



VERMONT

Detailed Project Status Report

Project Name: Agency of Digital Services (ADS) Transition

Project Manager: Tim Holland

Project Sponsor: John Quinn, ADS Secretary

Report Date: 6/2/2017

Reporting Period: Apr 17 to May 31, 2017

Project Phase: Initiating

Project Overview: Executive Order 06-17 (enacted 4/17/2017) created a new and separate agency within Vermont State government to include all Executive Branch IT Staff supporting the State of Vermont (excluding Sec of State and Treasurer Depts.), called the Agency of Digital Services (ADS). This project includes the planning and work activities to facilitate the transition of IT staff and services, and execute the many other objectives outlined in EO-0617. The current Team members involved include the ADS Secretary, the eight current IT Leaders of each Department/Agency, ADS CFO, and a Project Manager.

Overall Project Health Status:

	Green	Yellow	Red
Scope	<input checked="" type="checkbox"/> In Scope No outstanding changes that have not been formally approved and logged.	<input type="checkbox"/> Scope at risk Additions/deletions being acted on without formal Sponsor approval.	<input type="checkbox"/> Not Within Scope Out of scope and unfunded work being done, remaining work ignored, previous warning not being acted on.
Scope Comments:			
Schedule	<input checked="" type="checkbox"/> On Schedule Tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Schedule at risk 75%+ of tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Not On Schedule Less than 75% of tasks are starting and ending on time and are on track to meet dates.
Schedule Comments:			
Budget	<input checked="" type="checkbox"/> Not applicable		
Budget Comments, as stated in the Charter: There are no planned project expenditures and the transition planning and associated activities will be supported by current SOV IT Staff. Therefore, there is no budget to estimate or expenses to track.			



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Accomplishments this Period:

- ✓ Published several staff communications including welcome message and update on IT Leader activities.
- ✓ Reconciled master list of almost 400 Staff with HR, aligning job titles into common Position Families
- ✓ Initiated draft “definition of IT” for use by HR in recruitment
- ✓ Finalized transition of current State Agency IT Leaders into Exempt positions
- ✓ Identified inventory attributes to collect, and initiated inventory of IT Solutions/Applications and IT Contracts in force Statewide.
- ✓ Initiated communications with GMET, PIVOT, and Agency Business Office Stakeholder Groups
- ✓ Initiated draft “definition of IT” for use by HR in recruitment
- ✓ Created and launched [temporary Agency of Digital Services website](#)
- ✓ Initiated development of several new Agency website environments
- ✓ Made significant recruitment progress, staffing Deputy Secretary, Chief Technology Officer, and Director of Shared Services positions
- ✓ Developed initial draft of Agency Organization Chart, currently going through review and validation
- ✓ Agency Secretary attendance at IT Staff meetings to share information and answer questions (sometimes including Deputy Secretary)
- ✓ Drafted a project charter and Communication strategy
- ✓ Initiated planning of summertime event being planned

Planned Accomplishments for Next Period:

- Sign-off ADS Transition Project Charter
- Approval and published of ADS Org Chart
- Finalize planning of Summertime ADS event
- Further advance development of new web site
- Draft Organizational Change Management Plan
- Draft work breakdown structure of planned activities/schedule
- Develop initial draft of current IT Services provided Statewide
- Make further advancement in the planning and activity detailing of initial milestones In Progress (**see list below**)



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Noteworthy Project Decisions this Period:

- ✓ Based on ADS Staff suggestions, update/develop inventory of ADS Staff Skillsets
- ✓ Per instructions from HR, IT Leaders new titles are “Agency Director of Digital Services.” Secretary Quinn agreed IT Leaders can also reference their State Agency assignments
- ✓ IT Leaders will publish a new and unique ADS web site that does not simply re-brand the original DII site and content
- ✓ IT Services Contractors are not included as ADS Staff, and the IT Leaders will ensure ADS related information is shared with them.

High Level Schedule:

Milestone/ Deliverable	Status	Scheduled Completion Date	Estimated Completion Date	Reason for Variance
Stakeholder approved Organizational Change Management Plan to help facilitate the transition and reorganization.	<i>In Progress</i>	7/1/2017	7/1/2017	<identify reason for variance>
Repository(ies) identified to maintain up-to-date inventories of IT-Staff, applications, equipment, and projects.	<i>In Progress</i>	7/1/2017	7/1/2017	
Establish ADS web sites to include an initial temporary site and the long-term replacement site.	<i>In Progress</i>	7/18/2017	7/18/2017	
Updated and/or new Service Level Agreements (SLA) and/or Memorandums of Understanding (MOU) as required to document expectations between ADS and business areas.	<i>Not Started</i>	8/1/2017	8/1/2017	
Processes established (in coordination with IT Governance), to leverage purchase savings (i.e. shared licensing across departments/agencies), and avoid solution redundancies and overlaps.	<i>In Progress</i>	9/1/2017	9/1/2017	
Guidelines developed to support results based accountability within contracts.	<i>Not Started</i>	9/1/2017	9/1/2017	
Positions identified to work with business areas to ensure Vendor/Contractor compliance with SOV IT Standards (i.e. Vendor Manager/Contract Manager).	<i>Not Started</i>	9/1/2017	9/1/2017	
Processes and policies required (including roles and responsibilities) for	<i>In Progress</i>	9/1/2017	9/1/2017	



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Milestone/ Deliverable	Status	Scheduled Completion Date	Estimated Completion Date	Reason for Variance
multi-tiered IT governance and facilitation of IT related decision making (issue resolution, spending approvals, obtaining resources, etc.).				
Multi-tiered governance models, with groups and staff assignments identified.	<i>Not Started</i>	9/1/2017	9/1/2017	
IT Governance information and processes published and staff trained.	<i>Not Started</i>	9/1/2017	9/1/2017	
Processes and policies to evaluate and approve IT work (purchases, projects, opportunities) at both the Agency and Statewide levels, developed, published, and Staff trained.	<i>Not Started</i>	9/1/2017	9/1/2017	
Baseline inventory of IT Positions and skillsets, with documented organization charts.	<i>In Progress</i>	9/1/2017	9/1/2017	
Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.	<i>In Progress</i>	9/1/2017	9/1/2017	
Accessible information repositories with the required documentation, tools, and guidance in the areas of Project Management, Enterprise and Business Architecture, and IT Security.	<i>In Progress</i>	9/15/2017	9/15/2017	
Identify and implement the required improvements needed to current Project Management Practices and Standards.	<i>In Progress</i>	9/15/2017	9/15/2017	
Baseline inventory of IT solutions being implemented (IT-Projects)	<i>Not Started</i>	10/1/2017	10/1/2017	
Baseline inventory of IT infrastructure (i.e. servers, switches, etc.)	<i>Not Started</i>	10/1/2017	10/1/2017	
Service delivery metrics, established measurement approaches and frequencies.	<i>Not Started</i>	10/15/2017	10/15/2017	
List of immediate changes required to State Statutes developed and published.	<i>Not Started</i>	10/15/2017	10/15/2017	
Measurements established to verify Staff awareness and adherence to processes and published standards.	<i>Not Started</i>	12/1/2017	12/1/2017	
Applicable IT Staff trained on new Project Management, Enterprise and Business Architecture, and Security information developed and published, including processes for maintaining continuous	<i>Not Started</i>	1/1/2018	1/1/2018	



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Milestone/ Deliverable	Status	Scheduled Completion Date	Estimated Completion Date	Reason for Variance
improvement to those processes.				
Identify and publish information related to IT training and re-training opportunities available.	<i>Not Started</i>	3/1/2018	3/1/2018	
Reports developed to identify up-to-date inventory and utilization information, appropriately published for improved transparency.	<i>Not Started</i>	7/1/2018	7/1/2018	
Future statutory changes required to further enhance transformation and reorganization on or before November 2017 developed.	<i>Not Started</i>	10/1/2018	10/1/2018	
Baseline inventory of IT costs associated IT-Staff, applications, equipment and projects.	<i>In Progress</i>	10/1/2018	10/1/2018	
Repository(ies) identified to track current and planned IT spending associated with IT-Staff, applications, equipment, and projects.	<i>Not Started</i>	10/1/2018	10/1/2018	
Reports to identify up-to-date IT costs and future spending planned, appropriately published for improved transparency.	<i>Not Started</i>	10/1/2018	10/1/2018	
Establish policies and procedures to manage and keep cost information updated.	<i>Not Started</i>	10/1/2018	10/1/2018	
Established policies and procedures to update and continually maintain inventory information. Publish information established and provide Staff training.	<i>Not Started</i>	11/1/2018	11/1/2018	
Customer Satisfaction Survey	<i>Due in Future</i>	<i>TBD</i>	<i>TBD</i>	
Lessons Learned	<i>Due in Future</i>	<i>TBD</i>	<i>TBD</i>	



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Project Name: Agency of Digital Services (ADS) Transition
Project Manager: Tim Holland
Project Sponsor: John Quinn, ADS Secretary
Report Date: 7/12/2017
Reporting Period: June 1, 17 to June 30, 2017
Project Phase: Planning

Project Overview: Executive Order 06-17 (enacted 4/17/2017) created a new and separate agency within Vermont State government to include all Executive Branch IT Staff supporting the State of Vermont (excluding Sec of State and Treasurer Depts.), called the Agency of Digital Services (ADS). This project includes the planning and work activities to facilitate the transition of IT staff and services, and execute the many other objectives outlined in EO-0617. The current Team members involved include the ADS Secretary, the eight current IT Leaders of each Department/Agency, ADS CFO, and a Project Manager.

Overall Project Health Status:

	Green	Yellow	Red
Scope	<input checked="" type="checkbox"/> In Scope No outstanding changes that have not been formally approved and logged.	<input type="checkbox"/> Scope at risk Additions/deletions being acted on without formal Sponsor approval.	<input type="checkbox"/> Not Within Scope Out of scope and unfunded work being done, remaining work ignored, previous warning not being acted on.
Scope Comments:			
Schedule	<input checked="" type="checkbox"/> On Schedule Tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Schedule at risk 75%+ of tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Not On Schedule Less than 75% of tasks are starting and ending on time and are on track to meet dates.
Schedule Comments: PM will be evaluating task date commitments in upcoming month with Agency Directors to see if operational workloads will cause adjustments to task completion dates, or if additional assistance/delegation of activities are required.			
Budget	<input checked="" type="checkbox"/> Not applicable		
Budget Comments, as stated in the Charter: There are no planned project expenditures and the transition planning and associated activities will be supported by current SOV IT Staff. Therefore, there is no budget to estimate or expenses to track.			



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Accomplishments this Period:

- ✓ Published several staff communications including invitation to participate in New Security Awareness and Training Program.
- ✓ Completed initial inventory of IT Solutions/Applications in force Statewide. Next steps include aggregation of data collected.
- ✓ Obtained sign-off on Project Charter.
- ✓ Completed initial work breakdown structure of planned activities for schedule.
- ✓ Completed group presentations on Project Oversight, Data Governance, and IT Services provided in ANR, AOT, and ACCD.
- ✓ Formed a subcommittee to improve and align the State's project management related tools, templates and processes.
- ✓ Documented approximately 30% of all IT Services provided statewide (balance to be completed in July).
- ✓ Initiated the structuring of a document repository for all IT contracts.
- ✓ Drafted ADS Staff skill inventory survey to collect information that supports improved collaboration and utilization of resources.
- ✓ Drafted initial inventory of current IT Governance areas, thresholds, stakeholders, and models in place.
- ✓ ADS CFO met with all Agency Directors and CFO's and/or Business Offices to begin collaborating on collecting IT spending/savings data.
- ✓ Obtained approval to establish a stakeholder based committee to foster continuous improvement of ADS services. This "Partner Advisory Council" will be a diverse representation of customers throughout the State Agencies.
- ✓ Developed a new public facing ADS web site. The site is in the final stages of content refinement and testing, with a target launch in July.
- ✓ Progressed with exempt ADS recruitments finalizing Agency IT Director of ACCD & VDOL and Chief Information Security Officer positions.
- ✓ Finalized majority of Agency Organization Chart, performing final review and validation of staff supporting AHS.
- ✓ Finalized ADS Secretary attendance at IT Staff meetings to meet ADS staff, share information and answer questions.
- ✓ Drafted Organizational Change Management Plan, and routed to stakeholders for review and/or approval.

