2026 ADS Annual Report

Agency of Digital Services

Denise Reilly-Hughes, Secretary & CIO

January 21, 2026

One ADS: Vermont's Three - Year Strategy

Over three years, ADS will deliver greater value, reliability, and transparency through One ADS —a unified approach modernizing fragmented technology systems while maintaining dependability.

User Experience

Simple, intuitive, consistent digital services for all Vermonters and state employees.
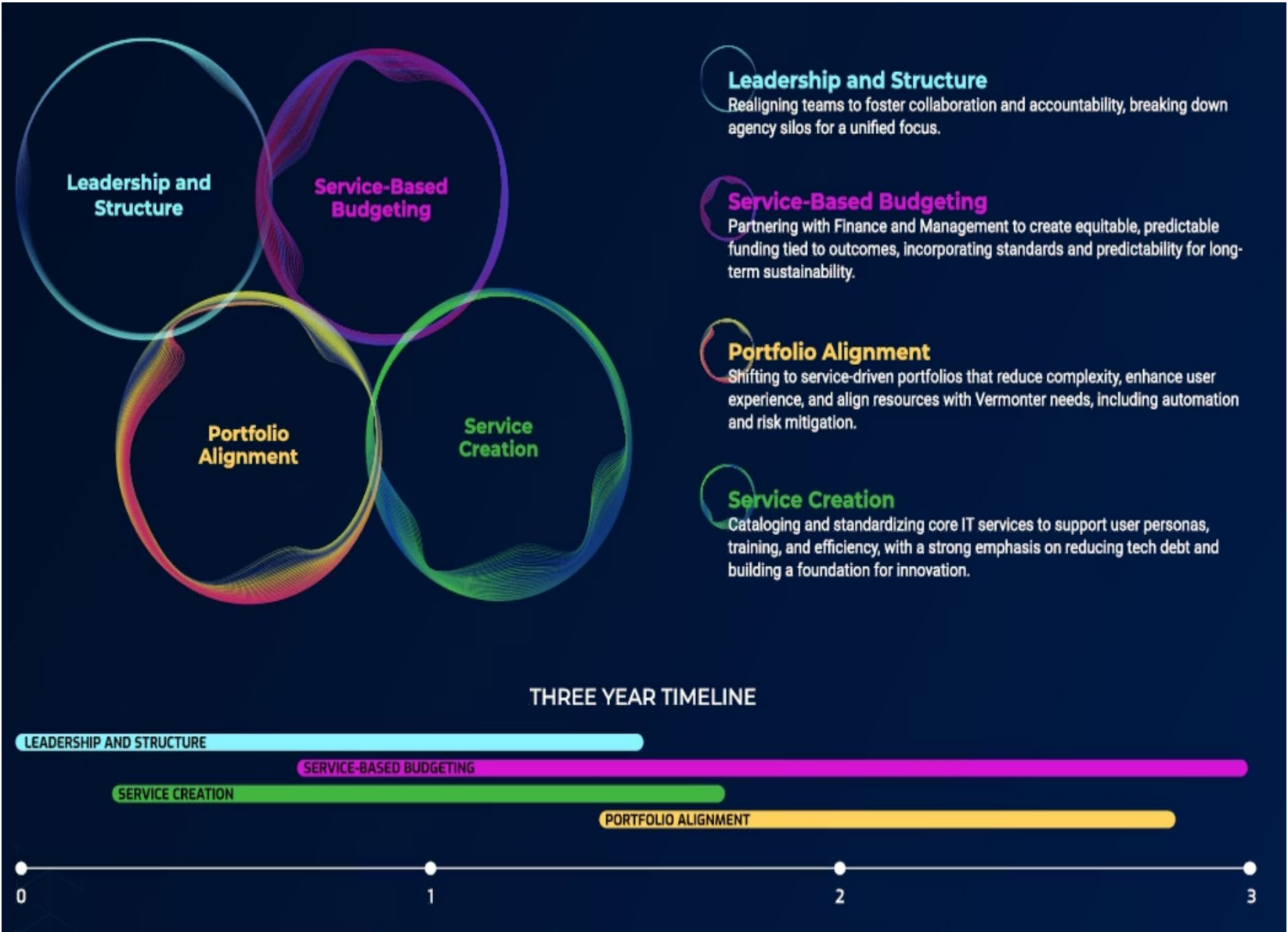
Standards

Shared frameworks reducing silos and improving reliability across government.

