						
Total Implementation Cost		Total State Implementation Cost		State Fund Type		
\$256,031.00		\$128,015.50		Special Fund 21829 - 3rd Party Reimbursement		
Total Operating Cost		Total State Operating Cost		State Fund Type		
\$355,500.00		\$177,750.00		Special Fund 21829 - 3rd Party Reimbursement		
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type		
\$611,531.00		\$305,765.50		Special Fund 21829 - 3rd Party Reimbursement		
FY21 Legislative Funding Request Amount	\$35,550.00		FY21 Legislative Funding Request Fund Type	Special Fund 21829 - 3rd Party Reimbursement		

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Health Surveillance Data Publisher				
Agency	Human Services	Report Date	11/8/19		
Department	Alcohol and Drug Abuse Programs Division				
Project Start Date	4/3/2019	Project End Date	7/28/2022	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is the process of finalizing the Project Charter document which will formally define the agreed to scope. Ensuring the project is properly aligned with complimentary but separate projects regarding public health informatics and how the data will gathered, analyzed and published is the team's current focus.			
Schedule	On Track	The project is the process of finalizing the Project Charter document which will formally define the schedule. Currently the project is on track regarding the grant milestones.			
Budget	On Track	The project is adequately funded and the budget will be baselined as part of the Project Charter approval by leadership.			
Scope Summary					
The intent of the project is to display, in a public facing manner, multiple data sets focused on opioid and other misused substances for a variety of stakeholders. The data is to be displayed such that users can manipulate the data in a way that supports understanding. This work will include the identification of regular data contributors, and the creation of business processes and rules that support data collection, cleaning and publishing. This work will also include the discovery, procurement, design/customization, implementation and testing of a Health Surveillance Data Publishing (HSDP) platform.					
Schedule Summary					
The project is in the Initiation phase meaning that the Project Charter, which formalizes the scope, is currently being drafted and submitted for approval to leadership. The Project Charter is largely complete, the details of who will be responsible for what operational responsibilities is what the team is currently working on.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$851,163.00		\$0.00		N/A	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$452,600.00		\$0.00		N/A	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$1,303,763.00		\$0.00		N/A	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Starlims Customer Portal				
Agency	Human Services	Report Date		11/8/19	
Department	Vermont Department of Health				
Project Start Date	1/1/2019	Project End Date	6/30/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is on track to deliver expected scope which now includes the implementation of the portal functionality and the onboarding of three partners to use it.			
Schedule	On Track	The project is on schedule to meet the approved updated timeline			
Budget	On Track	The project is adequately funded and will be within current spend estimates.			
Scope Summary					
<p>The Public Health Lab risks a continued loss of business and revenue due to an inability to electronically receive requests and report results. For example, the public health laboratory partners with Spectrum, a youth and family services organization, to provide urine drug screen testing to it's clients. In 2014, the Vermont Public Health Laboratory received 2,242 samples from Spectrum. By 2017, this number dropped to 141 samples or a 95% decline in sample volume. There are a variety of reasons for this decline, but the ability for partners and the public to easily order tests and receive results on-line is a major contributor.</p>					
Schedule Summary					
<p>The project in on schedule meaning that the Initial go live of the portal and the onboarding of the first partner (Spectrum) will occur in November. A change request has been approved to make configuration updates to the tool to allow two additional partners (DCF and DMV) to be onboarded in June of 2020.</p>					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$238,554.00		\$25,848.00		\$20,954 - General Fund 10000 \$4,894 - Special Fund 21460 - Lab Fees	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$327,485.00		\$181,274.00		\$146,951 - General Fund 10000 \$34,323 - Special Fund 21460 - Lab Fees	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$566,039.00		\$207,122.00		\$146,951 - General Fund 10000 \$34,323 - Special Fund 21460 - Lab Fees	
FY21 Legislative Funding Request Amount	\$44,041.00		FY21 Legislative Funding Request Fund Type	\$35,702 - General Fund 10000 \$8,339 - Special Fund 21460 - Lab Fees	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Starlims Lab Info System				
Agency	Human Services	Report Date	11/8/19		
Department	Vermont Department of Health				
Project Start Date	4/1/2017	Project End Date	9/30/2020	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	All scope for this project phase has been identified and is subject to change control			
Schedule	On Track	Project is expected to be delivered ahead of the original September, 2020 completion date.			
Budget	On Track	The project is on track to complete on budget			
Scope Summary					
<p>The primary goal of the STARLIMS Implementation Project is to implement an integrated, comprehensive, and adaptable laboratory information management system that allows the Public Health Laboratory to provide high quality, customer-oriented services in an operationally efficient and regulatory compliant manner. The first phase of the project was to accomplish an upgrade of the system to remain compliant, that phase completed successfully in 2018. The second phase was to build test and deploy to production a series of assays (laboratory tests), that phase of the project is currently underway.</p>					
Schedule Summary					
<p>The project is on track and estimated to deliver the 70 assays ahead of schedule by March, 2020. However, the schedule is currently at risk due to the complexity of some of the recent assays and competing priorities for project resources. These risks to the project are being managed and tracked accordingly.</p>					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$3,900,036.00	\$1,153,881.00		\$935,402 - General Fund 10000 \$218,479 - Special Fund 21460 - Lab Fees		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$1,560,884.00	\$734,698.00		\$595,588 - General Fund 10000 \$139,110 - Special Fund 21460 - Lab Fees		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$5,460,920.00	\$1,888,579.00		\$595,588 - General Fund 10000 \$139,110 - Special Fund 21460 - Lab Fees		
FY21 Legislative Funding Request Amount	\$83,862.00	FY21 Legislative Funding Request Fund Type	\$67,983 - General Fund 10000 \$15,879 - Special Fund 21460 - Lab Fees		