Planned Accomplishments for Next Period:

- Finalization and publishing of comprehensive version of ADS Org Chart.
 - Further planning of ADS Summertime event.
 - Launch of ADS public facing web site.
 - Revise and/or finalize Organizational Change Management Plan.
 - Draft initial project schedule.
 - Finalize initial list of all IT Services provided Statewide.
 - Further aggregate application inventory information collected.
 - Map all ADS staff to the services supported
 - Further advance in the planning and activity detailing of initial milestones in progress (see list below)
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Noteworthy Project Decisions this Period:

- ✓ Move forward as a starting point with proposed model from PMO Leaders Group for IT Project Portfolio Oversight, Planning & Management.
- ✓ The ADS public facing website will be developed in an “agile” approach with iterative releases, incrementally improving the content and information provided over time. The initial launch and first iteration to be targeted in the week of 7/17/17.

High Level Schedule:

Milestone/ Deliverable	Status	Scheduled Completion Date	Estimated Completion Date	Reason for Variance
Stakeholder approved Organizational Change Management Plan to help facilitate the transition and reorganization.	<i>In Progress</i>	7/1/2017	TBD	The review period is taking longer than initially estimated. Evaluating further to ID new date.
Repository(ies) identified to maintain up-to-date inventories of IT-Staff, applications, equipment, and projects.	<i>In Progress</i>	7/1/2017	TBD	The individual tasks are taking longer than initially estimated. Evaluating further to ID new date.
Establish ADS web sites to include an initial temporary site and the long-term replacement site.	<i>In Progress</i>	7/18/2017	7/18/2017	<identify reason for variance>
Updated and/or new Service Level Agreements (SLA) and/or Memorandums of Understanding (MOU) as required to document expectations between ADS and business areas.	<i>Not Started</i>	8/1/2017	8/1/2017	
Processes established (in coordination with IT Governance), to leverage purchase savings (i.e. shared licensing across departments/agencies), and avoid solution redundancies and overlaps.	<i>In Progress</i>	9/1/2017	9/1/2017	
Guidelines developed to support results based accountability within contracts.	<i>Not Started</i>	9/1/2017	9/1/2017	



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Milestone/ Deliverable	Status	Scheduled Completion Date	Estimated Completion Date	Reason for Variance
Positions identified to work with business areas to ensure Vendor/Contractor compliance with SOV IT Standards (i.e. Vendor Manager/Contract Manager).	<i>Not Started</i>	9/1/2017	9/1/2017	
Processes and policies required (including roles and responsibilities) for multi-tiered IT governance and facilitation of IT related decision making (issue resolution, spending approvals, obtaining resources, etc.).	<i>In Progress</i>	9/1/2017	9/1/2017	
Multi-tiered governance models, with groups and staff assignments identified.	<i>Not Started</i>	9/1/2017	9/1/2017	
IT Governance information and processes published and staff trained.	<i>Not Started</i>	9/1/2017	9/1/2017	
Processes and policies to evaluate and approve IT work (purchases, projects, opportunities) at both the Agency and Statewide levels, developed, published, and Staff trained.	<i>Not Started</i>	9/1/2017	9/1/2017	
Baseline inventory of IT Positions and skillsets, with documented organization charts.	<i>In Progress</i>	9/1/2017	9/1/2017	
Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.	<i>In Progress</i>	9/1/2017	9/1/2017	
Accessible information repositories with the required documentation, tools, and guidance in the areas of Project Management, Enterprise and Business Architecture, and IT Security.	<i>In Progress</i>	9/15/2017	9/15/2017	
Identify and implement the required improvements needed to current Project Management Practices and Standards.	<i>In Progress</i>	9/15/2017	9/15/2017	
Baseline inventory of IT solutions being implemented (IT-Projects)	<i>Not Started</i>	10/1/2017	10/1/2017	
Baseline inventory of IT infrastructure (i.e. servers, switches, etc.)	<i>Not Started</i>	10/1/2017	10/1/2017	
Service delivery metrics, established measurement approaches and frequencies.	<i>Not Started</i>	10/15/2017	10/15/2017	
List of immediate changes required to State Statutes developed and published.	<i>Not Started</i>	10/15/2017	10/15/2017	
Measurements established to verify Staff awareness and adherence to	<i>Not Started</i>	12/1/2017	12/1/2017	



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Milestone/ Deliverable	Status	Scheduled Completion Date	Estimated Completion Date	Reason for Variance
processes and published standards.				
Applicable IT Staff trained on new Project Management, Enterprise and Business Architecture, and Security information developed and published, including processes for maintaining continuous improvement to those processes.	<i>Not Started</i>	1/1/2018	1/1/2018	
Identify and publish information related to IT training and re-training opportunities available.	<i>Not Started</i>	3/1/2018	3/1/2018	
Reports developed to identify up-to-date inventory and utilization information, appropriately published for improved transparency.	<i>Not Started</i>	7/1/2018	7/1/2018	
Future statutory changes required to further enhance transformation and reorganization on or before November 2017 developed.	<i>Not Started</i>	10/1/2018	10/1/2018	
Baseline inventory of IT costs associated IT-Staff, applications, equipment and projects.	<i>In Progress</i>	10/1/2018	10/1/2018	
Repository(ies) identified to track current and planned IT spending associated with IT-Staff, applications, equipment, and projects.	<i>Not Started</i>	10/1/2018	10/1/2018	
Reports to identify up-to-date IT costs and future spending planned, appropriately published for improved transparency.	<i>Not Started</i>	10/1/2018	10/1/2018	
Establish policies and procedures to manage and keep cost information updated.	<i>Not Started</i>	10/1/2018	10/1/2018	
Established policies and procedures to update and continually maintain inventory information. Publish information established and provide Staff training.	<i>Not Started</i>	11/1/2018	11/1/2018	
Customer Satisfaction Survey	<i>Due in Future</i>	<i>TBD</i>	<i>TBD</i>	
Lessons Learned	<i>Due in Future</i>	<i>TBD</i>	<i>TBD</i>	



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Project Name: Agency of Digital Services (ADS) Transition
Project Manager: Tim Holland
Project Sponsor: John Quinn, ADS Secretary
Report Date: 8/10/2017
Reporting Period: July 1, 17 to July 31, 2017
Project Phase: Planning

Project Overview: Executive Order 06-17 (enacted 4/17/2017) created a new and separate agency within Vermont State government to include all Executive Branch IT Staff supporting the State of Vermont (excluding Sec of State and Treasurer Depts.), called the Agency of Digital Services (ADS). This project includes the planning and work activities to facilitate the transition of IT staff and services, and execute the many other objectives outlined in EO-0617. The current Team members involved include the ADS Secretary, the eight current IT Leaders of each Department/Agency, ADS CFO, and a Project Manager.

Overall Project Health Status:			
	Green	Yellow	Red
Scope	<input checked="" type="checkbox"/> In Scope No outstanding changes that have not been formally approved and logged.	<input type="checkbox"/> Scope at risk Additions/deletions being acted on without formal Sponsor approval.	<input type="checkbox"/> Not Within Scope Out of scope and unfunded work being done, remaining work ignored, previous warning not being acted on.
Scope Comments:			
Schedule	<input checked="" type="checkbox"/> On Schedule Tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Schedule at risk 75%+ of tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Not on Schedule Less than 75% of tasks are starting and ending on time and are on track to meet dates.
Schedule Comments: PM will continue evaluating task date commitments with Agency Directors to see if operational workloads and other new priorities require adjustments to task completion dates, or if additional assistance/delegation of activities are required.			
Budget	<input checked="" type="checkbox"/> Not applicable		
Budget Comments, as stated in the Charter: There are no planned project expenditures and the transition planning and associated activities will be supported by current SOV IT Staff. Therefore, there is no budget to estimate or expenses to track.			



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Accomplishments this Period:

- ✓ Developed the Agencies 3-5 Year Strategic-Plan/Smart-Goals (FY19-FY23).
- ✓ Published several staff communications including:
 - Updates on the exempt position recruitment efforts and a list of currently open ADS positions.
 - Awareness of IT Leader's focus on cost savings and consolidation opportunities with applications/contracts/licenses and an invitation for ADS Staff to channel their related ideas through the IT Leaders.
 - Cyber security event attended and valuable take-aways being integrated into ADS's planning and new public facing website.
 - Awareness of IT Leader's developing 3-5 yr goals, and communicated our agency Vision, Mission, and Guiding Principles.
 - Notice of upcoming ADS Staff appreciation BBQ, and survey for input on location and activity suggestions.
- ✓ Launched the [new public facing ADS web site](#). The site will continue to evolve in step with the new Agency.
- ✓ Developed an internal ADS Staff *Intranet* site within SharePoint, to be final tested and announced in August.
- ✓ Obtained Sponsor Approval on [Organizational Change Management Plan](#).
- ✓ ADS CFO met with all CFO's and/or Business Offices to begin collaborating on development of ADS Staff funding models.
- ✓ Completed group presentations by IT Leaders on the IT Services provided in AGR and AHS.
- ✓ IT Leaders obtained guidance from ADS's HR Representative on Delegation of Authority Forms, FMLA contacts, and a new Employee Performance Evaluation reminder notice tracker for Supervisors and Managers.
- ✓ Identified initial repositories for initial inventory collections.
- ✓ Completed baseline inventory of all IT Services provided statewide.
- ✓ Began capturing baseline service metrics, beginning with ADS Shared Services.
- ✓ Furthered the structuring of a document repository for all IT contracts, compiling all legacy DII contracts. Began contacting other department contract staff for assistance gathering their IT contracts.
- ✓ Furthered the development of an ADS Org Chart. Only the clarification of a few positions required to be completed in August.
- ✓ Introduced Procurement improvements to include the use of a Standard Vendor Response Form, and the inclusion of business area representatives in ADS review of their documents (i.e. ABC, RFP's, Contracts) in the Procurement Advisory Team (PAT) meetings.
- ✓ Furthered PM Project Mgmt Process Improvement with the initiation of a PMO Advisory Group, a collaboration of all Agency PMO's who've began meeting to inventory and compare processes, tools, templates, and techniques. Their goal is to improve upon the already existing State PM Standards by incorporated each PMO's tried and tested enhancements.

Planned Accomplishments for Next Period:

- Publish comprehensive version of ADS Org Chart.
- Finalize planning of ADS Staff appreciation BBQ.