Predictability

Service -based budgeting improving transparency and stabilizing costs.

Reducing Complexity

Simplifying systems, strengthening security, freeing resources for innovation.

Leadership and Structure
Realigning teams to foster collaboration and accountability, breaking down agency silos for a unified focus.

Service-Based Budgeting
Partnering with Finance and Management to create equitable, predictable funding tied to outcomes, incorporating standards and predictability for long-term sustainability.

Portfolio Alignment
Shifting to service-driven portfolios that reduce complexity, enhance user experience, and align resources with Vermonter needs, including automation and risk mitigation.

Service Creation
Cataloging and standardizing core IT services to support user personas, training, and efficiency, with a strong emphasis on reducing tech debt and building a foundation for innovation.

THREE YEAR TIMELINE

LEADERSHIP AND STRUCTURE
SERVICE-BASED BUDGETING
SERVICE CREATION
PORTFOLIO ALIGNMENT

0   1   2   3

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Agency of Digital Services
Strategic Plan 2024–2028

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

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

STRATEGY

SIMPLIFYING TO REDUCE COMPLEXITY

- Strengthen our digital foundation by replacing legacy IT systems with Integrated preferred enterprise platforms, thereby reducing technical debt
- Deploying new systems by utilizing cloud-based offerings to reduce our infrastructure footprint and total cost of ownership.
- Enable AI responsibly and securely while maintaining the highest standards

BREAKTHROUGH INDICATORS

- 5 existing infrastructure-based systems migrated from OnPrem to Cloud Managed Services
- Replacement of 30 legacy applications with State-preferred enterprise platforms

STRATEGY

ENHANCING STANDARDS

- Raise employee and Vermonter awareness of cyber risk and data privacy through training and reporting
- Coordinate cybersecurity policies and practices throughout State Government
- Improve data-driven decision making related to public health and safety through the development of robust data analytics, governance, and management systems
- Establishment of Core Enterprise Services as the foundation available to every user, agency, and department in state government.

BREAKTHROUGH INDICATORS

- 90% completion of Cyber-awareness training quarterly by state employees
- Application and data risk evaluations integrated into the 12 cabinet-level IT investment plans
- 12 cabinet-level agencies and departments with technology risk evaluation report cards
- Standard Service model of IT support of all Core Enterprise Services
- 5 data sets available for analysis in the new data environment
- All Dashboards and analytics available through PowerBI

STRATEGY

USER EXPERIENCE

- Increase the number of simple, low-cost, online interactions that Vermonters have with their government.
- Build a closer online relationship with Vermonters, including single sign-on capability
- Improve Vermonter's experience with state government by transitioning outdated paper processes with online, streamlined services

BREAKTHROUGH INDICATORS

- 48 public-facing applications utilizing myvermont.gov single sign-on
- Provide 10 native mobile applications as alternative to existing public-facing services
- 50 public-facing processes automated with next-generation technology

STRATEGY

PREDICTABILITY AND TRANSPARENCY

- Proactively reduce the number of applications through consolidation and elimination. This will result in lower IT maintenance costs, purchasing costs, licensing costs, and employee costs over the life cycle.
- Improve the 5-year IT roadmap and investment plans for all agencies aligned to the ongoing modernization of government
- Utilize improved standards to provide timely and accurate budget and expenditure information to IT decision-makers.
- Continue focus on investment and services in cybersecurity and core enterprise services

BREAKTHROUGH INDICATORS

- 12 cabinet-level agencies to have a complete 5-year IT roadmap and investment plans that are updated annually
- Track spending of managed and supported services as well as bespoke purchase investments.
- A minimum of 10% of IT budget dollars invested in security initiatives
- Implement a technology business management solution

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Our Successes in 2025

Technology and Enterprise Services

ADS Technology Services delivered transformative improvements across five key service areas, driving measurable gains in efficiency, reliability, and customer satisfaction.

Enterprise Applications

Migrated legacy apps to cloud, achieving 99.9% uptime. Deployed RPA saving thousands of labor hours annually.

Service Desk Solutions

Supported 11,000 employees returning on-site. Completed Windows 11 migration, reduced ticket resolution by 20%.