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Health Information Exchange (HIE) - Electronic Health Records Incentive Program (EHRIP)				
Agency	Human Services	Report Date	11/8/19		
Department	Department of Vermont Health Access				
Project Start Date	1/1/2019	Project End Date	12/31/2020	Solution Life Cycle (Years)	4
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is on track to deliver against its scope			
Schedule	On Track	The project is on track to complete on schedule			
Budget	On Track	The project is on track to complete on budget			
Scope Summary					
The Electronic Health Record Incentive Payment program was established by the 2009 Health Information Technology for Economic and Clinical Health (HITECH) Act of the American Recovery & Reinvestment Act (ARRA). The program is designed to support providers during the period of health information technology transition. This Act includes the requirement that States develop financial oversight and monitoring of expenditures for the Medicaid EHRIP. The EHR Incentive Program was re-branded in 2018 to the Promoting Interoperability Program (PIP) to reflect a new phase of EHR measurement focused on interoperability and improving provider and patient access to health information.					
Schedule Summary					
The project is in the Execution phase, and is on track.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$3,873,628.00	\$387,362.80		General Fund		
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		
\$3,873,628.00	\$387,362.80		N/A		
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Health Information Exchange (HIE) VHIE				
Agency	Human Services	Report Date	11/8/19		
Department	Department of Vermont Health Access				
Project Start Date	1/1/2018	Project End Date	12/31/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is on track to deliver against its scope			
Schedule	Manageable Risks	The project is on schedule, however there are manageable risks to the schedule regarding the VITL security deliverables due to the fact that only one ADS resource is assigned to HIE Team. There is also risk regarding data quality in the Connectivity Deliverables provided by the vendor.			
Budget	On Track	The project is on track to complete on budget			
Scope Summary					
<p>The project manages creation and maintenance of interfaces that connect electronic health records and other health management systems to the VHIE for the purpose of exchanging health care data. Also it oversees VITL activities to provide Meaningful Use and security risk assessment consulting services for HCOs, and the maintenance, support and enhancement of the Vermont Clinical Registry (VCR), operated by the Blueprint for Health Program (Blueprint).</p>					
Schedule Summary					
The project is in the Execution phase, and is on track.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$37,994,973.67	\$7,304,292.55		HIT Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$12,072,774.00	\$9,006,771.78		HIT Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$50,067,747.67	\$16,311,064.13		HIT Fund		
FY21 Legislative Funding Request Amount	\$-2,717,926.00	FY21 Legislative Funding Request Fund Type	HIT Fund		