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- Launch of ADS Intranet Sharepoint site.
 - Send out ADS Staff skillset inventory (to inventory skillsets and enable similar skill groups to begin collaborating).
 - Finalize initial inventory of service metrics already captured within agencies, to establish a baseline of measurements.
 - Draft integrated schedule to combine the individual activities being initiated by IT Leaders on Exec Order Improvement areas.
 - Further aggregate application inventory information collected.
 - Map ADS staff to the services supported.
 - Further define ADS Staff funding model(s) to begin in FY19.
 - Further communications in area of Organizational Change Management, and identify and train Change Agents.
 - Further advance the planning and execution of milestones in progress (see list below).
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High Level Schedule:

Milestone/ Deliverable	Status	Scheduled Completion Date	Est/Actual Completion Date	Reason for Variance
Sponsor approved Organizational Change Management Plan to help facilitate the transition and reorganization.	Completed	7/1/2017	7/31/2017	The review period took longer than initially estimated.
Repository(is) identified to maintain up-to-date inventories of IT-Staff, applications, equipment, and projects.	Completed	7/1/2017	7/1/2017	Several new areas took longer than initially estimated (i.e. Cyber Security).
Establish ADS web sites to include an initial temporary site and the long-term replacement site.	Completed	7/18/2017	7/31/2017	Increased scope to include Intranet site.
Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.	Completed	9/1/2017	7/13/2017	
Processes established (in coordination with IT Governance), to leverage purchase savings (i.e. shared licensing across departments/agencies), and avoid solution redundancies and overlaps.	<i>In Progress</i>	9/1/2017	9/1/2017	
Guidelines developed to support results based accountability within	<i>In Progress</i>	9/1/2017	9/1/2017	



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Milestone/ Deliverable	Status	Scheduled Completion Date	Est/Actual Completion Date	Reason for Variance
contracts.				
Positions identified to work with business areas to ensure Vendor/Contractor compliance with SOV IT Standards (i.e. Vendor Manager/Contract Manager).	<i>In Progress</i>	9/1/2017	9/1/2017	<identify reason for variance>
Processes and policies required (including roles and responsibilities) for multi-tiered IT governance and facilitation of IT related decision making (issue resolution, spending approvals, obtaining resources, etc.).	<i>In Progress</i>	9/1/2017	9/1/2017	
Multi-tiered governance models, with groups and staff assignments identified.	<i>In Progress</i>	9/1/2017	9/1/2017	
IT Governance information and processes published and staff trained.	<i>In Progress</i>	9/1/2017	9/1/2017	
Processes and policies to evaluate and approve IT work (purchases, projects, opportunities) at both the Agency and Statewide levels, developed, published, and Staff trained.	<i>In Progress</i>	9/1/2017	9/1/2017	
Accessible information repositories with the required documentation, tools, and guidance in the areas of Project Management, Enterprise and Business Architecture, and IT Security.	<i>In Progress</i>	9/15/2017	9/15/2017	
Identify and implement the required improvements needed to current Project Management Practices and Standards.	<i>In Progress</i>	9/15/2017	9/15/2017	
Baseline inventory of IT Positions and skillsets, with documented organization charts.	<i>In Progress</i>	9/1/2017	10/1/2017	
Baseline inventory of IT solutions being implemented (IT-Projects)	<i>Not Started</i>	10/1/2017	10/1/2017	
Baseline inventory of IT infrastructure (i.e. servers, switches, etc.)	<i>Not Started</i>	10/1/2017	10/1/2017	
List of immediate changes required to State Statutes developed and published.	<i>Not Started</i>	10/15/2017	10/15/2017	
Service delivery metrics, established measurement approaches and frequencies.	<i>In Progress</i>	10/15/2017	11/1/2017	
Measurements established to verify Staff awareness and adherence to	<i>Not Started</i>	12/1/2017	12/1/2017	



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Milestone/ Deliverable	Status	Scheduled Completion Date	Est/Actual Completion Date	Reason for Variance
processes and published standards.				
Updated Service Level Agreements (SLA) and/or Memorandums of Understanding (MOU) as required to document expectations between ADS and business areas.	<i>Not Started</i>	8/1/2017	12/31/2017	
Applicable IT Staff trained on new Project Management, Enterprise and Business Architecture, and Security information developed and published, including processes for maintaining continuous improvement to those processes.	<i>Not Started</i>	1/1/2018	1/1/2018	
Identify and publish information related to IT training and re-training opportunities available.	<i>Not Started</i>	3/1/2018	3/1/2018	
Reports developed to identify up-to-date inventory and utilization information, appropriately published for improved transparency.	<i>Not Started</i>	7/1/2018	7/1/2018	
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Establish policies and procedures to manage and keep cost information updated.	<i>Not Started</i>	10/1/2018	10/1/2018	
Established policies and procedures to update and continually maintain inventory information. Publish information established and provide Staff training.	<i>Not Started</i>	11/1/2018	11/1/2018	
Customer Satisfaction Survey	<i>Due in Future</i>	<i>TBD</i>	<i>TBD</i>	
Lessons Learned	<i>Due in Future</i>	<i>TBD</i>	<i>TBD</i>	



VERMONT
Detailed Project Status Report



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Detailed Project Status Report

Project Name: Agency of Digital Services (ADS) Transition

Project Manager: Tim Holland

Project Sponsor: John Quinn, ADS Secretary

Report Date: 9/6/2017

Reporting Period: August 1, 17 to August 31, 2017

Project Phase: Planning

Project Overview: Executive Order 06-17 (enacted 4/17/2017) created a new and separate agency within Vermont State government to include all Executive Branch IT Staff supporting the State of Vermont (excluding Sec of State and Treasurer Depts.), called the Agency of Digital Services (ADS). This project includes the planning and work activities to facilitate the transition of IT staff and services, and execute the many other objectives outlined in EO-0617. The current Team members involved include the ADS Secretary, the eight current IT Leaders of each Department/Agency, ADS CFO, and a Project Manager.

Overall Project Health Status:

	Green	Yellow	Red
Scope	<input checked="" type="checkbox"/> In Scope No outstanding changes that have not been formally approved and logged.	<input type="checkbox"/> Scope at risk Additions/deletions being acted on without formal Sponsor approval.	<input type="checkbox"/> Not Within Scope Out of scope and unfunded work being done, remaining work ignored, previous warning not being acted on.
Scope Comments:			
Schedule	<input checked="" type="checkbox"/> On Schedule Tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Schedule at risk 75%+ of tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Not on Schedule Less than 75% of tasks are starting and ending on time and are on track to meet dates.
Schedule Comments: PM and Deputy Secretary will continue evaluating task date commitments with Agency Directors to see if operational workloads and other new priorities require adjustments to dates, or if additional assistance/delegation of activities are required.			
Budget	<input checked="" type="checkbox"/> Not applicable		
Budget Comments, as stated in the Charter: There are no planned project expenditures and the transition planning and associated activities will be supported by current SOV IT Staff. Therefore, there is no budget to estimate or expenses to track.			



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Accomplishments this Period:

- ✓ Furthered recruitment of open ADS Leadership positions, including selection of new Deputy Secretary.
- ✓ Secretary communications to all ADS Staff to include:
 - Announcement to welcome Shawn Nailor as the the new Deputy Secretary of ADS and to present the agencies initial Org Chart.
 - Agencies top 4 strategic smart goals that were sent to the Governor, detailed with lists of criteria to measure and ensure success.
These priorities are intended to be the four most important things that ADS will accomplish to support the Governor's top 3 strategic priorities of growing the economy, making Vermont more affordable and protecting the most vulnerable.
- ✓ Furthered the content published on the [ADS Website](#), including initial Org Chart information.
- ✓ Completed group presentations by IT Leaders on the IT services provided in AOE, and geographic information services provided by ACCD.
- ✓ Obtained overview presentation from Vermont Information Consortium and their eGov parent NIC on use and capabilities of App-Engine. Under the current agreement between the State and VIC/NIC, Agencies and Departments can begin to use App-Engine right away where it can meet their requirements to replace paper applications with on-line forms and/or ecommerce.
- ✓ IT Leaders obtained guidance from ADS's HR Representatives on improved communications for feedback and expectation setting.
- ✓ Began working with the eProcurement Projects' Business Lead Deb Damore to partner on requirements and process integration; to introduce planned statewide procurement improvements such as:
 - Eliminating redundant SW applications currently used.
 - Integration with other related systems (i.e. financial systems such as VISION and STARS).
 - Reduction in manual, paper based processes and cycle times.
 - Increased Agency and Department/Vendor interactions with use of solution (i.e. workflow).
- ✓ Obtained comprehensive inventory of all SOV active service contracts, and continued reviewing contracts for improvement opportunities (i.e. security and other standard language sections, and leveraging/combining similar contracts).
- ✓ Began incorporating IT Strategy Consultant (currently Gartner) into procurement process for review and feedback/advisement (i.e. recommended changes to language in RFP, contract, amendment, etc.).
- ✓ Completed 2 finance focused working sessions with IT Leaders toward developing ADS and IT Services funding and chargeback models.
- ✓ Developed initial findings report of State statute language changes required (additions, modifications, and/or deletions) as a result of creating ADS (i.e. change DII references to ADS).
- ✓ Further improved the format and content of previously collected hardware inventory.
- ✓ Initiated analysis of asset management systems in use across the state.
- ✓ Began consolidation of hardware inventory to single source of inventory information (began with DPS).
- ✓ Furthered the structuring of a document repository for all IT contracts.
- ✓ Completed first staff survey and planning of initial ADS Staff appreciation BBQ.



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Detailed Project Status Report

Planned Accomplishments for Next Period:

- Send out formal invitation to ADS for Staff Appreciation BBQ.
- Send out ADS Staff skillset inventory (to inventory skillsets and enable similar skill groups to begin collaborating).
- Finalize initial inventory of service metrics already captured within agencies, to establish a baseline of measurements.
- Draft integrated schedule to combine the individual activities being initiated by IT Leaders on Exec Order Improvement areas.
- Further aggregate application inventory information collected.
- Continue to refine the inventory and review of improvement opportunities in SOV IT service contracts.
- Communicate the rollout of the ADS Intranet Sharepoint site.
- Map ADS staff to the services supported.
- Further define ADS Staff funding model(s) to begin in FY19.
- Further improve HW inventory information collected, to include:
 - Refined/defined hardware attributes being collected.
 - Identify points of contact at each agency/department.
 - Determine current state of hardware inventory for agencies/departments.
 - Continue consolidation of inventory data.
- Further advance the planning and execution of milestones in progress (see list below).

High Level Schedule:

Milestone/ Deliverable	Status	Scheduled Completion Date	Est/Actual Completion Date	Reason for Variance
Sponsor approved Organizational Change Management Plan to help facilitate the transition and reorganization.	Completed	7/1/2017	7/31/2017	The review period took longer than initially estimated.
Repository(is) identified to maintain up-to-date inventories of IT-Staff, applications, equipment, and projects.	Completed	7/1/2017	7/1/2017	Several new areas took longer than initially estimated (i.e. Cyber Security).