Network Services

Launched statewide modern network in all state offices. Started with wireless access points, achieved 99.99% uptime.

Core Enterprise Services

Core Enterprise Services strengthened the state's technology backbone by achieving 99.95% system availability, cutting recovery times in half, and reinforcing compliance.

Field Enterprise Services

Customer-centric support model, improving day-to-day service and alignment with agency needs through closer coordination and on-site "genius bar" support that enabled a smoother return to in-person work.

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Our Success in 2025

Security Division

Vermont achieved substantial vulnerability reduction through coordinated enterprise   -wide action. Automated security platform processed 1.1 million events, saving an estimated 3,121 workdays   —equivalent to 104 full -time employees.

358.8B
Security Events
Monitored across the state using AI - driven analytics

93.8%
Response Time Reduction
From 37.3 days to 3.5 days average

172.9M
Email Messages
Processed, preventing 94,673 spam and 17,040 malicious attacks

Our Success in 2025

Data & Artificial Intelligence Division

During 2025, the Data and AI Division focused on establishing statewide service offerings, showing returns in better service, innovation, and reduced costs. Vermont presented innovations at more than a dozen local and national conferences.

Developing Vermont's Tech Talent

Partnered with Catalyte to develop 9 apprentices from Vermont communities —mid‑career Vermonters managing hotels, working retail, or gigging. The rigorous 5 ‑month paid training, and 2‑year apprenticeship exposes candidates to technology roles, starting with Data and AI.

ChatVT: Secure AI for Every State Employee

15%

Of total state workforce using ChatVT

700+

State employees
actively using the tool
by December

$1

Per User. Offering secure, capable AI environment

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Our Success in 2025

Vermont Center Geographic Information

1B+
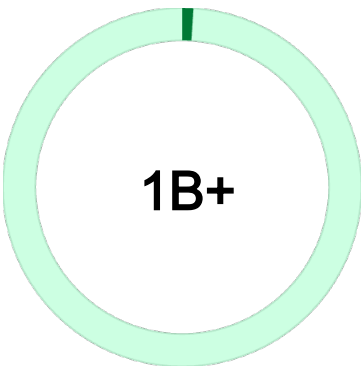
Map Service Requests

First time Vermont's servers fielded over 1 billion requests

Digital Experience for All Vermonters
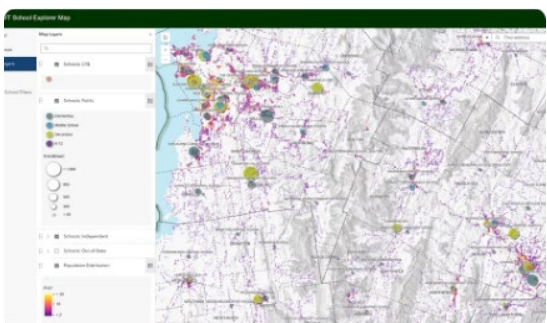
6.4M

Engaged with Vermont's websites

34M

Averaging 95,000 per day

Established Universal Accessibility Initiative ensuring all digital content is accessible to users with disabilities, complying with updated DOJ Guidelines effective April 2026.
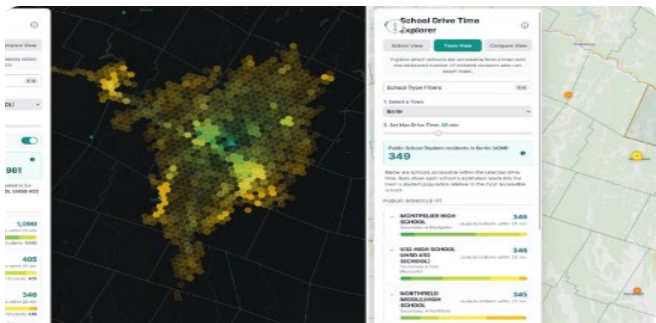

School District Builder

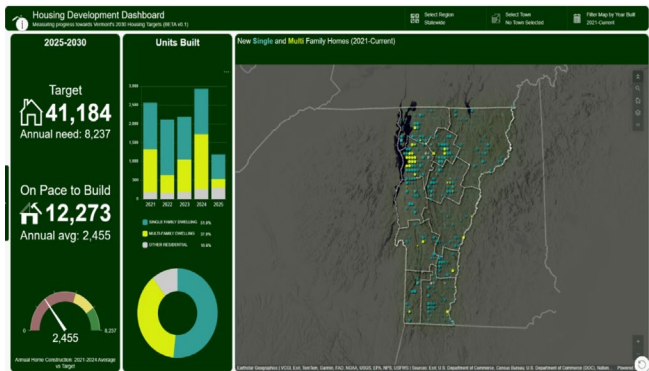Create custom district scenarios, generate reports on student counts and metrics.