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Medicaid Management Information System (MMIS) Care Management				
Agency	Human Services	Report Date		11/8/19	
Department	Department of Vermont Health Access				
Project Start Date	1/1/2017	Project End Date	11/30/2019	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project team received the formal letter from the Centers for Medicare & Medicaid Services (CMS) notifying us that the Care Management system is officially Certified. CMS approved the request for enhanced Maintenance & Operations (M&O) funding (75% federal/25%state) back to 1/1/17. Vermont is the first state in the country to achieve Certification of this particular MMIS module.			
Schedule	On Track	The project remains on track and is officially in the Closeout phase.			
Budget	On Track	The project is tracking close to the projections at this time.			
Scope Summary					
Implement a Care Management Solution for VCCI to support individual and population based approaches to health management. VCCI evaluates the Vermont Medicaid population and focuses on the top 5% utilizers of the healthcare system, accounting for 39% of healthcare costs.					
Schedule Summary					
The project is in the Closing phase and is on track to be officially closed by the end of November 2019.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$20,164,102.99	\$2,016,410.30		General Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$13,637,720.66	\$3,409,430.17		General Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$33,801,823.65	\$5,425,840.46		General Fund		
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Medicaid Management Information System (MMIS) Case Tracking (MEQC)				
Agency	Human Services	Report Date	11/8/19		
Department	Department of Vermont Health Access				
Project Start Date	6/3/2019	Project End Date	1/1/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The official project kickoff meeting was held on 10/24/2019. The statement of work request for proposal contract was also executed on the same day. A short working session was held with the project team to discuss next steps, high level schedule, and action items.			
Schedule	On Track	The project is on track to meet the required go-live date. The detailed project schedule will be developed over the next several weeks.			
Budget	On Track	The project is funded appropriately and there are no risks of cost overruns at this time.			
Scope Summary					
The PI-QC audit process is a manual, time-consuming process that is prone to data entry errors and results in individual documents with PII data stored in an individual file and prohibits reporting and research on audited data. Audit reviews and approvals are manual with no means to check the workload of individuals or the team. Another concern of the PI-QC group is the existing processes prohibit the State's ability to meet the MEQC audit and requirements as mandated by CMS. This audit begins in November 2019 with a description of how the State will conduct the MEQC audit with the actual audit work beginning in January 2020.					
Schedule Summary					
The project is transitioning from the Planning phase to the Execution phase. During this phase, the State and the vendor will work together to begin building the tool for the business area. Documentation created during the Planning phase will also be fine tuned throughout the Execution phase.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$371,860.00	\$37,186.00		General Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$320,086.00	\$80,021.50		General Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$691,946.00	\$117,207.00		General Fund		
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Medicaid Management Information System (MMIS) Electronic Visit Verification (EVVS)				
Agency	Human Services	Report Date		11/8/19	
Department	Department of Vermont Health Access				
Project Start Date	10/1/2017	Project End Date	1/1/2023	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Manageable Risks	The Centers for Medicare & Medicaid Services (CMS) released guidance in August that has led to revisiting the Electronic Visit Verification (EVV) exceptions and how to best meet the programs' needs.			
Schedule	Manageable Risks	CMS approved the Vermont project extension request on 10-25-2019. The project timeline will be re-adjusted based on the extension.			
Budget	Manageable Risks	Currently, several contract amendments are routing due to adjustments in scope and schedule.			
Scope Summary					
Implement an electronic visit verification system (EVVS) that meets the Federal mandate and integrates with Vermont's Medicaid Management Information System (MMIS).					
Schedule Summary					
The project is in the Execution phase. Timelines are currently being adjusted based on a request made by the State to the Centers for Medicare & Medicaid Services (CMS) to extend the "Go-Live" date by one year (most states are making this same request based on guidance given by CMS). There are no concerns about this schedule adjustment.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$169,114.94		\$16,911.49		General Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$357,000.00		\$133,875.00		General Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$526,114.94		\$150,786.49		General Fund	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Medicaid Management Information System (MMIS) Payment and Delivery System (PADS) Reform				
Agency	Human Services	Report Date		11/8/19	
Department	Department of Vermont Health Access				
Project Start Date	6/1/2018	Project End Date	9/30/2020	Solution Life Cycle (Years)	20
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	<p>There are currently six initiatives within the payment reform program: three workstreams are currently very active. Each initiative can be thought of in two parts: collection of encounter (service delivery) data from the program, that will be analyzed and used to inform future payment model work; and the actual design and implementation of the new payment model.</p> <p>1) Children's Integrated Services (CIS) workstream: Payment reform will be implementing a new payment model for the statewide CIS program. Initial steps include development and communication of a new statewide rate for 2020 to providers in the coming weeks, while analysis and design work continues to develop a payment model for future implementation.</p> <p>2) Developmental Disability Services (DS) workstream: This workstream is a larger, multi-year initiative as it involves not only the design and implementation of a new payment model for DS services, but also a complete retooling of the DS delivery system. Business analysts conducted the first of several working sessions with one to map the workflow process that will need to be changed to allow providers to submit encounter data to the MMIS for the first time.</p> <p>3) Department of Mental Health (DMH) Workstream: The new payment model for adult and child mental health services went into effect in January 2019. Additional work continues to bring more data into the MMIS system for analysis, such as enhanced Federal Poverty Level (FPL) data to better support the Community Rehabilitation and Treatment (CRT) program for Medicaid beneficiaries.</p> <p>Other workstreams include:</p> <p>4) Vermont Medicaid Next Generation (VMNG) Accountable Care Organization (ACO) Program: This model is in ongoing Operations and Monitoring phase, while the State and ACO work to finalize the 2020 contract and define 2020 program adjustments. 2019 saw an expansion of the program to 13 (out of 14) Health Service Areas (HSAs) and an increase to approximately 79,000 attributed Medicaid members.</p> <p>5) Residential Substance Use Disorder (SUD) Workstream: This model went live on 1/1/19 and is in the Operations phase, while the program is working to define 2020 program adjustments.</p> <p>6) Applied Behavior Analysis (ABA) Workstream: This model went live on 7/1/19 and is monitoring early implementation outcomes. Planning is underway for 2020 program adjustments.</p>			
Schedule	On Track	The project remains on schedule.			
Budget	On Track	All costs are reviewed to be within the approved Centers for Medicare & Medicaid (CMS) approved amounts and the project budget.			
Scope Summary					
Activities associated with payment reform and necessary business and system changes.					
Schedule Summary					
<p>The PADS project is essentially a program with several workstreams. With a total of six active workstreams, there are several aspects of PADS that are in the Execution phase, meaning that some reforms have already been implemented and are moving to the evaluation and monitoring phase of the lifecycle. There are also workstreams still in the initiation or planning phases of their individual implementations. However, a new project manager recently transitioned to PADS and is in the process of re-evaluating the PADS work, essentially placing the entire program in the Planning phase.</p>					

Budget Summary			
Total Implementation Cost	Total State Implementation Cost		State Fund Type
\$2,650,317.00	\$265,031.70		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
\$2,650,317.00	\$265,031.70		General Fund
FY21 Legislative Funding Request Amount	\$0.00	FY21 Legislative Funding Request Fund Type	N/A

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Medicaid Management Information System (MMIS) Provider Management Module (PMM)				
Agency	Human Services	Report Date		11/8/19	
Department	Department of Vermont Health Access				
Project Start Date	11/1/2017	Project End Date	3/20/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	Currently in the Execution Phase of the project. PMM Release 15 is scheduled for late January 2020 and will implement remaining agreed to scope. A Change Request was approved by both parties to reschedule integration of PMM with the State of Vermont Enterprise Content Management at a future agreed to date.			
Schedule	On Track	The majority of the project work remains on schedule with project closing scheduled for February 2020. The project team is preparing for the onsite certification meeting with staff from the Centers for Medicare & Medicaid Services (CMS) on November 21, 2019.			
Budget	On Track	The project remains on budget.			
Scope Summary					
The Provider Management Module (PMM) is a project under the Medicaid Management Information System (MMIS) Program and is part of the overall MMIS Road Map as presented to the Centers for Medicare and Medicaid Services (CMS). The PMM project is also a high priority legislative initiative aimed to reduce the timeframe to enroll Medicaid Providers. The new bill that has been introduced is S.282, https://legislature.vermont.gov/bill/status/2018/S.282 .					
Schedule Summary					
The project is in the Execution phase and is on track to enter the Closing phase by February 2020.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$1,759,907.77	\$175,990.78		General Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$3,097,852.20	\$774,463.05		General Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$4,857,759.97	\$950,453.83		General Fund		
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Medicaid Management Information System (MMIS) Transformed Medicaid Statistical Information System (T-MSIS)				
Agency	Human Services	Report Date	11/8/19		
Department	Department of Vermont Health Access				
Project Start Date	6/1/2015	Project End Date	6/1/2020	Solution Life Cycle (Years)	3
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Manageable Risks	All 50 states and territories are required by the Centers for Medicare and Medicaid Services (CMS) to adhere to the T-MSIS standards. The State is performing very well compared to the rest of the country. The project is on track to deliver the agreed to scope at this time. Several key resources on both the vendor side and the State have rolled off the project. Plans are being executed to ensure smooth transitions.			
Schedule	On Track	The project remains on schedule.			
Budget	Manageable Risks	Adjustments are being made to increase the vendor contract amount due to the volume of work.			
Scope Summary					
The Transformed Medicaid Statistical Information System (T-MSIS) project is a project within the MMIS Program that will add additional data elements and data quality recommended by CMS to the T-MSIS files which are being submitted to CMS on monthly basis. Work on this project is to be done by DXC and SoV staff. The work on the T-MSIS project is considered high urgency by CMS, as noted on the Compliance GAP Report. Also, the effort to address lower priority changes identified during Operational Readiness Testing (ORT) is included in this phase of T-MSIS enhancement work.					
Schedule Summary					
The project is in the Execution phase and will remain in this phase over the next several years.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$697,574.71		\$69,757.47		General Fund	
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	
\$697,574.71		\$69,757.47		N/A	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	