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Milestone/ Deliverable	Status	Scheduled Completion Date	Est/Actual Completion Date	Reason for Variance
Establish ADS web sites to include an initial temporary site and the long-term replacement site.	Completed	7/18/2017	7/31/2017	Increased scope to include Intranet site.
Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.	Completed	9/1/2017	7/13/2017	
Processes established (in coordination with IT Governance), to leverage purchase savings (i.e. shared licensing across departments/agencies), and avoid solution redundancies and overlaps.	<i>In Progress</i>	9/1/2017	9/1/2017	
Guidelines developed to support results based accountability within contracts.	<i>In Progress</i>	9/1/2017	9/1/2017	
Positions identified to work with business areas to ensure Vendor/Contractor compliance with SOV IT Standards (i.e. Vendor Manager/Contract Manager).	<i>In Progress</i>	9/1/2017	9/1/2017	<identify reason for variance>
Processes and policies required (including roles and responsibilities) for multi-tiered IT governance and facilitation of IT related decision making (issue resolution, spending approvals, obtaining resources, etc.).	<i>In Progress</i>	9/1/2017	9/1/2017	
Multi-tiered governance models, with groups and staff assignments identified.	<i>In Progress</i>	9/1/2017	9/1/2017	
IT Governance information and processes published and staff trained.	<i>In Progress</i>	9/1/2017	9/1/2017	
Processes and policies to evaluate and approve IT work (purchases, projects, opportunities) at both the Agency and Statewide levels, developed, published, and Staff trained.	<i>In Progress</i>	9/1/2017	9/1/2017	
Accessible information repositories with the required documentation, tools, and guidance in the areas of Project Management, Enterprise and Business Architecture, and IT Security.	<i>In Progress</i>	9/15/2017	9/15/2017	
Identify and implement the required improvements needed to current Project Management Practices and Standards.	<i>In Progress</i>	9/15/2017	9/15/2017	
Baseline inventory of IT Positions and skillsets, with documented organization charts.	<i>In Progress</i>	9/1/2017	10/1/2017	
Baseline inventory of IT solutions being implemented (IT-Projects)	<i>Not Started</i>	10/1/2017	10/1/2017	



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Milestone/ Deliverable	Status	Scheduled Completion Date	Est/Actual Completion Date	Reason for Variance
Baseline inventory of IT infrastructure (i.e. servers, switches, etc.)	<i>Not Started</i>	10/1/2017	10/1/2017	
List of immediate changes required to State Statutes developed and published.	<i>Not Started</i>	10/15/2017	10/15/2017	
Service delivery metrics, established measurement approaches and frequencies.	<i>In Progress</i>	10/15/2017	11/1/2017	
Measurements established to verify Staff awareness and adherence to processes and published standards.	<i>Not Started</i>	12/1/2017	12/1/2017	
Updated Service Level Agreements (SLA) and/or Memorandums of Understanding (MOU) as required to document expectations between ADS and business areas.	<i>Not Started</i>	8/1/2017	12/31/2017	
Applicable IT Staff trained on new Project Management, Enterprise and Business Architecture, and Security information developed and published, including processes for maintaining continuous improvement to those processes.	<i>Not Started</i>	1/1/2018	1/1/2018	
Identify and publish information related to IT training and re-training opportunities available.	<i>Not Started</i>	3/1/2018	3/1/2018	
Reports developed to identify up-to-date inventory and utilization information, appropriately published for improved transparency.	<i>Not Started</i>	7/1/2018	7/1/2018	
Future statutory changes required to further enhance transformation and reorganization on or before November 2017 developed.	<i>Not Started</i>	10/1/2018	10/1/2018	
Baseline inventory of IT costs associated IT-Staff, applications, equipment and projects.	<i>In Progress</i>	10/1/2018	10/1/2018	
Repository(ies) identified to track current and planned IT spending associated with IT-Staff, applications, equipment, and projects.	<i>Not Started</i>	10/1/2018	10/1/2018	
Reports to identify up-to-date IT costs and future spending planned, appropriately published for improved transparency.	<i>Not Started</i>	10/1/2018	10/1/2018	
Establish policies and procedures to manage and keep cost information	<i>Not Started</i>	10/1/2018	10/1/2018	



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Milestone/ Deliverable	Status	Scheduled Completion Date	Est/Actual Completion Date	Reason for Variance
updated.				
Established policies and procedures to update and continually maintain inventory information. Publish information established and provide Staff training.	<i>Not Started</i>	11/1/2018	11/1/2018	
Customer Satisfaction Survey	<i>Due in Future</i>	<i>TBD</i>	<i>TBD</i>	
Lessons Learned	<i>Due in Future</i>	<i>TBD</i>	<i>TBD</i>	



Detailed Project Status Report

Project Name: Agency of Digital Services (ADS) Transition

Project Manager: Serena Kemp

Project Sponsor: *John Quinn, ADS Secretary*

Report Date: 10/2/2017

Reporting Period: *September 1, 2017 to September 30, 2017*

Project Phase: Executing

Project Overview: *Executive Order 06-17 (enacted 4/17/2017) created a new and separate agency within Vermont State government to include all Executive Branch IT Staff supporting the State of Vermont (excluding Sec of State and Treasurer Depts.), called the Agency of Digital Services (ADS). This project includes the planning and work activities to facilitate the transition of IT staff and services, and execute the many other objectives outlined in EO 06-17. The current Team members involved include the ADS Secretary, the eight current IT Leaders of each Department/Agency, ADS CFO, ADS Enterprise Project Management Office (EPMO) Director, and a Project Manager.*

To transition ADS effectively, the project team has organized the tasks into categories. These categories represent the high-level goals identified in Executive Order 06-17 with ‘support of results based accountability’ and ‘realignment of IT resources with State priorities’ incorporated within these six.

Overall Project Health Status: Green = No issues with scope, schedule or budget.

	Green	Yellow	Red
Scope	<input checked="" type="checkbox"/> In Scope No outstanding changes that have not been formally approved and logged.	<input type="checkbox"/> Scope at risk Additions/deletions being acted on without formal Sponsor approval.	<input type="checkbox"/> Not Within Scope Out of scope and unfunded work being done, remaining work ignored, previous warning not being acted on.
Scope Comments:			
Schedule	<input checked="" type="checkbox"/> On Schedule Tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Schedule at risk 75%+ of tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Not On Schedule Less than 75% of tasks are starting and ending on time and are on track to meet dates.
Schedule Comments: Schedule has been re-baselined to reflect realistic, achievable dates identified to reach transition goals. The team reviewed all dates and agreed to all date changes. Based on the re-baselined schedule, dates seem realistic and schedule is green.			
Budget	<input checked="" type="checkbox"/> Within Budget Costs for tasks and phases are less than 110% of baseline costs for same.	<input type="checkbox"/> Budget At Risk Costs for tasks and phases are less than 125% of baseline costs for same.	<input type="checkbox"/> Not Within Budget Costs for tasks and phases are greater than 125% of baseline costs for same.
Budget Comments: There are no planned project expenditures and the transition planning and associated activities will be supported by current SOV IT Staff. Therefore, there is no budget to estimate or expenses to track.			



Detailed Project Status Report

Category	Accomplishments this Period	Planned Accomplishments for Next Period
Improve Procurement	<ul style="list-style-type: none"> • Met with Deb Damore; <ul style="list-style-type: none"> ○ Collaborated/responded to NASTD/NASPO survey re a multi-state consortium to optimize Microsoft licensing. • eProcurement RFP is posted. 	<ul style="list-style-type: none"> • Develop recommendations on organization of state contracting and procurement professionals that would result in early and sustained involvement in IT projects. • Data sharing agreement templates will be finalized. • Updates to bulletin 3.5 will be identified. • Darwin’s plan – Series of engagement points established. • First version of contract inventory identified.
Improve Project Management Practices	<ul style="list-style-type: none"> • Created PM Improvement Leadership Team. • Created Project Schedule for PM Improvements. 	<ul style="list-style-type: none"> • Identified Stakeholders and SME's. • Gather Project Management best practices and processes currently used.
Improve Communications	<ul style="list-style-type: none"> • Launched ADS employee internal Sharepoint site. • Identified mid-tier website Sharepoint team. • Had first meeting to discuss SLA data collection 	<ul style="list-style-type: none"> • Finalize public site content migration. • Finalize Internal ADS employee site content migration. • Standup mid-tier initial site.
IT Governance	<ul style="list-style-type: none"> • Updated Governance tab to reflect new dates and task order. • Developing governance document template towards documenting governance processes. • Developed draft list of governance areas. • Preparing for October 13th meeting with ADS leadership to coalesce on governance areas and assignments to fill in the details. • Sent email with Governance definition and outline of process towards documenting governance to IT Leaders. 	<ul style="list-style-type: none"> • Facilitate governance meeting on October 13th. • Agree on IT governance definition. • Assign governance areas to appropriate IT leadership. • Begin filling in template documents. • Incorporation of a federated enterprise application model.
Improve Resource Utilization	<ul style="list-style-type: none"> • Began developing project attributes to be inventoried. • Started work on identifying an interim project repository system. • Gathered baseline information about statewide hardware management practices for all agencies. • Developed a draft charter for state-wide hardware asset management process. 	<ul style="list-style-type: none"> • Develop proof of concept for repository and review with Leaders. • Draft preliminary update process. • Create a consolidated access point to SoV hardware inventory data. • Employee Skills Assessment Survey to be administered to all ADS employees.



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	<ul style="list-style-type: none"> • Initiated analysis of tools and technology to support hardware asset management for SoV. • ADS Employee Skills Assessment Survey updated to reflect feedback received from DHR and to facilitate collection of supervisor and work location information for each employee. Updated survey is under final DHR review. • Collected complete Service Catalogs from all agencies and ADS entities except AOE. • Started normalizing terminology across portfolio of services. 	<ul style="list-style-type: none"> • Initial aggregation/analysis of skills assessment survey results completed. • Obtain AOE Service Catalog. • Continue normalizing terminology across portfolio of services. • Perform deduplication of services across portfolio. • Refine service definitions with assistance of Shared Services Customer Service Manager.
<p>IT Spending</p>	<p>Identify and/or establish State repository to track current costs and future spending planned.</p> <ul style="list-style-type: none"> • ADS reconciled the final reporting requirements expected in a mature internal control environment on a module by module basis in the ERP system. This is allowing us to perform a Gap Analysis between capabilities of the System and our reporting needs in upcoming months. ADS forecasts to have this reconciled to the entity relationship diagram (“ERD”) by end of year. • Using the completed framework for reporting on Contracts; Submitted Instructions/Request to VISION team in order to change the coding of Contracts in the ERP system so more detailed information can be tracked for non-people spend. • Billing Module; Completed Majority of framework needed to submit instructions for the ERP billing module in order to bill ADS customers for the baseline service catalog. • Asset Management Module – Obtained and analyzed the data in the ERP system for IT Assets in the Statewide IT system. Gap analysis underway as to ‘what we have’ vs ‘what we need’ in the ERP System. • Met with VTHR reporting team to understand system reporting capabilities on people spend so reporting capabilities of the system can be reconciled to the reporting 	<p>Identify and/or establish State repository to track current costs and future spending planned.</p> <ul style="list-style-type: none"> • Establish Framework based off the budget/IT Staffing plan and scope for ADS to track all hours in VTHR starting 7/1/2018. • Establish Framework and location for Quarterly Reporting & Location across 5 customers of reporting (People & Non-People). <p>IT Staff Positions</p> <ul style="list-style-type: none"> • Complete all Staffing Plans with reconciliation to budget (Note these will be dynamic) <p>Baseline inventory of IT Costs for: IT Solutions O&M (SW, hosting, licensing, etc.)</p> <ul style="list-style-type: none"> • Push to provide completed contracts inventory level (signed and unsigned) to 100% for the Legacy DII Operations. • Reconcile Budget Presentation to draft Strategic Plan. • Close out Legacy DII with report to Finance & Management for suggestion to rates or GAP Analysis