School Explorer

Interactive map with layered data on population, jobs, terrain, and taxing capacity .

Drive Time Explorer

Illustrates distance communities travel to reach schools, making access impacts clear.

Housing & Property Data

Launched statewide housing dashboard supporting HOME Act of 2023 and Act 181 of 2024. Provides shared view of progress toward regional and statewide housing targets.

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Additional AI Systems Inventory

Application of AI systems across various state divisions, highlighting how technology is enhancing public services and operational efficiency beyond initial considerations.

Transportation & Infrastructure

- Traffic management and signal optimization
- Predictive maintenance for roads and bridges
- Autonomous public transit and logistics

Education Systems

- Personalized learning paths and adaptive tutoring
- Student performance analytics and early intervention
- Automated grading and content recommendation

Health & Human Services

- Predictive analytics for public health trends
- Personalized patient care and treatment plans
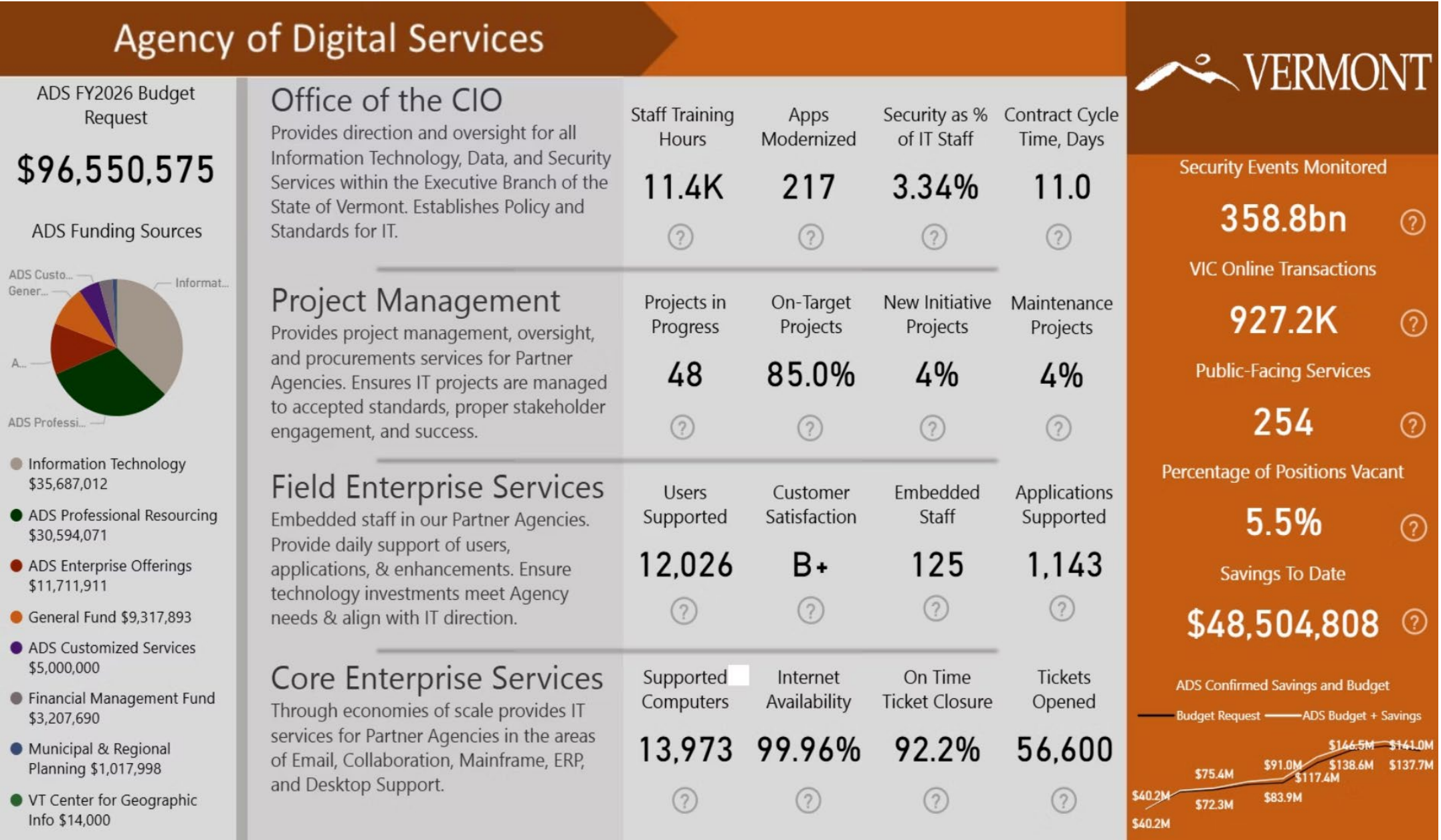- Automated assistance for social service access