Agency of Natural Resources (ANR)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Point of Sale Reservation System				
Agency	Natural Resources			Report Date	11/8/19
Department	Department of Forests Parks and Recreation				
Project Start Date	7/4/2018	Project End Date	6/30/2020	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The scope of this project is green. There have been no changes to the scope since project inception.			
Schedule	Manageable Risk	The schedule status is currently yellow as the State Project Team and the vendor, Aspira, work together to re-baseline the project schedule with anticipated go-live date of March 1, 2020.			
Budget	On Track	The budget for this project is green. The contract was a fixed price and no payments are made to the vendor until the system has been implemented.			
Scope Summary					
Implementation of a State Parks reservation, accounting, and Point of Sale system.					
Schedule Summary					
The project was initially scheduled to go-live March of 2019. However, due to the unfavorable results of testing of what had been delivered, the configuration was put on hold until the vendor revisited the expectations documented within the requirements. The second start of configuration testing resulted in the project being put on hold. The State identified the project approach of iteratively delivering functionality wasn't going to be successful and too demanding during operational times. The State and vendor adjusted the project team members and the State requested to adjust from an iterative delivery approach to a complete configuration package delivery. This project approach adjustment has been successfully allowing the project to move forward and now has an estimated completion date of June 30, 2020, with a go-live date of March 1, 2019.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$175,656.00		\$175,656.00		Special Fund - 21270 - State Parks Special Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$1,193,000.00		\$1,193,000.00		Special Fund - 21270 - State Parks Special Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$1,368,656.00		\$1,368,656.00		Special Fund - 21270 - State Parks Special Fund	
FY21 Legislative Funding Request Amount	\$364,881.00	FY21 Legislative Funding Request Fund Type		Special Fund - 21270 - State Parks Special Fund	

Agency of Transportation (AOT)



Agency of Transportation (AOT)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Construction Management System Replacement				
Agency	Transportation	Report Date	11/8/19		
Department	Highway Division				
Project Start Date	1/12/2017	Project End Date	7/31/2024	Solution Life Cycle (Years)	20
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The Vendor contract calls for the vendor to provide Business Analysis to elaborate upon high level requirements through requirements elicitation. The Vendor did not provide this function to the State's satisfaction and the State is now performing elicitation. Enhancements that expanded the original scope were added at no cost in exchange for the Business Analysis performed by the State.			
Schedule	On Track	The project schedule was delayed due to quality related issues in the functional specification document. The project was rebaselined to a 2024 completion date under Change Request 002. Tasks are now being completed on time and the project team is actively monitoring performance.			
Budget	On Track	Historically, the vendor has considered missed requirements to be enhancements. If the vendor's functional specifications do not accurately represent the State's requirements, but are accepted by the State, the State may need to expend enhancement dollars to receive a system that meets their needs. This could have a negative impact on overall budget performance. The State is performing detailed review of the functional specifications to mitigate this risk.			
Scope Summary					
<p>The Construction Management System (CMS) Replacement Project will replace the current AASHTOWare client/server suite of modules (used for Highway construction for the last 20+ years and being sunset by AASHTOWare) with a web based, cloud sourced solution that meets VTrans functional and technical requirements.</p>					
Schedule Summary					
<p>The project experienced delays due to quality, scope and resource issues. The project end date was originally anticipated to be 2021 and was rebaselined to 2024 under a Change Request approved by the Steering Committee.</p>					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$9,310,617.42	\$9,310,617.42		Transportation Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$3,277,810.00	\$3,277,810.00		Transportation Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$12,588,427.42	\$12,588,427.42		Transportation Fund		
FY21 Legislative Funding Request Amount	\$2,087,546.23	FY21 Legislative Funding Request Fund Type	Transportation Fund		