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	<p>needs surrounding the IT People Asset (Please note this is only related to the IT Staff designated as people).</p> <p>IT Staff Positions</p> <ul style="list-style-type: none">• Completed putting many IT positions into IT Towers to maintain consistency with other states and prior reporting.• Met with all CFO teams across state to be clear on definitions of IT Towers and completed ADS analysis of historical payroll for 27 pay periods or 801k hours of staff time. Results of analysis were discussed with many of the CFO teams. <p>Baseline inventory of IT Costs for: IT Solutions O&M (SW, hosting, licensing, etc.)</p> <ul style="list-style-type: none">• Continued to check and follow up with stakeholders about current ERP records in preparation of FY20 budget build.• Identified potential risk areas in contract verbiage and discussed with legal about steps forward.• Baseline inventory of IT Costs for: IT Solution Implementation (IT Projects).• Built out staffing plan for IT Projects for the Legacy Enterprise Architect team.• Established timeframe to have staffing plan completed for Application specific, Security, Project Management, and Business Analyst teams.• Baseline inventory of IT Costs for: IT Infrastructure.• Completed draft 1 of headcount designated as IT Infrastructure (Hosting).	<p>with items needed to provide a suggestion for rates by tower.</p>
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Statute Updates	<ul style="list-style-type: none">• Identify any outliers that may need changes.• Create a summary of all changes identified.• Send summary to Secretary/Dep. Secretary.• Identify & review statutes relevant to ADS/IT.• Highlight areas that need to be changed.• Identify other areas that should/could change.• Review statutes with Secretary, Dep. Sec., CTO.• Update statutes with requested changes.• Create summary sheet of changes identified.• Send suggested Changes to Secretary/Dep. Sec.	<ul style="list-style-type: none">• Work on updating statute language for identified changes needed.
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Detailed Project Status Report

High Level Schedule:

Milestone/ Deliverable	Status	Scheduled Start Date	Scheduled Completion Date	On Track?
Improve Procurement	<i>In Progress</i>	4/1/2017	3/31/2019	Yes
Establish processes in coordination with IT Governance, to avoid solution redundancies and overlaps, and leverage purchase savings (i.e. shared licensing across departments/agencies).	<i>In Progress</i>	4/17/2017	12/31/2018	Yes
Identify and/or develop the guidelines that support results based accountability within contracts.	<i>Not Started</i>	1/1/2018	3/31/2019	Yes
Identify any positions required to work with business areas to ensure Vendor/Contractor compliance with SOV IT Standards (i.e. Vendor Manager/Contract Manager).	<i>In Progress</i>	9/1/2017	6/30/2018	Yes
Improve Project Management Practices	<i>In Progress</i>	9/15/2017	6/30/2018	Yes
Identify and implement the required improvements needed to current Project Management Practices and Standards.	<i>In Progress</i>	9/15/2017	1/1/2018	Yes
Develop a change process for project approvals, including change approvals for processes, practices & standards for project management to be published through EPMO.	<i>Not Started</i>	1/2/2018	2/26/2018	Yes
Publish information established and provide Staff training.	<i>In Progress</i>	9/15/2017	3/31/2018	Yes
Measurements established to verify awareness and adherence.	<i>Not Started</i>	1/1/2018	6/30/2018	Yes
Improve Communications	<i>In Progress</i>	5/1/2017	6/30/2018	Yes
Develop and implement a Stakeholder approved Organizational Change Management Plan to help facilitate the transition and reorganization.	<i>In Progress</i>	5/15/2017	12/31/2017	Yes
Establish ADS Web site (both temporary site and new long-term site).	<i>In Progress</i>	5/1/2017	12/29/2017	Yes
Establish required metrics, associated measurement approaches, and timeframes to periodically evaluate service delivery.	<i>In Progress</i>	7/17/2017	4/1/2018	Yes
Updated and/or new Service Level Agreements (SLA) and/or Memorandums of Understanding (MOU) as required in support of relationship between ADS and business areas.	<i>In Progress</i>	9/1/2017	6/30/2018	Yes
IT Governance	<i>In Progress</i>	5/18/2017	9/1/2018	Yes
Establish processes and policies required to evaluate and approve IT work (purchases, projects, opportunities) at both the Agency and Statewide levels.	<i>In Progress</i>	5/18/2017	6/30/2018	Yes
Establish the appropriate models, processes and policies required (including roles and responsibilities) for multi-tiered IT	<i>In Progress</i>	6/15/2017	6/1/2018	Yes



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governance and facilitation of IT related decision making (issue resolution, spending approvals, obtaining resources, etc.).				
Staff the multi-tiered governance models, identifying assigned staff at all levels and in all applicable groups.	<i>In Progress</i>	<i>10/13/2017</i>	<i>6/1/2018</i>	<i>Yes</i>
Publish information established and provide Staff training.	<i>In Progress</i>	<i>6/1/2017</i>	<i>9/1/2018</i>	<i>Yes</i>
Improve Resource Utilization	<i>In Progress</i>	<i>3/1/2017</i>	<i>12/31/2018</i>	<i>Yes</i>
Identify the State repository(ies) where created inventories will continue to be tracked (solution/system, location, costs).	<i>Completed</i>	<i>6/1/2017</i>	<i>7/1/2017</i>	<i>Yes</i>
Baseline inventory of IT Positions and skillsets, with documented organization charts.	<i>In Progress</i>	<i>3/1/2017</i>	<i>11/30/2017</i>	<i>Yes</i>
Identify and publish information related to IT training and re-training opportunities available.	<i>Not Started</i>	<i>10/23/2017</i>	<i>3/1/2018</i>	<i>Yes</i>
Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.).	<i>In Progress</i>	<i>6/1/2017</i>	<i>12/31/2018</i>	<i>Yes</i>
Baseline inventory of IT solutions being implemented (IT-Projects).	<i>In Progress</i>	<i>9/7/2017</i>	<i>12/29/2017</i>	<i>Yes</i>
Baseline inventory of IT infrastructure (servers, switches, etc.).	<i>In Progress</i>	<i>9/14/2017</i>	<i>6/30/2018</i>	<i>Yes</i>
Develop reports to identify up-to-date inventory information and utilization, appropriately published for improved transparency.	<i>In Progress</i>	<i>9/1/2017</i>	<i>7/1/2018</i>	<i>Yes</i>
Establish policies and procedures to manage and keep inventory information updated, and train applicable staff.	<i>Not Started</i>	<i>7/1/2018</i>	<i>11/1/2018</i>	<i>Yes</i>
IT Spending	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Identify and/or establish State repository to track current costs and future spending planned.	<i>In Progress</i>	<i>5/9/2017</i>	<i>10/1/2018</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Staff Positions	<i>In Progress</i>	<i>4/17/2017</i>	<i>12/1/2017</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Solutions O&M (SW, hosting, licensing, etc.)	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Solution Implementation (IT Projects)	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Infrastructure	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Develop reports to identify up-to-date IT costs and future	<i>In Progress</i>	<i>4/17/17</i>	<i>10/1/2017</i>	<i>Yes</i>



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spending planned, appropriately published for improved transparency.				
Establish policies and procedures to manage and keep cost information updated.	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2017</i>	<i>Yes</i>
Update IT Statutes	<i>Completed</i>	<i>7/1/2017</i>	<i>10/1/2017</i>	<i>Yes</i>
Develop list of immediate changes required.	<i>Completed</i>	<i>7/1/2017</i>	<i>9/6/2017</i>	<i>Yes</i>
Identify future changes required to further enhance transformation and reorganization on or before November 17, 2017.	<i>Completed</i>	<i>9/7/2017</i>	<i>10/1/2017</i>	<i>Yes</i>



VERMONT

Detailed Project Status Report

Project Name: Agency of Digital Services (ADS) Transition

Project Manager: Serena Kemp

Project Sponsor: *John Quinn, ADS Secretary*

Report Date: 11/9/2017

Reporting Period: *October 1, 2017 to October 31, 2017*

Project Phase: Executing

Project Overview: *Executive Order 06-17 (enacted 4/17/2017) created a new and separate agency within Vermont State government to include all Executive Branch IT Staff supporting the State of Vermont (excluding Sec of State and Treasurer Depts.), called the Agency of Digital Services (ADS). This project includes the planning and work activities to facilitate the transition of IT staff and services, and execute the many other objectives outlined in EO 06-17. The current Team members involved include the ADS Secretary, the eight current IT Leaders of each Department/Agency, ADS CFO, ADS Enterprise Project Management Office (EPMO) Director, and a Project Manager.*

To transition ADS effectively, the project team has organized the tasks into categories. These categories represent the high-level goals identified in Executive Order 06-17 with 'support of results based accountability' and 'realignment of IT resources with State priorities' incorporated within these six.

Overall Project Health Status: Green = No issues with scope, schedule or budget.

	Green	Yellow	Red
Scope	<input checked="" type="checkbox"/> In Scope No outstanding changes that have not been formally approved and logged.	<input type="checkbox"/> Scope at risk Additions/deletions being acted on without formal Sponsor approval.	<input type="checkbox"/> Not Within Scope Out of scope and unfunded work being done, remaining work ignored, previous warning not being acted on.
Scope Comments:			
Schedule	<input checked="" type="checkbox"/> On Schedule Tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Schedule at risk 75%+ of tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Not On Schedule Less than 75% of tasks are starting and ending on time and are on track to meet dates.
Schedule Comments: Schedule has been re-baselined to reflect realistic, achievable dates identified to reach transition goals. The team reviewed all dates and agreed to all date changes. Based on the re-baselined schedule, dates seem realistic and schedule is green.			
Budget	<input checked="" type="checkbox"/> Within Budget Costs for tasks and phases are less than 110% of baseline costs for same.	<input type="checkbox"/> Budget At Risk Costs for tasks and phases are less than 125% of baseline costs for same.	<input type="checkbox"/> Not Within Budget Costs for tasks and phases are greater than 125% of baseline costs for same.
Budget Comments: There are no planned project expenditures and the transition planning and associated activities will be supported by current SOV IT Staff. Therefore, there is no budget to estimate or expenses to track.			



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Category	Accomplishments this Period	Planned Accomplishments for Next Period
Improve Procurement	<p><i>Establish processes in coordination with IT Governance, to avoid solution redundancies and overlaps, and leverage purchase savings (i.e. shared licensing across departments/agencies).</i></p> <ul style="list-style-type: none"> • First Procurement Management Plan Draft sent to EPMO • Collaboration with members of Partner Advisory Council on potential sharing of systems and procurements – specifically Asset Management, Case Management, and interactions between citizens and government. 	<ul style="list-style-type: none"> • Renegotiate Agate (grants management) contract • Leverage consortium approach to buying Microsoft licensing – Chief procurement Officer and other states to drive down the price of Microsoft Licensing.
Improve Project Management Practices	<p><i>Identify and implement the required improvements needed to current Project Management Practices and Standards.</i></p> <ul style="list-style-type: none"> • Created SharePoint site for Project Management Improvement Team (PILT) • Identified Waterfall Deliverables Process to start as a baseline for PM templates • PM template mapping sheet created for waterfall and placed on SharePoint Site • EPMO Waterfall Templated identified and linked to resource sheet • PILT Team finished compiling Inventory of templates, tools, guidance, and PM practices. Task complete. <p><i>Develop a change process for project approvals, including change approvals for processes, practices & standards for project management to be published through EPMO</i></p> <ul style="list-style-type: none"> • Discussed project intake processes and have identified SharePoint as current process repositories. <p><i>Publish information established and provide Staff training.</i></p> <ul style="list-style-type: none"> • EPMO assigned both LEAN and Security trainings to all EPMO OPM's via CAPS 	<ul style="list-style-type: none"> • Create and update spreadsheet on PILT SharePoint site to Continue to Identify issues, opportunities and best practices • Start updating existing templates, tools, guidance, PM practices as a comprehensive toolkit • Add PM guidance documents to resource sheet
Improve Communications	<ul style="list-style-type: none"> • OCM leadership team has been identified. • OCM repository has been created and appropriate permissions have been granted to the leadership team. • Mid-Tier Intranet architecture has been identified and site buildout has started. 	<ul style="list-style-type: none"> • Complete initial draft of OCM presentation to be vetted by leadership team. • Identify high level category and audience aggregations for mid-tier site design.



