INFORMATION TECHNOLOGY MODERNIZATION PROGRAM

State of Vermont

Agency of Digital Services

January 2021

Vermont Information Technology Modernization Fund

The State of Vermont, like other states and organizations, faces IT funding challenges. The pace required to keep up with the necessary technology replacements and maintain hundreds of applications demands steady continuous investment. As technology evolves and citizens expect more online services, the reliance on the use of these systems grows. The ever-evolving cyber-security landscape brings new threats daily and makes this challenge that much more complex and difficult.

Vermont is long overdue for a modern funding mechanism for our technology needs. Like what we have for our other significant assets like buildings, roads, and bridges, information technology assets require the same programmatic approach and consistent funding.

The following represents the State Fiscal Year 2022 Information Technology Modernization (ITM) Program details. Specific projects are identified with descriptions on the business challenge being addressed, estimated costs, estimated schedule, and the project approach.

2021 Information Technology Fund Project Summary

Project Budget	Project Name	Project Description
$15,000,000	Phase 1 - DMV IT System	Replacement of the 40-year-old mainframe applications
$1,075,000	Phase 2 – DEC Permit Navigator	Citizen facing permit portal
$500,000	Phase 2 – NRB Permit Application	Move Act 250 online
$12,750,000	Human Capital Management – ERP	Replace HR system that tracks employee information, time sheets, and contracts.
$4,500,000	Bright Futures IT System (BFIS)	Replace BFIS system
$2,000,000	VDOL transition to VISION	Move VDOL to state enterprise finance system
$3,500,000	VDOL UI Modernization	Begin Phase 1 of customer portal
$1,000,000	VDOL Joblink Replacement	Coordination between ACCD and VDOL
$1,500,000	ADS Cybersecurity	Core Infrastructure and router replacements
$1,000,000	Salesforce grant management system	Transitions ACCD from a hard to manage grants program to a centralized grants system
$9,500,000	AHS Integrated Eligibility	IE replaces Access
$430,000	States Attorneys Case Management System	Upgrade to SAS case management software

Project Overview Section

Agency of Transportation

Project Summary

Project Name	DMV Core System Replacement Phase I
Agency	Transportation
Department	Motor Vehicles

Project Scope and Schedule

Business Case	The Department of Motor Vehicles mainframe is a more than 40-year-old antiquated system of record supported by multiple front end and middleware systems as well as many archaic MS Access data base applications. As the mainframe component ages, risk of catastrophic failure increases. Due to the lack of configurability we continue to be poorly positioned to meet program demands, respond to legislative changes in our mission, advance our services, streamline processes, procedures, financial reporting and collection of revenue. Expansion and integration of new processes are virtually impossible. Efficiencies cannot be gained with new web services as manual intervention is still required due to the inability to integrate with the mainframe. Our biggest challenges are the inability of our core system to be modified to incorporate new opportunities for interfaces with other applications, national database, etc., thereby requiring the entry and re-entry of information into multiple different programs. The downstream effect of a failure in the mainframe is significant and would-be public facing. This proposal aligns with ADS goals and priorities of systems modernization; increasing the number of services available online; reducing risk while increasing systems sustainability and securing Vermont's data.
Scope	Implement a totally integrated FastDS-VS, COTS solution. This is a scalable, sustainable, commercial off the shelf core system to process and administer registrations, titles, licenses, suspensions and financial records. In addition, any service built into the system would have a customer facing front end for online self-service transactions. This singular system would remove all duplication of work, reduce errors, streamline processing, enhance customer interactions, and afford the Department more opportunity for efficiencies and on-line services. The first implemented subset of this is running as the FAST Commercial Vehicle Operations (CVO) solution which was implemented in 2020, with great success This fully integrated system will handle the administration and maintenance of virtually all aspects of driver and vehicle services such as: driver's licenses & other identification credentials; driver suspensions/reinstatement, convictions, and other info related to driver improvement & control; data exchange with

	multiple multi-state information clearinghouses; vehicle titling, registration, renewals and plates; dealer licensing & regulation; customer facing eService's for most functions; support fraud detection, investigations, hearings, cashiering, revenue accounting as well as financial reporting and reconciliation; This new system will remove the need for staff to handle the same paperwork up to 5 or more times removing the redundancy and reducing the inevitable errors caused by many people inputting the same data multiple times.
Schedule	The project will begin in State Fiscal Year 2022 and has a planned completion date of State Fiscal Year 2025.

Project Estimate

Implementation	$15,000,000
Operating	$0.00
Total	$15,000,000
Notes	Estimate is for year one of a multi-year implementation.