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Cashiering System Implementation				
Agency	Transportation	Report Date		11/8/19	
Department	Agency of Transportation				
Project Start Date	4/25/2016	Project End Date	11/30/2019	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Hold	The project is on hold pending direction from the Project Sponsor regarding check scanning.			
Schedule	On Hold	Since an ADS EPMO Project Manager and Business Analyst were assigned, the project has improved task definition, assignment and tracking.			
Budget	On Hold	The project is on track to deliver within budget.			
Scope Summary					
To implement a new point of sale cashiering system across all DMV sites, replacing existing credit card and check scanning equipment.					
Schedule Summary					
The credit card function was implemented successfully. Check scanning equipment implementation is currently on hold pending leadership direction regarding this scope item.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$758,730.00		\$758,730.00		Transportation Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$1,170,000.00		\$1,170,000.00		Transportation Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$1,928,730.00		\$1,928,730.00		Transportation Fund	
FY21 Legislative Funding Request Amount	\$250,000.00		FY21 Legislative Funding Request Fund Type	Transportation Fund	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Commercial Vehicle Operations System (VT CVO)				
Agency	Transportation	Report Date	11/8/19		
Department	Agency of Transportation				
Project Start Date	2/1/2018	Project End Date	9/30/2020	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is on track to deliver on scope.			
Schedule	Manageable Risks	The project has a risk to schedule due to a resource gap. The State is actively mitigating this risk by expanding the role of an existing project resource. The project has a risk to schedule due to challenges with the Azure Cloud environment. ADS is actively mitigating this risk.			
Budget	On Track	The project is on track to deliver within budget.			
Scope Summary					
The Vermont Department of Motor Vehicles (DMV) will obtain a commercial off-the-shelf software and contract with a vendor to deliver and support a system that meets or is configured to meet DMV's International Registration Plan (IRP), International Fuel Tax Agreement (IFTA) and Performance Registration Information Systems Management (PRISM) business requirements. The new system would interface with the IRP and IFTA Clearing houses (systems for electronically sharing licensee and transmittal data with other jurisdictions). It would provide electronic credentialing capabilities for IRP and IFTA. In addition to being Innovative Technology Deployment (IDT) Core Compliant, it would improve customer service and increase ways to complete transactions, billing, payment processing, audit capabilities and be in compliance with IFTA, IRP, PRISM programs.					
Schedule Summary					
The project adjusted its completion date to September 30, 2020 (previously June 30, 2020)					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$4,494,000.00	\$4,494,000.00		Transportation Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$5,000,000.00	\$5,000,000.00		Transportation Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$9,494,000.00	\$9,494,000.00		Transportation Fund		
FY21 Legislative Funding Request Amount	\$2,087,023.00	FY21 Legislative Funding Request Fund Type	Transportation Fund		

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Credentialing Services System Replacement				
Agency	Transportation	Report Date		11/8/19	
Department	Department of Motor Vehicles				
Project Start Date	9/11/2017	Project End Date	4/30/2020	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The chartered scope for Online Renewal portal did not include a requirement for online renewal to run on existing or future kiosks. The project scope was expanded to include the functionality to run the online renewal through existing DMV kiosks. The project is on track to deliver on scope.			
Schedule	On Track	The project is on track to deliver on schedule.			
Budget	On Track	The project is on track to deliver within budget.			
Scope Summary					
Implement a comprehensive set of services that satisfy the State's need for a Driver's License/Identification Card Renewal solution.					
Schedule Summary					
In the September 2018 Executive Meeting a decision was made that the Online Renewal component of the Credentialing Project would be implemented after 7/1/2019. In July 2019, the target completion date was rebaselined to 4/3/2020 after Valid (vendor) re-estimated their plan.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$300,000.00		\$300,000.00		Transportation Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$3,803,625.00		\$3,803,625.00		Transportation Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$4,103,625.00		\$4,103,625.00		Transportation Fund	
FY21 Legislative Funding Request Amount	\$760,725.00		FY21 Legislative Funding Request Fund Type	Transportation Fund	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Managing Assets for Transportation Systems (MATS) Web Implementation				
Agency	Transportation	Report Date		11/8/19	
Department	Agency of Transportation				
Project Start Date	3/20/2018	Project End Date	2/14/2021	Solution Life Cycle (Years)	20
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Receiving Help	The project has three stakeholders - Vermont, New Hampshire and Maine. Vermont holds the contract for all three States. Alignment on requirements and approval of the vendor (Parsons)'s delivery has been challenging.			
Schedule	On Track	The project is on track following project schedule rebaselining in April 2019.			
Budget	Manageable Risks	The project is within budget but has risk due to a pending Change Order proposal.			
Scope Summary					
The current application used for tracking maintenance activities and entering personnel time records at the Agency of Transportation. It currently is a Windows desktop application that uses technology under high risk of no longer being supported by Microsoft. The objective of this project is to transition the functions of the desktop application to a browser-based application that has the advantage of being able to be used remotely.					
Schedule Summary					
The project was planned to begin on Jan 1, 2014 and complete on Dec 31, 2017. In November 2017, the contract completion date was extended to Dec 31, 2020. Due to delays in upgrades in the MATS Windows environment and delays in development in the Web environment, the schedule has been further pushed out to complete in February 2021.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$1,915,520.00		\$1,115,520.00		Transportation Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$2,629,055.00		\$2,629,055.00		Transportation Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$4,544,575.00		\$3,744,575		Transportation Fund	
FY21 Legislative Funding Request Amount	\$200,000.00		FY21 Legislative Funding Request Fund Type	Transportation Fund	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Statewide Property Parcel Mapping				
Agency	Transportation	Report Date	11/8/19		
Department	Highway Division				
Project Start Date	11/21/2016	Project End Date	12/30/2020	Solution Life Cycle (Years)	7
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is on track to deliver on scope.			
Schedule	Ahead of Schedule	The project is ahead of schedule.			
Budget	Under Budget	The project is under budget.			
Scope Summary					
The creation of a statewide property parcel dataset in a standard format which will allow the joining of parcel data with grand list (tax assessment) data, thereby facilitating analysis and other activities identified by State and private sector stakeholders as necessary to their work. Funding and sponsorship comes from AOT, with VCGI, Tax, ANR, ACCD, and DPS all funding and benefitting from post-project operations.					
Schedule Summary					
The project was able to begin Year 3 of the project earlier than planned.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$2,445,970.75		\$464,734.44		Transportation Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$0		\$0		Transportation Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$2,445,970.75		\$464,734.44		Transportation Fund	
FY21 Legislative Funding Request Amount	\$0		FY21 Legislative Funding Request Fund Type	Transportation Fund	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Vermont Asset Management Information System (VAMIS)				
Agency	Transportation	Report Date		11/8/19	
Department	Agency of Transportation				
Project Start Date	7/4/2018	Project End Date	12/31/2020	Solution Life Cycle (Years)	20
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project recently executed its contract with the vendor. As confirmed by the Independent Review in 2019, the project is anticipated to deliver on the scope as recorded in the IT ABC Form.			
Schedule	On Track	The vendor and State are reviewing an implementation schedule. The project will be rebaselined following agreement on the schedule.			
Budget	Manageable Risks	The project is currently projected to spend more than what was recorded in the IT ABC Form submitted in January 2019. The project will complete an updated IT ABC Form.			
Scope Summary					
Multi-Agency (AOT, BGS) procurement of an Asset Management Information System software solution. In order to comply with State and Federal regulations and to improve the efficiency of the Agency stewardship of the transportation infrastructure, the Agency has dedicated support and resources to incorporate asset management practices into its business processes. The software solution will facilitate a cohesive framework that allows the Agency to "see the big picture", enabling the ability to manage assets holistically and pro-actively to make risk and performance based and data driven programming decisions.					
Schedule Summary					
The project was targeted for completion in Dec 2020. The recently executed vendor contract has a period of performance ending in Dec 2025.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$4,695,635.00		\$4,695,635.00		Transportation Fund	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$3,499,759.00		\$3,499,759.00		Transportation Fund	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$8,195,394.00		\$8,195,394.00		Transportation Fund	
FY21 Legislative Funding Request Amount	\$2,015,107.84		FY21 Legislative Funding Request Fund Type	Transportation Fund	