Public Safety & Justice

- Crime pattern analysis and resource allocation
- Emergency response optimization
- Digital forensics and evidence processing
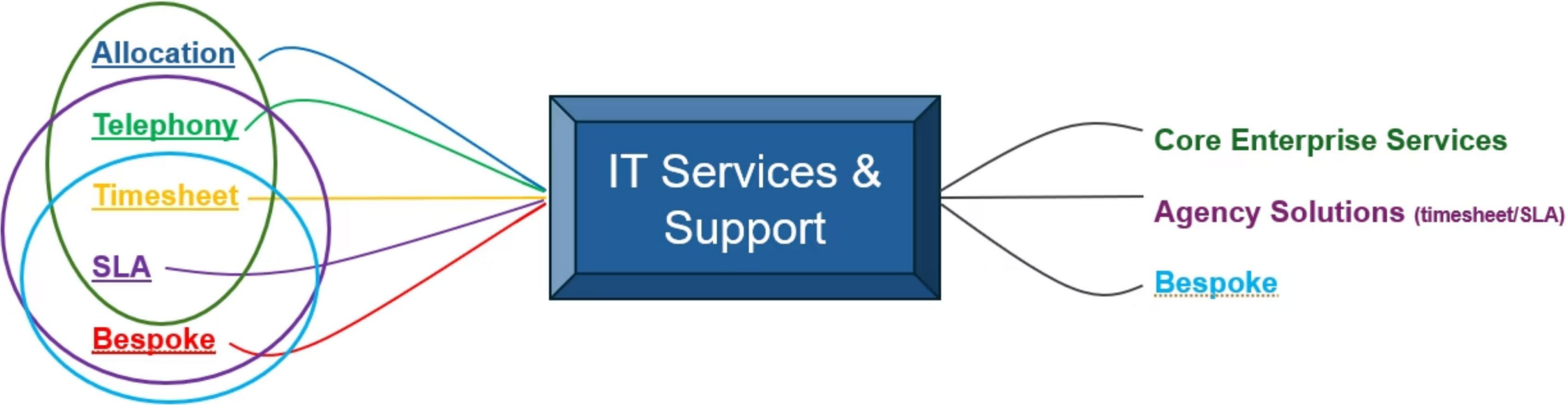
Agency Performance Metrics and Trends

**$2.7M in Savings (CY25)**

$48.5M In Total Savings Since 2017

Agency of Digital Services

ADS FY2026 Budget Request

$96,550,575

ADS Funding Sources

- Information Technology $35,687,012
- ADS Professional Resourcing $30,594,071
- ADS Enterprise Offerings $11,711,911
- General Fund $9,317,893
- ADS Customized Services $5,000,000
- Financial Management Fund $3,207,690
- Municipal & Regional Planning $1,017,998
- VT Center for Geographic Info $14,000

Office of the CIO
Provides direction and oversight for all Information Technology, Data, and Security Services within the Executive Branch of the State of Vermont. Establishes Policy and Standards for IT.

Staff Training Hours	Apps Modernized	Security as % of IT Staff	Contract Cycle Time, Days
11.4K	217	3.34%	11.0

Project Management
Provides project management, oversight, and procurements services for Partner Agencies. Ensures IT projects are managed to accepted standards, proper stakeholder engagement, and success.