Agency of Natural Resources

Project Summary

Project Name	DEC Permit Navigator Phase II
Agency	Natural Resources
Department	Environmental Conservation

Project Scope and Schedule

Business Case	The Agency of Natural Resources (ANR) Department of Environmental Conservation (DEC) is proposing the adoption and implementation of a Customer Relationship Management (CRM) tool to unify and coordinate all DEC permitting functions. By adopting a unified CRM platform, DEC plans to make permitting easier, clearer, more transparent, and faster for the public by improving project review coordination across ANR and simplify points of entry to DEC permitting services.
Scope	DEC Permit Navigator Phase 2– Expand on DEC's permit navigator phase 1 project developed in Salesforce to leverage CRM functionality to track projects and customers across the DEC and ANR. Phase 1 included an online site to guide the public to applicable permits based on their project information and project location. Procurement plan to leverage the IT retainer list for vendor services in partnership with ADS resources to build out the CRM platform.
Schedule	Anticipated project start in State Fiscal Year 2022 and complete in State Fiscal Year 2023.

Project Estimate

Implementation	$1,032,360
Operating	$1,562,800 for 5 years operating
Total	$2,595,160
Notes	Totals include implementation costs of $1M and operating costs for 5 years of $1.56M.

Project Summary

Project Name	NRB Permitting Phase II
Agency	Natural Resources
Department	Natural Resources Board

Project Scope and Schedule

Business Case	Most (if not all) Act 250 land-use permit (LUP) applications and accompanying supplemental materials prior to 2017 were received and are stored in paper format. The only way applicants, consultants, and the public can research existing or new projects is by consulting these documents in-person in our various locations. Access is limited by offices hours and the availability of staff. Now with COVID, access is further hindered by the offices being closed to the public and teleworking staff making planned visits to the office to scan material and make it available electronically, a slow and risky process.
Scope	Digitize an NRB LUP documents and store them for retrieval from the public Act 250 database website. 1) Hire a temporary RIM Technician to coordinate the scanning of the paper documents for our selected projects and upload the digitized files to the public Act 250 database. (2) Hire a scanning vendor through ADS Procurement's IT retainer program to digitize the paper files. (3) Hire experts from ADS EPMO to assist us with the organization and management of this project (functional & business requirements, SOW, etc).
Schedule	Anticipated project to be started and completed in State Fiscal Year 2027.

Project Estimate

Implementation	$500000
Operating	$0
Total	$500000
Notes	Reflect one-time effort to digitize records.

Agency of Administration

Project Summary

Project Name	Human Capital Management (HCM) and Budget (BUD) – ERP replacement
Agency	Administration
Department	Human Resources and Finance and Management

Project Scope and Schedule

Business Case	The current HCM PeopleSoft 9.1 was implemented in 2013. Since implementation, the product has not been updated with bundles and patches. The current version is no longer fully supported by Oracle. The Budget system, PB Advantage v.3.09 was implemented in 2011 with a ten-year maintenance contract. Version 3.09 lacks functionality found in newer versions. Additionally, Version 3.09 has not been fully supported since 2019 and in under limited extended technical support. The extended support contract for the current system expires in Nov. 2021
Scope	Modernize the existing Oracle PeopleSoft Human Capital Management system (HCM) & The CGI Advantage Budget System. Replace both the Human Capital Management and Finance Budget Systems with state of the art, full suite of software modules as a SaaS Solution in the Cloud. The SoV will complete an RFP process for the replacement solution.
Schedule	The anticipated start date for this project is State Fiscal Year 2022 with a completion date in State Fiscal Year 2024.

Project Estimate

Implementation	$12,725,000
Operating	$12,000,000 for the following 5 years
Total	$24,725,000
Notes	Estimate includes HCM and Budget System replacement over two fiscal years. Funded through other means, this project would be a cost to the VISION internal service fund which would be amortized over a number of years and result in higher VISION costs for agencies and departments during those years.

Agency of Human Services

Project Summary

Project Name	Bright Futures Information System (BFIS) Replacement
Agency	Human Services
Department	Children and Families

Project Scope and Schedule

Business Case	Child Development Division (CDD) is currently executing its core business operations for Child Care through an outdated legacy application called Bright Futures Information System (BFIS). Unfortunately, the BFIS system is currently running on an outdated platform that is no longer vendor supported and has proven to be inadequate. The BFIS application is prone to errors and has limited capability to take on new functionality. As a result, it is not possible to apply federally mandated changes to Child Care Financial Assistance Program calculations.
Scope	Replace the current BFIS environment for the Child Development Division by creating an integrated modular Case Management system on a Salesforce platform. To build a modular Case Management solution within the State's Salesforce platform. A solution that is aligned to a common Human Service Data Model and integrated through Mulesoft. The system will need to leverage common service applications for Business Rules Management, Notice Generation and Identity Authorization Management to insure extensibility and consolidation of technology. The team will be releasing an RFP to procure the services of a System Integrator with Human Service and Salesforce development experience to design, develop and deploy the CDD Information System.
Schedule	Anticipated project start in State Fiscal Year 2022 and be completed in State Fiscal Year 2024.