Department of Labor (DOL)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Integrated Unemployment Solution Modernization				
Agency	Other Executive Branch	Report Date		11/8/19	
Department	Labor				
Project Start Date	3/1/2018	Project End Date	9/30/2020	Solution Life Cycle (Years)	20
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	Receiving Help	Constant changes in scope had an adverse impact on the schedule during this reporting period. In December of 2018 a contract amendment with the State of Idaho resulted in scope changes with some scope being deferred until post deployment. Then in September of 2019 the State of Vermont made the decision to accept the Consortium Claimant Portal from Idaho in place of the VT Claimant Portal. The result of this decision has led to additional requirements work and delays to the implementation schedule.			
Schedule	Receiving Help	Constant changes in scope due to decisions made by both the Vermont and Idaho teams has resulted in an extended timeline. In addition, the lack of transparency into the Idaho roadmap has presented challenges prohibiting the Vermont team to accurately estimate the implementation schedule for the project.			
Budget	Receiving Help	Financial review and analysis has been performed to capture base grant, subsequent SBR funding and expenditures to date to ensure viability of the program. Projections at the current burn rate indicate there is adequate funding to meet a projected date of 9/30/2020, however, this does not consider additional resources or an extension beyond the end of Q3 2020. A deeper analysis of project expenses and resource utilization is required.			
Scope Summary					
<p>The Vermont Department of Labor's (VDOL) current Unemployment Insurance (UI) processing system runs on legacy hardware and software. The system was written in the 1980s and remains constrained by the technology of that era relative to the demands placed on the system by ever changing federal and State program requirements.</p> <p>Vermont has partnered with Idaho and North Dakota on the development of a UI Modernization system. The Vermont/Idaho/North Dakota consortium approach is to develop of a flexible multi-state UI system that utilizes modern systems, tool sets, development methodologies, and development languages. The final development will consist of a comprehensive UI benefits/tax/appeals system.</p>					
Schedule Summary					
Constant changes in scope due to decisions made by both the Vermont and Idaho teams has resulted in an extended timeline. In addition, the lack of transparency into the Idaho roadmap has presented challenges prohibiting the Vermont team to accurately estimate the implementation schedule for the project.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$15,162,920.83		\$0.00		N/A	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$18,932,420.00		\$0.00		N/A	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$34,095,340.83		\$0.00		N/A	
FY21 Legislative Funding Request Amount	\$0.00		FY21 Legislative Funding Request Fund Type	N/A	



Department of Public Safety (DPS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	eTicket				
Agency	Other Executive Branch	Report Date	11/8/19		
Department	Public Safety				
Project Start Date	7/19/2018	Project End Date	12/30/2019	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is on track to deliver on scope.			
Schedule	On Track	The project is anticipated to complete within the grant period despite delays in hardware installation caused by longer than anticipated lead times.			
Budget	Under Budget	The project is under budget and expected to deliver eTicket hardware to all Vermont State Police vehicles in this grant period.			
Scope Summary					
The objective of this project is to install eTicket hardware in as many Vermont State Police, Municipal, and County Law Enforcement Agency vehicles as feasible with the provided grant funding.					
Schedule Summary					
EPMO involvement extended into second grant year to provide support for subgranting to local law enforcement, maintaining budget, and establishing program governance.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$1,608,506.33		\$0.00		IDT Fund	
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	
\$1,608,506.33		\$0.00		N/A	
FY21 Legislative Funding Request Amount	tbd		FY21 Legislative Funding Request Fund Type	tbd	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Marijuana Registry Replacement				
Agency	Other Executive Branch	Report Date	11/8/19		
Department	Public Safety				
Project Start Date	4/17/2018	Project End Date	2/12/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project is on track to deliver on scope.			
Schedule	On Track	The project has experienced periodic schedule risk due to resource availability and communications. These risks have been mitigated.			
Budget	On Track	The project encountered unplanned expenses for the CPI integration. A change request was approved on 8/31/19 to increase the budget by \$49,323.			
Scope Summary					
Currently the Vermont Marijuana Registry (VMR) utilizes an out-of-date Oracle 6.2i custom designed database to manage patient and caregiver records. In parallel with this Oracle system, a stand-alone program (ID Works) is utilized to print identification cards. While adequate at launch (pre-2010), the system no longer provides the power, flexibility, integration, or utility needed for the constantly expanding program and statutory compliance. Current systems do not provide for any web-based interface, limiting the ability to innovate or streamline workflow for external parties (patients, caregivers, dispensaries, or health care providers). This project will replace the outdated and unsustainable tools with a single registry system.					
Schedule Summary					
A change request was signed on 7/31/2019 to extend the project completion date to 2/12/2019. The re-baselined schedule broke the project down into 3 go-live and 3 phases.					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
\$390,845.00	\$390,845.00		Special Fund		
Total Operating Cost	Total State Operating Cost		State Fund Type		
\$247,100.00	\$247,100.00		Special Fund		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
\$637,945.00	\$637,945.00		Special Fund		
FY21 Legislative Funding Request Amount	\$46,300.00	FY21 Legislative Funding Request Fund Type	Special Fund		