Projects in Progress	On-Target Projects	New Initiative Projects	Maintenance Projects
48	85.0%	4%	4%

Field Enterprise Services
Embedded staff in our Partner Agencies. Provide daily support of users, applications, & enhancements. Ensure technology investments meet Agency needs & align with IT direction.

Users Supported	Customer Satisfaction	Embedded Staff	Applications Supported
12,026	B+	125	1,143

Core Enterprise Services
Through economies of scale provides IT services for Partner Agencies in the areas of Email, Collaboration, Mainframe, ERP, and Desktop Support.

Supported Computers	Internet Availability	On Time Ticket Closure	Tickets Opened
13,973	99.96%	92.2%	56,600

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Security Events Monitored
358.8bn

VIC Online Transactions
927.2K

Public-Facing Services
254

Percentage of Positions Vacant
5.5%

Savings To Date
$48,504,808

ADS Confirmed Savings and Budget
— Budget Request — ADS Budget + Savings

$166.5M $141.0M
$75.4M $91.0M $138.6M $137.7M
$117.4M
$40.2M $72.3M $83.9M
$40.2M

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Current-to-Future State Funding Model


Many-to-Many Funding Creates Complexity

FY27 Budget Request Overview

The proposed budget for Fiscal Year 2027 reflects strategic investments across key state services and technology infrastructu   re.
This overview highlights the allocation of funds to ensure efficient operations and continued service improvement.