Project Estimate

Implementation	
Operating	
Total	$6,755,200
Notes	The Department received one-time development funding of $900,000 and a CCDF Federal Block Grant of $1,320,000 totaling $2,220,000. Remaining funds required: $4,535,200.

Project Summary

Project Name	Integrated Eligibility (IE)
Agency	Human Services
Department	Vermont Health Access

Project Scope and Schedule

Business Case	Vermont is pursuing a modular approach to modernizing its healthcare and economic services Integrated Eligibility & Enrollment (IE&E) system with the goal of minimizing financial risk and driving timely and consistent business value. A key component of this modular approach is ensuring that each module is made extensible for future scalability and flexibility, is compliant with relevant State and Federal laws and regulations, and maximizes value for clients, providers, staff, and taxpayers. Once fully implemented, the new IE&E system will allow the State to retire the Vermont Health Connect and ACCESS legacy systems for in scope programs. The new system, with its modular and flexible architecture, will be better positioned for future build out.
Scope	Vermont has updated its IE&E project roadmap for the next 4 years with some of the key road map categories as follows: • **Customer Portal Improvement**: Continuation of efforts to allow Vermonters to more easily apply for and maintain financial and health coverage benefits. - started October 2020 and lasting approximately 21 months. • **IE&E System Preparation**: Multiple efforts to prepare systems for moving to a consolidated case management system - starting January 2021 and lasting approximately 24 months. • **IE&E System Implementation**: Beginning of implementation of the consolidated case management system. - starting approx. July 2022 and lasting approximately 24-36 months. Each of these roadmap categories has multiple projects/workstreams underneath the category that are focused on moving the Program towards the overall goal of implementing a modern IE&E system.

Schedule	The IE&E Program is currently in progress and is expected to reach completion following conclusion of SFY 2025.

Project Estimate

Implementation	$9,500,000
Operating	$0
Total	$9,500,000
Notes	This funding request is for two State Fiscal Years - $3,200,000 for SFY 2022 and $6,300,000 for SFY 2023. The IE&E program is expected to run through the end of SFY 2025 and will require additional funding for SFY 2024 and SFY 2025.

Department of Labor

Project Summary

Project Name	Financial Accounting and Reporting System (FARS) Replacement
Agency	
Department	Labor

Project Scope and Schedule

Business Case	VDOL is seeking to modernize their financial accounting system to seemingly interface or interact with the State of Vermont VISION system. The current system (FARS) is about 40yrs old. IT retirements coupled with recent critical failures of the current system are having a negative impact to business operations.
Scope	Financial and Accounts Reporting System Modernization. The team is proposing to begin by gathering/validating the business requirements. Next would be to conduct an RFP process to select a vendor with implementation included.
Schedule	Project will start in State Fiscal Year 2022 with an anticipated completion date in State Fiscal Year 2023.

Project Estimate

Implementation	$2,000,000
Operating	$1,293,680 for 5 years
Total	$3,293,680
Notes	Implementation costs of $2M with following 5 years of operating costs included in total.

Project Summary

Project Name	Unemployment Insurance (UI) Modernization
Agency	
Department	Labor

Project Scope and Schedule

Business Case	Vermont is maintaining outdated and expensive mainframe-based unemployment insurance benefits and tax systems. The Vermont Department of Labor's (VDOL) current UI processing system runs on legacy hardware and software. The system was written in the 1980s and remains constrained by the technology of that era relative to the demands placed on the system by ever changing federal program requirements.
Scope	Phase 1 of replacing the current, legacy Unemployment Insurance system. Issue an RFP and contract with a vendor to implement Phase I of this system. The preferred solution would be deployable within the State's Salesforce Platform.
Schedule	The project will start in State Fiscal Year 2022 with an anticipated completion date of State Fiscal Year 2024.

Project Estimate

Implementation	$3,500,000
Operating	$3,135,775 for 5 years
Total	$6,635,775
Notes	Implementation of Phase I is $3.5M with the remainder being anticipated operating costs for the following 5 years.