Secretary of State (SOS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Vermont Business Portal				
Agency	Other Executive Branch	Report Date	11/8/19		
Department	Secretary of State				
Project Start Date	7/4/2018	Project End Date	7/1/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The project's scope will be further determined when the vendor is chosen from the RFP.			
Schedule	On Track	The Project's schedule is on track and will be updated upon completion fo the RFP process.			
Budget	On Track	The Legislature provided \$200,000 for work to be completed on the exploration phase of the project. Currently the project is performing under budget.			
Scope Summary					
<p>The Secretary of State and government partners plan to design a system to simplify government interactions with small businesses and Vermonters starting new businesses. This program will implement and maintain a new technology solution that cuts across agency boundary lines and provides a simplified way for small businesses to interact State Government. The initial Vermont Business Portal Program roll out will include essential small business activities for the State from the following entities:</p> <ul style="list-style-type: none"> • Secretary of State • Department of Tax • Department of Labor • Agency of Commerce and Community Development <p>Between these agencies and departments, a small business owner will be able to fill out universal forms that will satisfy their requirements in a single session/transaction environment. The solution will prepopulate data that has already been entered into other agency forms, reducing the amount of time and effort needed from the business owner to complete their registrations.</p>					
Schedule Summary					
<p>The current schedule for the project includes posting an RFP and gathering information to inform the Legislature of the costs and potential solutions for the Biz Portal during the 2020 Legislative session. To minimize risk, improve estimates (staffing, schedule, budget), validate assumptions, and develop a detailed implementation plan, the Project has initiated a pilot approach. The pilot phase will be focused on developing a prototype system that will onboard multiple agencies and departments (SOS, ACCD, Tax, and Labor). These agencies/departments have experience assisting the business community in the early stages of their registration processes. The pilot phase duration will commence in the fall of 2019 and conclude in the summer of 2020. Additional agencies will be onboarded over time. The actual implementation plan will become more clear after the Legislature has observed the prototypes and determined if the State can go forward with the project. At that time a vendor/solution will be selected and a more formal timeline will be defined.</p>					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$224,824.00		\$224,824.00		General Fund	
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	
\$224,824.00		\$224,824.00		General Fund	
FY21 Legislative Funding Request Amount	To be determined based on the results of the RFP and Legislature's decision to fund the project.		FY21 Legislative Funding Request Fund Type	TBD	



Other Executive Branch Projects

IT ACTIVITY ANNUAL SUMMARY REPORT						
Project	Next Generation 911 System					
Agency	Other Executive Branch			Report Date	11/8/19	
Department	e911 Board (e911)					
Project Start Date	2/1/2018	Project End Date	7/22/2020	Solution Life Cycle (Years)	5	
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing	
Project	Status	Update				
Scope	On Track	The scope status is green. There are currently no known risks or issues that would result in a change to the project scope.				
Schedule	On Track	The schedule status is green. There is a baseline schedule in place that is reviewed and updated on a weekly basis with the vendor and State project team. All activities are currently being completed on time.				
Budget	On Track	The budget status is green. A budget was established and baselined upon contract execution. The costs are monitored by the Project Manager and Project Sponsor on a monthly basis, there are currently no variances in project costs.				
Scope Summary						
<p>A fully hosted and redundant Next Generation 911 System that provides all the equipment and functional elements to deliver, answer, call back and conference 911 calls in the Vermont Public Safety Answering Points (PSAPs). The term “call” refers to a session established by signaling with two-way real-time media and involves a human making a request for help, i.e. voice call, text call, video call.</p>						
Schedule Summary						
<p>The contract with the vendor was executed in March of 2019. The project is scheduled to be complete on 6/25/2020. Currently all project activities are being completed as the schedule identifies and there are no threats identified at this time that would impact the completion date.</p>						
Budget Summary						
Total Implementation Cost		Total State Implementation Cost		State Fund Type		
\$2,786,926.55		\$2,786,926.55		Special Fund - E-911 Special Fund 21711		
Total Operating Cost		Total State Operating Cost		State Fund Type		
\$8,458,378.80		\$8,458,378.80		Special Fund - E-911 Special Fund 21711		
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type		
\$11,245,305.35		\$11,245,305.35		Special Fund - E-911 Special Fund 21711		
FY21 Legislative Funding Request Amount	\$1,691,675.76		FY21 Legislative Funding Request Fund Type	Special Fund - E-911 Special Fund 21711		