FY27 Projected ADS Budget
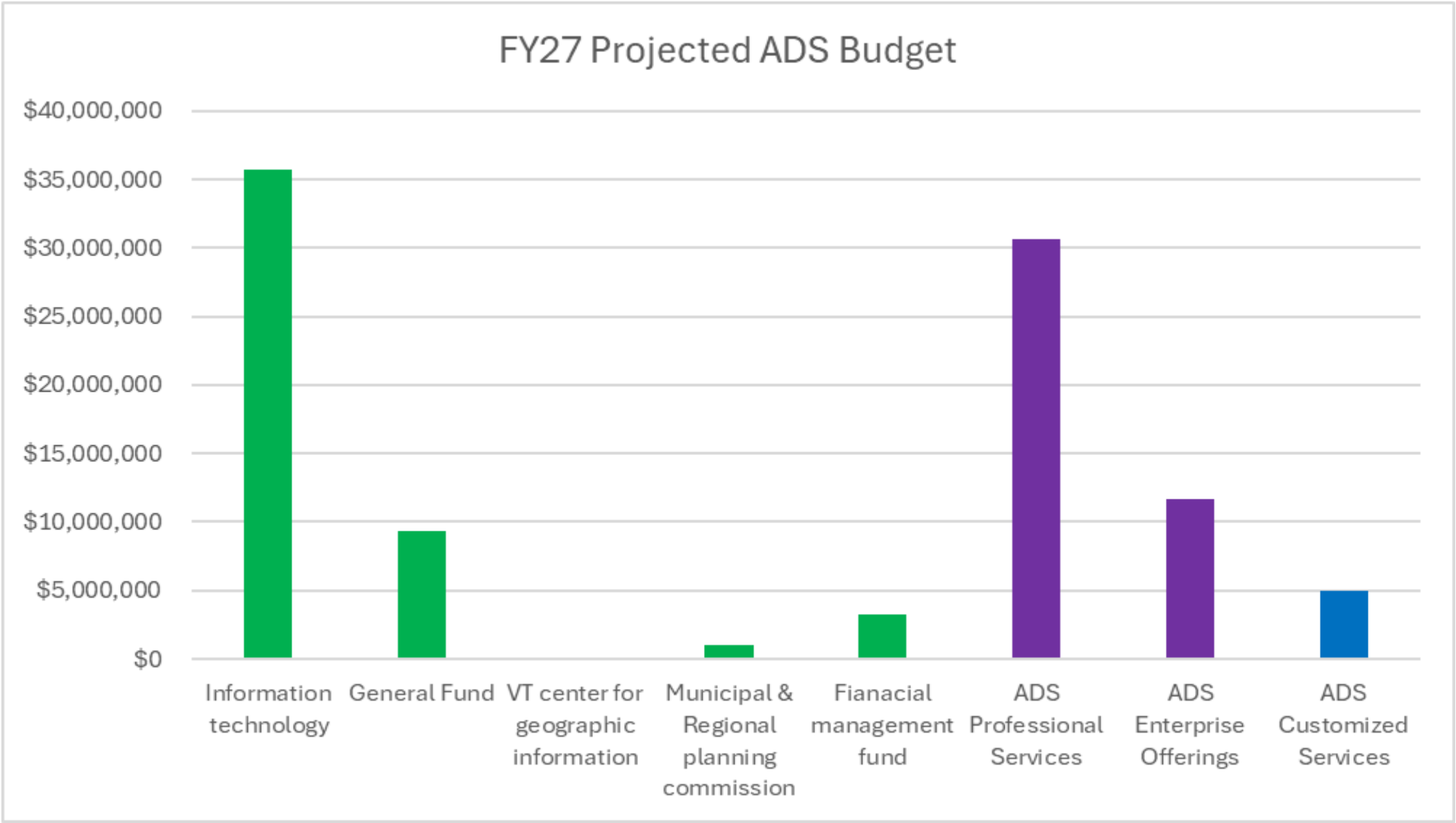
IT Spend by FY and Category
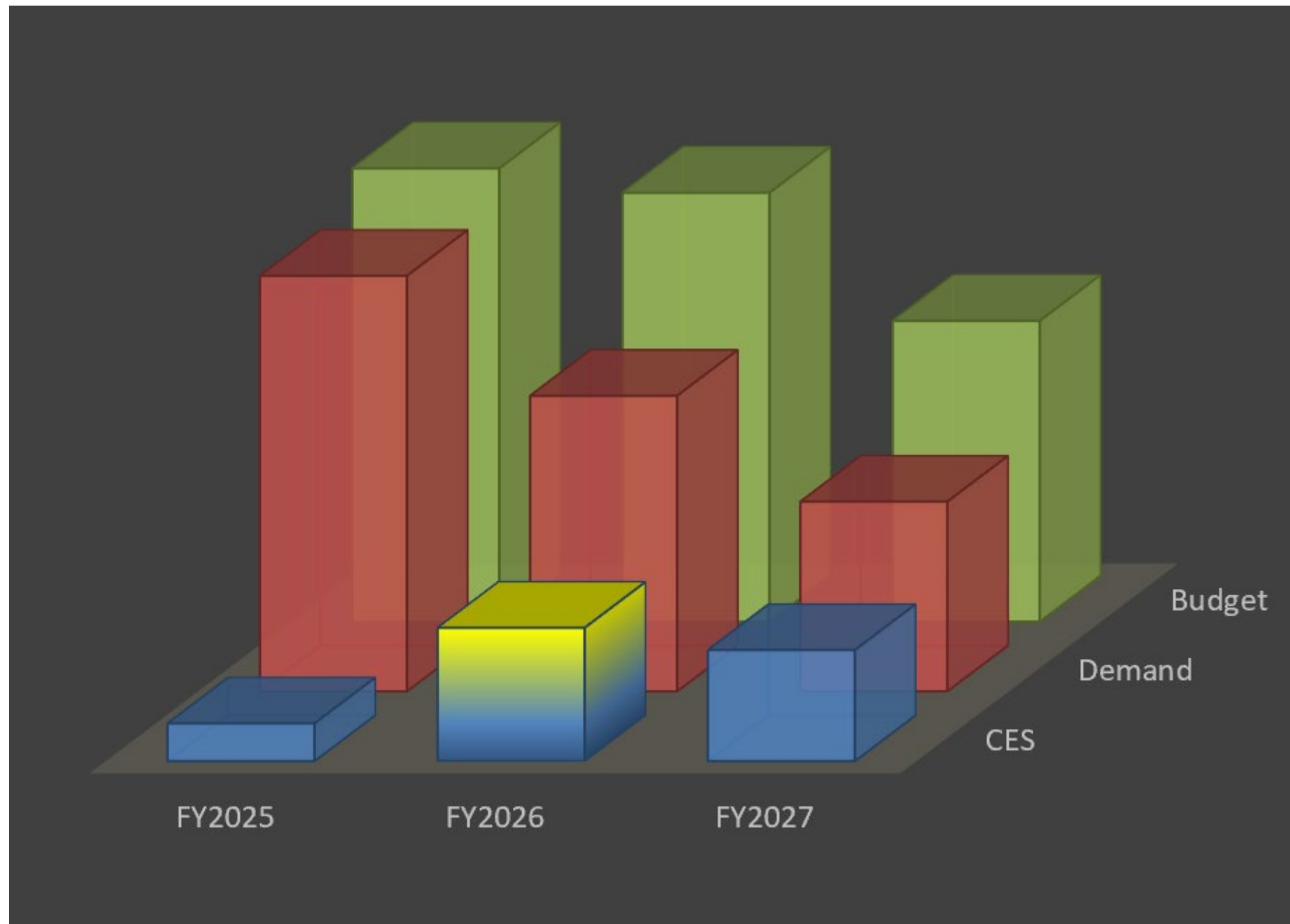
Project Status & Risk Management