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<p>IT Governance</p>	<ul style="list-style-type: none"> • Garnered agreement from ADS Leadership on the definition of information technology governance towards identifying governance areas. • In collaboration with ADS Enterprise Architecture created governance template integrating the Federated Support Model to identify and describe IT governance areas and governance tiers. • Facilitated an all-day work group session with ADS IT Leaders to identify ADS governance areas, identify stakeholders in priority areas, and integrated the Federated Support Model in to the template. • Populated the Enterprise Application Support governance template with stakeholders for each level. • Enterprise Application Support (EAS) model presented to IT Leaders team and determined next steps for Enterprise Application Support which includes calling the first meeting of the Enterprise Policy group to identify existing and needed policies and schedule the extended EAS Compliance & Change Advisory Board (CAB). 	<ul style="list-style-type: none"> • Inventory current enterprise application support CABs and merge in to an extended CAB for EAS; call first extended EAS CAB after ADS Leadership Policy discussion. Leadership introduction to extended CAB. • Extend EAS governance template for broader Application Support governance including user account management. • Model extending the Federated Support Model for End User Support governance and schedule preliminary meeting to initiate this. • Plan documenting remaining governance areas with identified stakeholder or leaders.
<p>Improve Resource Utilization</p>	<p><i>Baseline inventory of IT solutions being implemented (IT-Projects).</i></p> <ul style="list-style-type: none"> • Developed proof of concept for project repository • Drafted data normalization requirements for inventory list <p><i>Baseline inventory of IT Positions and skillsets, with documented organization charts.</i></p> <ul style="list-style-type: none"> • Skills survey revised to include supervisory structure & employee location • Skills survey reviewed by DHR staff and feedback incorporated • Skills survey under final review by DHR Labor Relations <p><i>Gather baseline information about agency hardware management practices</i></p> <ul style="list-style-type: none"> • Established statewide hardware inventory management team • Created consolidated SharePoint site providing access to inventory data for all agencies • Initiated discussions about agency migration to a common inventory management system 	<ul style="list-style-type: none"> • Draft preliminary update process. • Present finalized Project Inventory List • Administer skills survey to all ADS staff • Initial analysis of completed skills surveys • Rebuilding of the flat-file application catalog within a relational database for sharing and analytics purposes. • Continue normalizing terminology across portfolio of services <p>Pilot the use of the AHS catalog for enterprise</p>



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	<p><i>Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.)</i></p> <ul style="list-style-type: none"> Data from all Agency/Dept. catalogs have been compiled as a point in time report. In-depth evaluation of the home-grown AHS application cataloging solution to be extended as the State's enterprise-wide solution. <p><i>Baseline service catalog of IT Services</i></p> <ul style="list-style-type: none"> Obtained Agency of Education Service Catalog Created Service Catalog SharePoint collaboration site Obtained Gartner Service Catalog Reference Template 	
IT Spending	<ul style="list-style-type: none"> Framework established for budget/IT Staffing plan and scope for ADS to track all hours in VTHR starting 7/1/2018. High Level Staffing Plans completed ADS first Draft budget submission completed Agreed with Finance & Management changes to be made in VISION system to track non-people spend associated with contracts 	<ul style="list-style-type: none"> Provide completed contracts inventory level (signed and unsigned) to 100% for the Legacy DII Operations Reconcile Budget Presentation to draft Strategic Plan Close out Legacy DII with report to Finance & Management for suggestion to rates or GAP Analysis with items needed to provide a suggestion for rates by tower. Submit further VISION changes to accurately track assets and align billing framework for ADS
Statute Updates	<ul style="list-style-type: none"> N/A - phase work completed prior to October 	<ul style="list-style-type: none"> Work on updating statute language for identified changes needed.



Detailed Project Status Report

High Level Schedule:

Milestone/ Deliverable	Status	Scheduled Start Date	Scheduled Completion Date	On Track?
Improve Procurement	<i>In Progress</i>	4/1/2017	3/31/2019	Yes
Establish processes in coordination with IT Governance, to avoid solution redundancies and overlaps, and leverage purchase savings (i.e. shared licensing across departments/agencies).	<i>In Progress</i>	4/17/2017	12/31/2018	Yes
Identify and/or develop the guidelines that support results based accountability within contracts.	<i>Not Started</i>	1/1/2018	3/31/2019	Yes
Identify any positions required to work with business areas to ensure Vendor/Contractor compliance with SOV IT Standards (i.e. Vendor Manager/Contract Manager).	<i>In Progress</i>	9/1/2017	6/30/2018	Yes
Improve Project Management Practices	<i>In Progress</i>	9/15/2017	6/30/2018	Yes
Identify and implement the required improvements needed to current Project Management Practices and Standards.	<i>In Progress</i>	9/15/2017	1/1/2018	Yes
Develop a change process for project approvals, including change approvals for processes, practices & standards for project management to be published through EPMO.	<i>Not Started</i>	1/2/2018	2/26/2018	Yes
Publish information established and provide Staff training.	<i>In Progress</i>	9/15/2017	3/31/2018	Yes
Measurements established to verify awareness and adherence.	<i>Not Started</i>	1/1/2018	6/30/2018	Yes
Improve Communications	<i>In Progress</i>	5/1/2017	6/30/2018	Yes
Develop and implement a Stakeholder approved Organizational Change Management Plan to help facilitate the transition and reorganization.	<i>In Progress</i>	5/15/2017	12/31/2017	Yes
Establish ADS Web site (both temporary site and new long-term site).	<i>In Progress</i>	5/1/2017	12/29/2017	Yes
Establish required metrics, associated measurement approaches, and timeframes to periodically evaluate service delivery.	<i>In Progress</i>	7/17/2017	4/1/2018	Yes
Updated and/or new Service Level Agreements (SLA) and/or Memorandums of Understanding (MOU) as required in support of relationship between ADS and business areas.	<i>In Progress</i>	9/1/2017	6/30/2018	Yes
IT Governance	<i>In Progress</i>	5/18/2017	9/1/2018	Yes
Establish processes and policies required to evaluate and approve IT work (purchases, projects, opportunities) at both the Agency and Statewide levels.	<i>In Progress</i>	5/18/2017	6/30/2018	Yes



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Establish the appropriate models, processes and policies required (including roles and responsibilities) for multi-tiered IT governance and facilitation of IT related decision making (issue resolution, spending approvals, obtaining resources, etc.).	<i>In Progress</i>	<i>6/15/2017</i>	<i>6/1/2018</i>	<i>Yes</i>
Staff the multi-tiered governance models, identifying assigned staff at all levels and in all applicable groups.	<i>In Progress</i>	<i>10/13/2017</i>	<i>6/1/2018</i>	<i>Yes</i>
Publish information established and provide Staff training.	<i>In Progress</i>	<i>6/1/2017</i>	<i>9/1/2018</i>	<i>Yes</i>
Improve Resource Utilization	<i>In Progress</i>	<i>3/1/2017</i>	<i>12/31/2018</i>	<i>Yes</i>
Identify the State repository(ies) where created inventories will continue to be tracked (solution/system, location, costs).	<i>Completed</i>	<i>6/1/2017</i>	<i>7/1/2017</i>	<i>Yes</i>
Baseline inventory of IT Positions and skillsets, with documented organization charts.	<i>In Progress</i>	<i>3/1/2017</i>	<i>11/30/2017</i>	<i>Yes</i>
Identify and publish information related to IT training and re-training opportunities available.	<i>Not Started</i>	<i>10/23/2017</i>	<i>3/1/2018</i>	<i>Yes</i>
Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.).	<i>In Progress</i>	<i>6/1/2017</i>	<i>12/31/2018</i>	<i>Yes</i>
Baseline inventory of IT solutions being implemented (IT-Projects).	<i>In Progress</i>	<i>9/7/2017</i>	<i>12/29/2017</i>	<i>Yes</i>
Baseline inventory of IT infrastructure (servers, switches, etc.).	<i>In Progress</i>	<i>9/14/2017</i>	<i>6/30/2018</i>	<i>Yes</i>
Develop reports to identify up-to-date inventory information and utilization, appropriately published for improved transparency.	<i>In Progress</i>	<i>9/1/2017</i>	<i>7/1/2018</i>	<i>Yes</i>
Establish policies and procedures to manage and keep inventory information updated, and train applicable staff.	<i>Not Started</i>	<i>7/1/2018</i>	<i>11/1/2018</i>	<i>Yes</i>
IT Spending	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Identify and/or establish State repository to track current costs and future spending planned.	<i>In Progress</i>	<i>5/9/2017</i>	<i>10/1/2018</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Staff Positions	<i>In Progress</i>	<i>4/17/2017</i>	<i>12/1/2017</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Solutions O&M (SW, hosting, licensing, etc.)	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>



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Baseline inventory of IT Costs for: IT Solution Implementation (IT Projects)	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Infrastructure	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Develop reports to identify up-to-date IT costs and future spending planned, appropriately published for improved transparency.	<i>In Progress</i>	<i>4/17/17</i>	<i>10/1/2017</i>	<i>Yes</i>
Establish policies and procedures to manage and keep cost information updated.	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2017</i>	<i>Yes</i>
Update IT Statutes	<i>Completed</i>	<i>7/1/2017</i>	<i>10/1/2017</i>	<i>Yes</i>
Develop list of immediate changes required.	<i>Completed</i>	<i>7/1/2017</i>	<i>9/6/2017</i>	<i>Yes</i>
Identify future changes required to further enhance transformation and reorganization on or before November 17, 2017.	<i>Completed</i>	<i>9/7/2017</i>	<i>10/1/2017</i>	<i>Yes</i>



Detailed Project Status Report

Project Name: Agency of Digital Services (ADS) Transition

Project Manager: Serena Kemp

Project Sponsor: *John Quinn, ADS Secretary*

Report Date: 12/19/2017

Reporting Period: *November 1, 2017 to November 30, 2017*

Project Phase: **Executing**

Project Overview: *Executive Order 06-17 (enacted 4/17/2017) created a new and separate agency within Vermont State government to include all Executive Branch IT Staff supporting the State of Vermont (excluding Sec of State and Treasurer Depts.), called the Agency of Digital Services (ADS). This project includes the planning and work activities to facilitate the transition of IT staff and services, and execute the many other objectives outlined in EO 06-17. The current Team members involved include the ADS Secretary, the eight current IT Leaders of each Department/Agency, ADS CFO, ADS Enterprise Project Management Office (EPMO) Director, and a Project Manager.*

To transition ADS effectively, the project team has organized the tasks into categories. These categories represent the high-level goals identified in Executive Order 06-17 with ‘support of results based accountability’ and ‘realignment of IT resources with State priorities’ incorporated within these six.

Overall Project Health Status: **Green = No issues with scope, schedule or budget.**

	Green	Yellow	Red
Scope	<input checked="" type="checkbox"/> In Scope No outstanding changes that have not been formally approved and logged.	<input type="checkbox"/> Scope at risk Additions/deletions being acted on without formal Sponsor approval.	<input type="checkbox"/> Not Within Scope Out of scope and unfunded work being done, remaining work ignored, previous warning not being acted on.
Scope Comments:			
Schedule	<input checked="" type="checkbox"/> On Schedule Tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Schedule at risk 75%+ of tasks are starting and ending on time and 90% are on track to meet dates.	<input type="checkbox"/> Not On Schedule Less than 75% of tasks are starting and ending on time and are on track to meet dates.
Schedule Comments: Schedule has been re-baselined to reflect realistic, achievable dates identified to reach transition goals. The team reviewed all dates and agreed to all date changes. Based on the re-baselined schedule, dates seem realistic and schedule is green.			
Budget	<input checked="" type="checkbox"/> Within Budget Costs for tasks and phases are less than 110% of baseline costs for same.	<input type="checkbox"/> Budget At Risk Costs for tasks and phases are less than 125% of baseline costs for same.	<input type="checkbox"/> Not Within Budget Costs for tasks and phases are greater than 125% of baseline costs for same.
Budget Comments: There are no planned project expenditures and the transition planning and associated activities will be supported by current SOV IT Staff. Therefore, there is no budget to estimate or expenses to track.			