Project Summary

Project Name	Joblink Replacement
Agency	
Department	Labor

Project Scope and Schedule

Business Case	Replace current labor exchange and case management system with an updated system to enable Workforce Development services and programs to be better integrated, more accessible to employers and jobseekers, and more comprehensive in its ability to collect, share, and display information. This system serves as the platform for administering, monitoring, and reporting on roughly twelve federal programs. Updates will provide greater capabilities to promote and recruit for jobs, coordinate education and training programs, expand availability of career pathway information, promote and link credentials of value, link unemployed individuals with reemployment services and supports, and help and provide new labor market information that will enable effective planning and decision-making relating to economic, education, labor, and employment policies.
Scope	Replacment of VDOL Workforce Development's current system, Vermont JobLink (VJL) with a modern SaaS CRM solution. RFP to contract with a vendor for the implementation of one or more Software as a Service (SaaS) data collection and reporting solutions and Customer Relationship Management (CRM) solution. The State's preferred CRM platform is Salesforce.
Schedule	It is anticipated the project will be completed in State Fiscal Year 2022.

Project Estimate

Implementation	$1,000,000
Operating	$2,393,500 for 5 years
Total	$3,393,500
Notes	Implementation costs are $1,000,000 remainder are the operating costs for the next 5 fiscal years

Agency of Digital Services

Project Summary

Project Name	Network and Cybersecurity Upgrade
Agency	Digital Services
Department	Security

Project Scope and Schedule

Business Case	ADS needs to restructure our data center core networks to provide for security requirements and to support cloud storage strategies. Our Internet edge firewalls are oversubscribed and often cause failures in connectivity to critical services and the municipal routers are end of life and need to be replaced. We plan to replace them with firewalls, adding a critical layer of security to the connections with DPS.
Scope	This project will re-architect the data center core and firewalls, upgrade the oversubscribed internet edge firewalls, and replace the municipal routers with firewalls. The project will be completed with hardware upgrades and some professional services to perform the architectural issues.
Schedule	It is anticipated that this project be completed in State Fiscal Year 2022.

Project Estimate

Implementation	$1,485,000
Operating	$0.00
Total	$1,485,000
Notes	Estimate is for one year

Agency of Commerce and Community Development

Project Summary

Project Name	Grants Management System Replacement - DHCD
Agency	Commerce and Community Development
Department	Housing and Community Development

Project Scope and Schedule

Business Case	Migrate ACCD's DHCD Intelligrants legacy grant management workflows into Salesforce, the statewide enterprise grant management system. In FY21, the Agency began a customer relationship management conversion to Salesforce using CRF funds. The grant management conversion into one platform will enable the Agency and partners to understand the state's relationship with a customer. It will also reduce administrative costs, improve internal coordination and collaboration, improve data management, and improve customer experience.
Scope	Migrate 7 ACCD DHCD grants programs from legacy Intelligrants platform to the state's enterprise Salesforce platform. Procure vendor support via IT retainer contracts to configure a Salesforce grants management platform and onboard first complex grant program and leverage ADS and ACCD resources to onboard remaining grant applications.
Schedule	The project is anticipated to start in State Fiscal Year 2022 and be completed in State Fiscal Year 2023.

Project Estimate

Implementation	$970,040
Operating	$390,000 following 5 years operating
Total	$1,360,040
Notes	Project costs reflect $1M in implementation and $.4M in 5 year operating costs.

States Attorneys and Sheriffs

Project Summary

Project Name	Case Management System (CMS) Replacement
Agency	States Attorneys and Sheriffs
Department	

Project Scope and Schedule

Business Case	The State's Attorneys (SAS) currently utilize a case management system (CMS) called JustWare/(JW). Their vendor, Journal Technologies Inc (JTI) will no longer offer support/security patches after 6/30/21. The system must be replaced. The JustWare CMS does not integrate with the courts CMS known as Odyssey, Public Safety systems, or allow for direct delivery of evidence to the defense bar. Recent and proposed changes in the law will require detailed racial diversity reports and the sealing and expungement of criminal records. The current CMS is unable to efficiently handle the significant workload increase in data transfer process and does not natively interface with the court's CMS without a 3rd party vendor.
Scope	This project is to replace the current CMS with one provided by Tyler Technologies or a comparable solution via a RFP process. Tyler is the same vendor who provides the Judiciary CMS known as Odyssey. A CMS that integrates seamlessly with the Courts is the best long term solution and would resolve data sharing/integration issues between SAS and the Judiciary. This option would cost about $1.6M for implementation and $220,476 per year to operate.
Schedule	The anticipated project start will be State Fiscal Year 2022 and will be completed in State Fiscal Year 2024.

Project Estimate

Implementation	$430,000 Phase 1
Operating	$1,102,380 for 5 years operating
Total	$2,702,380
Notes	The $430k earmarked for implementation along with $300K of SAS carry forward will cover the first phase of implementation.