We've updated our project status categories this year to provide clearer insights into project health and facilitate proactive risk management. Our color-coded system applies across scope, schedule, and budget, enabling early intervention and successful project delivery.

Green: Healthy Status

Projects are progressing as planned with all key indicators (scope, schedule, budget) on track. Continue routine monitoring. Minimal risk identified.

Why it Matters: Progressing smoothly, allowing resources to focus on other priorities.

Yellow: Moderate Risk

Projects show minor deviations in scope, schedule, or budget that require attention. Investigate underlying issues and implement corrective measures promptly.

Why it Matters: Needs attention to prevent escalation and ensure timely resolution before impacting project goals.

Red: High Risk

Significant issues detected in scope, schedule, or budget. Immediate intervention and escalation are required to implement major corrective actions and mitigate severe impacts.

Why it Matters: Immediate intervention required to prevent critical failure and significant resource drain.

This enhanced framework ensures that potential challenges are identified and addressed swiftly, protecting project investments and driving successful outcomes for the state of Vermont.

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Portfolio Performance Overview

Our Agency's Project Management Office (EPMO) oversees a dynamic portfolio of initiatives, ensuring strategic alignment and efficient execution. Here's a snapshot of our performance in 2025.

48	68%	25%	7%
ACTIVE PROJECTS	**ON TRACK** ✅	**MANAGED RISKS** ⚠️	**AT RISK** ⛔
Currently managed by EPMO	Meeting scope, schedule, and budget goals	Identified and proactively addressed	Requiring leadership intervention

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Project Performance Variances

This year, we've enhanced our project tracking with detailed variance analysis, providing transparent insights into both schedule and budget performance for each initiative.

Schedule Variance

Measures the difference between **planned and actual progress**, indicating if projects are ahead, on track, or behind schedule.

New visual charts are now provided for each project, offering clear insights into scheduling efficiency.
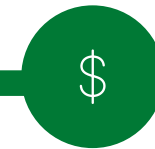
Budget Variance

Represents the difference between **projected and actual expenditure**, essential for monitoring financial health and efficiency.

Detailed charts are available for every project, supporting future planning and early risk identification.

These new tools enable quicker identification of deviations, facilitating proactive adjustments and more effective resource allocation across the entire portfolio.

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Project Completions (2025)

This year saw the successful completion of numerous strategic projects, driving efficiency and enhancing public services acro   ss Vermont's agencies. Here's a comprehensive list of initiatives brought to fruition in 2025.

- SOS Business Filing System

- VSP Workforce Management Scheduling Solution

- AHS – VDH – EDRS Fast Healthcare Interoperability Resources (FHIR)

- AHS VT Health Information Exchange   – 3 Workstreams

- AOT HD Construction Management System

- AOT SharePoint Modernization

- AOT DMV Core Systems Replacement

- DMAD Education Data Standard Ed - Fi

- Windows 11 Upgrade

- Shared Services VoIP

- Vermont Business Portal

- AHS – CO Critical Incident Reporting

- Child Nutrition Management System

- AHS – CO Refugee Resettlement Program

- AHS – DCF – CDD Integrated Information System (Phase 1)

- AHS VDH StarLIMS System Upgrade

- ADS ACD Modernization

- AOT Wrike Implementation

- SOS Safe at Home

- DPS Data Dashboard

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Reporting Dashboards