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Detailed Project Status Report

Category	Accomplishments this Period	Planned Accomplishments for Next Period
Improve Procurement	<ul style="list-style-type: none"> • Deb Damore met with ACCD, AOT, AHS etc. to frame negotiations for a single contract for Intelligrants Grant Management and Highland Onbase document management. • We received and responded to over 100 questions from vendors who plan to propose eProcurement solutions. Proposals are due December 22nd. • Three calls with NASPO/NASTD this month planning for negotiation for price reductions/stability of cost for Microsoft licensing. 21 States in the consortium so far. 	<ul style="list-style-type: none"> • Evaluate eProcurement proposals. • Continue participation in consortium approach to buying Microsoft licensing with Chief Procurement Officer and other states to drive down the price of Microsoft Licensing.
Improve Project Management Practices	<ul style="list-style-type: none"> • Created Initial PM Improvement Leadership Team • Initial Review of Project Templates and identified templates where there were variances • Hired Director of Enterprise Project Management Office 	<ul style="list-style-type: none"> • Finalize PM Improvement Leadership Team selection to have a PM representative for each Agency. • Begin the PPM Tool review and selection process for the tool to be utilized across all Agencies to manage IT Projects. • Create initial draft of new IT EPMO organizational chart to create one unified PMO with no satellite IT PMO's across other agencies.
Improve Communications	<ul style="list-style-type: none"> • Completed the migration of relative website content to the ADS external site. • Identified additional content to be transitioned to the ADS intranet site. • Identify high level category and audience aggregations for mid-tier site design. 	<ul style="list-style-type: none"> • Complete initial draft of OCM presentation to be vetted by leadership team. • Identify high level category and audience aggregations for mid-tier site design.
IT Governance	<p>In support of identifying high levels of work that need approval, stakeholders, thresholds, actions durations, and decision points in ADS business processes as well as enhancing customer-focused ADS services, the first ADS CAB meeting was held with the inclusion of Agency IT team designees.</p> <p>Led and facilitated the first meeting of the expanded ADS Change Advisory Board (CAB) to include Agency IT team representation.</p>	<ul style="list-style-type: none"> • Update ADS CAB charter reflecting new participants, roles, responsibilities, define change types, voting rights, and relationship to sub-CAB's where they still exist; • Post the policy inventory on the CAB Group site for review and prioritization; • List information on the other existing CABs, membership, and frequency of meetings;

Detailed Project Status Report

	<p>Introduced goals of the expanded CAB including:</p> <ul style="list-style-type: none"> • Ensure ADS customer’s input is better communicated and considered in the administration of enterprise application, services, processes; • Build capacity in supporting enterprise application, services, processes by enabling Agency IT team staff to execute services; • Ensure Agency IT teams have representation in enterprise application, service, and process determinations and administration; • Promote continual improvement in ADS customer service. <p>Adopted the Federated Support Model to position the ADS CAB between policy and operation functions.</p> <p>Office 365 Group site created to support ADS CAB communications.</p>	<ul style="list-style-type: none"> • Schedule a January Change Management process event to define change requests and collectively understand and get agreement on change processes; • Schedule a January/February ITIL overview session; • Post the list of proposed and current voting CAB members.
<p>Improve Resource Utilization</p>	<ul style="list-style-type: none"> • Received approval of the content within the draft skillset survey from the DHR Labor Relations team. • In process of drafting introductory message, as well as a communication plan, for the roll-out of the skills survey. • Baseline inventory of IT Projects implemented • Created IT Project Repository • Created IT Project Inventory Update process • Created IT Project Inventory Template • Created a baseline inventory of PC, Laptop, and Notebook hardware for all state agencies and departments. • Began first draft of data attributes to be gathered for all hardware inventory. • Began documenting business rules/practices for gathering inventory data for Network Infrastructure and Data Center hardware across the state. • Cross-walked Gartner Reference Service Catalog to existing Shared Services Catalog to ADS FY19 IT towers • ADS Service Catalog to be based on extended Shared Services 	<ul style="list-style-type: none"> • Draft preliminary IT Project Inventory update process. • Present finalized IT Project Inventory List • Administer skills survey to all ADS staff • Initial analysis of completed skills surveys • Complete build of the unified application catalog for review by ADS leadership. • Validate existing Network Services and End User Support drafts • Extend Shared Services catalog work to incorporate uniqueness found in Agency catalogs • Document proposed process for gathering Network and Data Center hardware inventory data.



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	<p>Catalog as best fit</p> <ul style="list-style-type: none"> Completed compilation of cross-agency application catalog. Created Network Services and End User Support Service Catalog drafts for review. 	
IT Spending	<ul style="list-style-type: none"> Reconciled Budget Presentation framework to the draft Strategic Plan Completed ADS FY19 Allocation with converged positions Draft Presentation of all People Bills Completed and query vetted (and eliminated) to be used in FY19 billing procedures for the IT Staff. 	<ul style="list-style-type: none"> Provide completed contracts inventory level (signed and unsigned) to 100% for the Legacy DII Operations Close out Legacy DII with report to Finance & Management for suggestion to rates or GAP Analysis with items needed to provide a suggestion for rates by tower. Submit further VISION changes to accurately track assets and align billing framework for ADS
Statute Updates	<ul style="list-style-type: none"> N/A - phase work completed prior to October. 	



Detailed Project Status Report

High Level Schedule:

Milestone/ Deliverable	Status	Scheduled Start Date	Scheduled Completion Date	On Track?
Improve Procurement	<i>In Progress</i>	4/1/2017	3/31/2019	Yes
Establish processes in coordination with IT Governance, to avoid solution redundancies and overlaps, and leverage purchase savings (i.e. shared licensing across departments/agencies).	<i>In Progress</i>	4/17/2017	12/31/2018	Yes
Identify and/or develop the guidelines that support results based accountability within contracts.	<i>Not Started</i>	1/1/2018	3/31/2019	Yes
Identify any positions required to work with business areas to ensure Vendor/Contractor compliance with SOV IT Standards (i.e. Vendor Manager/Contract Manager).	<i>In Progress</i>	9/1/2017	6/30/2018	Yes
Improve Project Management Practices	<i>In Progress</i>	9/15/2017	6/30/2018	Yes
Identify and implement the required improvements needed to current Project Management Practices and Standards.	<i>In Progress</i>	9/15/2017	1/1/2018	Yes
Develop a change process for project approvals, including change approvals for processes, practices & standards for project management to be published through EPMO.	<i>Not Started</i>	1/2/2018	2/26/2018	Yes
Publish information established and provide Staff training.	<i>In Progress</i>	9/15/2017	3/31/2018	Yes
Measurements established to verify awareness and adherence.	<i>Not Started</i>	1/1/2018	6/30/2018	Yes
Improve Communications	<i>In Progress</i>	5/1/2017	6/30/2018	Yes
Develop and implement a Stakeholder approved Organizational Change Management Plan to help facilitate the transition and reorganization.	<i>In Progress</i>	5/15/2017	12/31/2017	Yes
Establish ADS Web site (both temporary site and new long-term site).	<i>In Progress</i>	5/1/2017	12/29/2017	Yes
Establish required metrics, associated measurement approaches, and timeframes to periodically evaluate service delivery.	<i>In Progress</i>	7/17/2017	4/1/2018	Yes
Updated and/or new Service Level Agreements (SLA) and/or Memorandums of Understanding (MOU) as required in support of relationship between ADS and business areas.	<i>In Progress</i>	9/1/2017	6/30/2018	Yes
IT Governance	<i>In Progress</i>	5/18/2017	9/1/2018	Yes
Establish processes and policies required to evaluate and approve IT work (purchases, projects, opportunities) at both the Agency and Statewide levels.	<i>In Progress</i>	5/18/2017	6/30/2018	Yes



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Establish the appropriate models, processes and policies required (including roles and responsibilities) for multi-tiered IT governance and facilitation of IT related decision making (issue resolution, spending approvals, obtaining resources, etc.).	<i>In Progress</i>	<i>6/15/2017</i>	<i>6/1/2018</i>	<i>Yes</i>
Staff the multi-tiered governance models, identifying assigned staff at all levels and in all applicable groups.	<i>In Progress</i>	<i>10/13/2017</i>	<i>6/1/2018</i>	<i>Yes</i>
Publish information established and provide Staff training.	<i>In Progress</i>	<i>6/1/2017</i>	<i>9/1/2018</i>	<i>Yes</i>
Improve Resource Utilization	<i>In Progress</i>	<i>3/1/2017</i>	<i>12/31/2018</i>	<i>Yes</i>
Identify the State repository(ies) where created inventories will continue to be tracked (solution/system, location, costs).	<i>Completed</i>	<i>6/1/2017</i>	<i>7/1/2017</i>	<i>Yes</i>
Baseline inventory of IT Positions and skillsets, with documented organization charts.	<i>In Progress</i>	<i>3/1/2017</i>	<i>12/31/2017</i>	<i>Yes</i>
Identify and publish information related to IT training and re-training opportunities available.	<i>Not Started</i>	<i>1/2/2018</i>	<i>3/1/2018</i>	<i>Yes</i>
Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.).	<i>In Progress</i>	<i>6/1/2017</i>	<i>12/31/2018</i>	<i>Yes</i>
Baseline inventory of IT solutions being implemented (IT-Projects).	<i>In Progress</i>	<i>9/7/2017</i>	<i>12/29/2017</i>	<i>Yes</i>
Baseline inventory of IT infrastructure (servers, switches, etc.).	<i>In Progress</i>	<i>9/14/2017</i>	<i>6/30/2018</i>	<i>Yes</i>
Develop reports to identify up-to-date inventory information and utilization, appropriately published for improved transparency.	<i>In Progress</i>	<i>9/1/2017</i>	<i>7/1/2018</i>	<i>Yes</i>
Establish policies and procedures to manage and keep inventory information updated, and train applicable staff.	<i>Not Started</i>	<i>7/1/2018</i>	<i>11/1/2018</i>	<i>Yes</i>
IT Spending	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Identify and/or establish State repository to track current costs and future spending planned.	<i>In Progress</i>	<i>5/9/2017</i>	<i>10/1/2018</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Staff Positions	<i>In Progress</i>	<i>4/17/2017</i>	<i>12/31/2017</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Solutions O&M (SW, hosting, licensing, etc.)	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>



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Baseline inventory of IT Costs for: IT Solution Implementation (IT Projects)	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Baseline inventory of IT Costs for: IT Infrastructure	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Develop reports to identify up-to-date IT costs and future spending planned, appropriately published for improved transparency.	<i>In Progress</i>	<i>4/17/17</i>	<i>10/1/2019</i>	<i>Yes</i>
Establish policies and procedures to manage and keep cost information updated.	<i>In Progress</i>	<i>4/17/2017</i>	<i>10/1/2019</i>	<i>Yes</i>
Update IT Statutes	<i>Completed</i>	<i>7/1/2017</i>	<i>10/1/2017</i>	<i>Yes</i>
Develop list of immediate changes required.	<i>Completed</i>	<i>7/1/2017</i>	<i>9/6/2017</i>	<i>Yes</i>
Identify future changes required to further enhance transformation and reorganization on or before November 17, 2017.	<i>Completed</i>	<i>9/7/2017</i>	<i>10/1/2017</i>	<i>Yes</i>