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	VHCURES 3.0 (all claims payer data base)				
Agency	Other Executive Branch			Report Date	11/8/19
Department	Green Mountain Care Board (GMCB)				
Project Start Date	5/1/2018	Project End Date	11/30/2020	Solution Life Cycle (Years)	5
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The scope status is green. There are currently no known risks or issues that would result in a change to the project scope.			
Schedule	On Track	The schedule status is green. There is a baseline schedule in place that is reviewed and updated on a weekly basis with the vendor and State project team. All activities are currently being completed on time.			
Budget	On Track	The budget status is green. The budget is tracked by the Project Manager and there are no variances with the budget currently.			
Scope Summary					
This project is to upgrade the VHCURES data collection, consolidation, storage, and processing functions to support additional analytic capabilities and new requirements including the All-Payer ACO Model.					
Schedule Summary					
The contract with the vendor was executed in August of 2019. The baseline schedule for implementation has a completion date of 8/29/2020. There are currently no threats that would impact the completion date.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$320,177.95		\$289,422.93		45% General Fund (10000) and 55% Special Fund - GMCB Billback & Regulatory Fund (21937) NOTE: FY18 & 19 GMCB had federal funds used to pay for implementation costs from the Global Commitment fund. This is why the implementation State Funds does not match	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$4,569,600.00		\$4,569,600.00		40% General Fund (10000) and 60% Special Fund - GMCB Billback & Regulatory Fund (21937)	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$4,889,777.95		\$4,859,022.93		40% General Fund (10000) and 60% Special Fund - GMCB Billback & Regulatory Fund (21937)	
FY21 Legislative Funding Request Amount	\$1,028,359.40		FY21 Legislative Funding Request Fund Type	40% General Fund (10000) and 60% Special Fund - GMCB Billback & Regulatory Fund (21937)	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Point of Sale and Central Office				
Agency	Other Executive Branch	Report Date		11/8/19	
Department	Department of Liquor & Lottery				
Project Start Date	7/4/2018	Project End Date	11/29/2019	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The scope status is green. Project activities that would result in scope changes are complete. The project is currently in the closing phase.			
Schedule	On Track	The schedule status is green. The solution was implemented in June 2019 followed by a warrentee period. The project team is engaging in project closeout activities and is expected to be complete by November 29, 2019.			
Budget	On Track	The budget status is green. There are no issues with the budget.			
Scope Summary					
Replace Retail and Point of Sale systems, including cash registers, and hardware and software at liquor agencies. Project also includes central office systems and software that connects registers.					
Schedule Summary					
The project went live June 14, 2019 as it had been scheduled. The project remained opened through post implementation support ending 9/6/2019. The Project team is currently completing project closeout documentation and is expected to be complete by 11/29/2019.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$8,717,100.75		\$8,717,100.75		Enterprise 50300	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$3,550,000.00		\$3,550,000.00		Enterprise 50300	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$12,267,100.75		\$12,267,100.75		Enterprise 50300	
FY21 Legislative Funding Request Amount	\$355,000.00		FY21 Legislative Funding Request Fund Type	Enterprise 50300	

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Licensing & Enforcement System				
Agency	Other Executive Branch	Report Date		11/8/19	
Department	Department of Liquor & Lottery				
Project Start Date	6/7/2019	Project End Date	5/31/2021	Solution Life Cycle (Years)	10
Current Project Phase	Exploring	Initiating	Planning	Executing	Closing
Project	Status	Update			
Scope	On Track	The scope status is green. there are no known risks or issues with project scope at this time.			
Schedule	On Track	The schedule status is currently green. High level target dates are being met in line with an estimated project completion of May 2021. A detailed schedule will be created and baselined once a vendor has been selected.			
Budget	On Track	The budget status is currently green. There is an approved estimated budget based on the IT ABC form that was approved. A baseline budget will be created and tracked against upon contract execution.			
Scope Summary					
Replace licensing and enforcement systems for Department of Liquor and Lottery.					
Schedule Summary					
This project was approved to move forward in June of 2019. The team has been working on requirements and drafting a RFP since June. It is expected the RFP will be issued in November 2019. The estimated completion date for this project is May 31, 2021. There are currently no threats against the target completion date.					
Budget Summary					
Total Implementation Cost		Total State Implementation Cost		State Fund Type	
\$2,609,064.00		\$2,609,064.00		Enterprise 50300	
Total Operating Cost		Total State Operating Cost		State Fund Type	
\$8,500,000.00		\$8,500,000.00		Enterprise 50300	
Total IT Activity Cost		Total State IT Activity Cost		State Fund Type	
\$11,109,064.00		\$11,109,094.00		Enterprise 50300	
FY21 Legislative Funding Request Amount	\$1,650,000.00	FY21 Legislative Funding Request Fund Type		Enterprise 50300	

Agency of Digital Services: Mission & Vision

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.

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

Agency Guiding Principles

The following guiding principles are a set of established criteria developed by the ADS for use by all agencies committed to the establishment of sustainable technology solutions.

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

Develop Strategic Partnerships

Focus efforts on implementing applications used across the Enterprise as preferred to the development of similar or duplicative applications. Utilize, leverage and consolidate application and servicing licenses where and when possible. Collaborate with business groups to identify areas where disruptive technologies will impact the business.

Leverage Cloud Services

Aggressively support and drive the State of Vermont's Software as a Service First and Preferred Cloud services strategies. Where and when possible, technology services (applications, systems, and data) should virtualize resource allocation and leverage cloud computing. Services should abstract resource allocation and avoid the tight binding of its resources to owners of the service.

IT and Business Alignment

Information management decisions are to be made under the business alignment perspective to generate maximum benefits for Agencies and the State as a whole. IT must direct its processes towards the business goals of Agencies and the State. IT architecture must implement a complete IT vision that is focused on business. Application development priorities must be established by and for the entire state. Application components must be shared among all areas of the Agency and the State when capable.

Federated Support Model (FSM)

An operational framework designed to carry out the State's IT strategy using a federated approach utilizing layers of system administrator roles and responsibilities with strong governance. The Federated Support Model is designed for continuous improvement and flexibility as strategic initiatives evolve. With clarity on roles and responsibilities, reporting structure, and standard policies and procedures, efficiencies will be maximized. The Federated Support Model will be adapted to each new solution and training will be provided to each identified system administrator, specific to their role within the reporting structure of ADS. ADS will develop the capacity to onboard new business units internally thereby reducing the resources needed to contract with external vendors. Resources are required to execute pre-implementation planning activities at an enterprise level, which will include proof-of-concept projects.

For More Information

See the ADS website at <http://digitalservices.vermont.gov/>

See the EPMO website at <http://epmo.vermont.gov/>.

General project inquiries should email ads-epmo@vermont.gov

Acting EPMO Director: Stacy.Gibson-Grandfield@vermont.gov