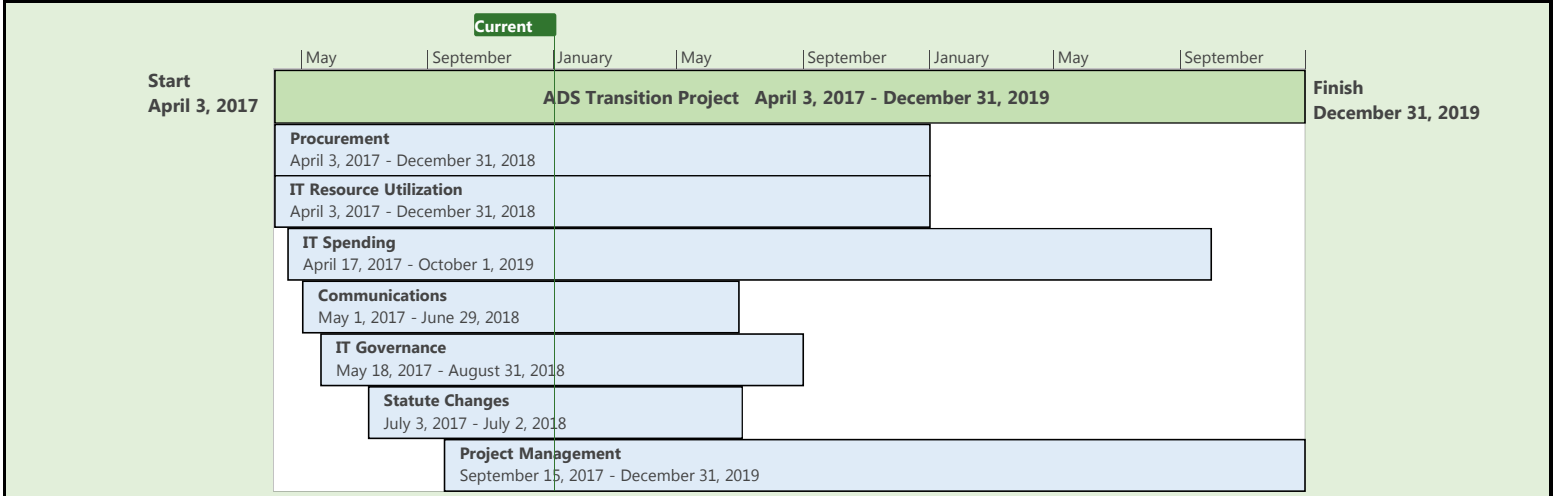


Detailed Project Status Report

Project Name: Agency of Digital Services (ADS) Transition
Project Sponsor: John Quinn, ADS Secretary & CIO
Report Date: 01/9/2018
Reporting Period: December 1, 2017 to December 31, 2017

Project Manager: Serena Kemp
Project Phase: Executing
Overall Project Health Status: Green
Project Percentage Complete: 54%

Project Overview: Executive Order 06-17 (enacted 4/17/2017) created a new and separate agency within Vermont State government to include all Executive Branch IT Staff supporting the State of Vermont (excluding Sec of State and Treasurer Depts.), called the Agency of Digital Services (ADS). This project includes the planning and work activities to facilitate the transition of IT staff and services, and execute the many other objectives outlined in EO 06-17. The current Team members involved include the ADS Secretary, the eight current IT Leaders of each Department/Agency, ADS CFO, ADS Enterprise Project Management Office (EPMO) Director, and a Project Manager. To transition ADS effectively, the project team has organized the tasks into categories. These categories represent the high-level goals identified in Executive Order 06-17 with 'support of results based accountability' and 'realignment of IT resources with State priorities' incorporated within these six.



Area of Focus	Milestone/Deliverable	Accomplishments this Period	Planned Accomplishments for Next Period
		92%	
Statute Updates	Develop list of immediate changes required.	Waiting for updates from the 2018 legislative session.	None at this time.
	Identify future changes required to further enhance transformation and reorganization on or before November 17, 2017.		
		73%	
Improve Procurement	Establish processes in coordination with IT Governance, to avoid solution redundancies and overlaps, and leverage purchase savings (i.e. shared licensing across departments/agencies).	Replaced VSP Mobile Data laptops Panasonic Toughbook with Dell Latitude Rugged devices Gartner accomplished the Independent Review for the BGS Print Shop upgrade. Proposals received for eProcurement solution.	Renegotiate/Amend the grants management contract with Agate. Analyze contact data currently in VISION to help identify contracts that are completely or partially technology.
	Identify and/or develop the guidelines that support results based accountability within contracts.	We have solidified a process resulting in contracts being tracked outside of VISION. However, the ideal solution is to have this process managed through the eProcurement initiative.	Link (virtually) at least 10 contracts to current projects in the project portfolio Link (virtually) at least 10 contracts to current projects in the application portfolio
	Identify any positions required to work with business areas to ensure Vendor/Contractor compliance with SOV IT Standards (i.e. Vendor Manager/Contract Manager).	Sorting IT contracts is still a manual process, but the repository is set up and updated as new contracts are signed.	Incorporate designation of the contract manager in to the Procurement Advisory Team (PAT) process.

Improve Project Management Practices	8%		
	Identify and implement the required improvements needed to current Project Management Practices and Standards.	Agency IT Leadership Team reviewed project templates and identified template variances. Created initial PM Improvement Leadership Team.	Finalize PM Improvement Leadership Team selection to have a PM representative for each Agency in SOV. Finalize contract negotiations with selected PPM tool vendor. Create initial draft of new IT Enterprise Project Management Office (EPMO) organizational chart to create one unified EPMO with no satellite IT PMO's across other agencies.
	Develop a change process for project approvals, including change approvals for processes, practices & standards for project management to be published through EPMO.	Selected Project Portfolio Management (PPM) tool to be utilized across the SOV. Hired Director of Enterprise Project Management Office.	
	Publish information established and provide Staff training.		
Measurements established to verify awareness and adherence.			
Improve Communications	49%		
	Develop and implement a Stakeholder approved Organizational Change Management Plan to help facilitate the transition and reorganization.	Internal SharePoint self service template is being reworked to allow easy content migration by management.	Begin identifying any missing stakeholder groups. State employee ADS SharePoint site will be populated with shared content. Publish content to shared intranet site once template is completed.
	Establish ADS Web site (both temporary site and new long-term site).		
	Establish required metrics, associated measurement approaches, and timeframes to periodically evaluate service delivery.		
Updated and/or new Service Level Agreements (SLA) and/or Memorandums of Understanding (MOU) as required in support of relationship between ADS and business areas.			
IT Governance	49%		
	Establish processes and policies required to evaluate and approve IT work (purchases, projects, opportunities) at both the Agency and Statewide levels.	The reorganization of ADS Shared Services has been completed towards optimizing Shared Services delivery and Agency IT team coordination. Established 3 tier Federated Support Model (Policy, Change Management and Compliance, and Operations) for ADS Change Management processes in support of enterprise applications and services. Charter drafted reflecting this model. Identified ADS Shared Services change management domains and integrated into the draft Charter. Defined communication channels for decision making and stakeholder communication. Initial policy inventory collected ADS Change Advisory Board (CAB) began examining Change Request process. Procurement Advisory Team (PAT) is active pulling in procurement, enterprise architecture, and project management resources. Identified ADS CAB stakeholders as vetted by the ADS CAB and specified in the CAB Charter. Expanded ADS CAB to include Agency IT designees to enhance customer input to ADS services and enterprise applications management. Updated ADS CAB Charter to reflect new organization and clarifying voting rights. Outlined communication plan for ADS Change Management process.	Begin discussions on Shared Services coordination and relationship with Agency IT team counterparts building on the extended ADS Change Advisory Board. Finalize ADS CAB Charter and execute Federate Support Model. Update relevant Shared Services Change Management policies and define in the ADS Change Advisory Board (CAB) Charter. Schedule ITIL training session for ADS Change Advisory Board (CAB). Schedule change management process event with extended CAB stakeholders to map current process and determine future process. Finalize communication matrix as part of the ADS Change Advisory Board (CAB) Charter.
	Establish the appropriate models, processes and policies required (including roles and responsibilities) for multi-tiered IT governance and facilitation of IT related decision making (issue resolution, spending approvals, obtaining resources, etc.).		
	Staff the multi-tiered governance models, identifying assigned staff at all levels and in all applicable groups.		
Publish information established and provide Staff training.			

Improve Resource Utilization	54%		
	Baseline inventory of IT Positions and skillsets, with documented organization charts.	Communication plan drafted for ADS Skills Survey and sent to DHR for review. Completed pull of application inventory from each agency and department. Completed build of a single state-wide application inventory.	ADS Leadership will confirm final definition of IT positions and recommend any new statutory language as needed. Administer ADS Skills Survey (pending final DHR approval). Initial aggregation of ADS Skills Survey results will be compiled.
	Identify and publish information related to IT training and re-training opportunities available.	Began analysis of redundant solutions. Requested Chief Data Officer Service Catalog items for compiling inventory of IT Services.	ADS Skills Survey results will allow ADS Leadership to identify respondents by location.
	Baseline inventory of IT solutions maintained (applications, SaaS/Cloud, licensing, etc.).	Worked with Shared Services Deputy Director to determine service format - using existing ADS Shared Services Service Catalog format.	Obtain Chief Data Officer Service Catalog Items Create team consisting of IT managers, Deputy Shared Services Director, and AHS IT Lead to distribute load of rest of services to work in parallel.
	Baseline inventory of IT solutions being implemented (IT-Projects).	Documentation of End User Computing, E-signature, Web/Audio Teleconferencing, Network was completed.	
	Baseline inventory of IT infrastructure (servers, switches, etc.).		
	Develop reports to identify up-to-date inventory information and utilization, appropriately published for improved transparency.		
	Establish policies and procedures to manage and keep inventory information updated, and train applicable staff.		
IT Spending	51%		
	Identify and/or establish State repository to track current costs and future spending planned.	Established a dashboard for the costs of people. Started meetings with team members at the department level view and comment on the billing dashboards.	Reconcile statutory language to established reporting framework. Establish and share dashboard for non-people spend. Complete Financial Model framework for service catalog and dislose to the Business Office/Chief Financial Office Team.
	Baseline inventory of IT Costs for: IT Staff Positions	SLA models with clients held where gaps were identified in cost of services. Data feed requirements set up with timeline to get data feed to analyze contracts.	Analyze contracts from data feed and aggregate to an executive level summary. Begin identifying requirement for long term repository and tracking costs.
	Baseline inventory of IT Costs for: IT Solutions O&M (SW, hosting, licensing, etc.)	Initial meetings set up with department level personnel to vet staffing plan and budget to actual characteristics.	Establish VTHR System requirements and timeline to complete.
	Baseline inventory of IT Costs for: IT Solution Implementation (IT Projects)	Agreed staff for budget presentation for the FY19 budget cycle. On a budgetary basis we also agreed to operating costs for the majority of departments.	Complete inventory of legacy DII assets and have plan forward for future asset management tools. Document framework for staffing plan/establish gaps needed to be filled to complete staffing plan.
	Baseline inventory of IT Costs for: IT Infrastructure	Staffing plan framework for EPMO established.	Establish and agree to framework for asset views and inventory views for technology assets. Begin review of data collected by IT Leadership team.
	Develop reports to identify up-to-date IT costs and future spending planned, appropriately published for improved transparency.		Review initial reports created for IT costs and future spend by IT Leader team and reconcile the framework to VISION.
Establish policies and procedures to manage and keep cost information updated.			