

# Vermont's Data Program

Committee Info: Joint Information Technology Oversight Committee (JITOC)

Date: 12/2/2025

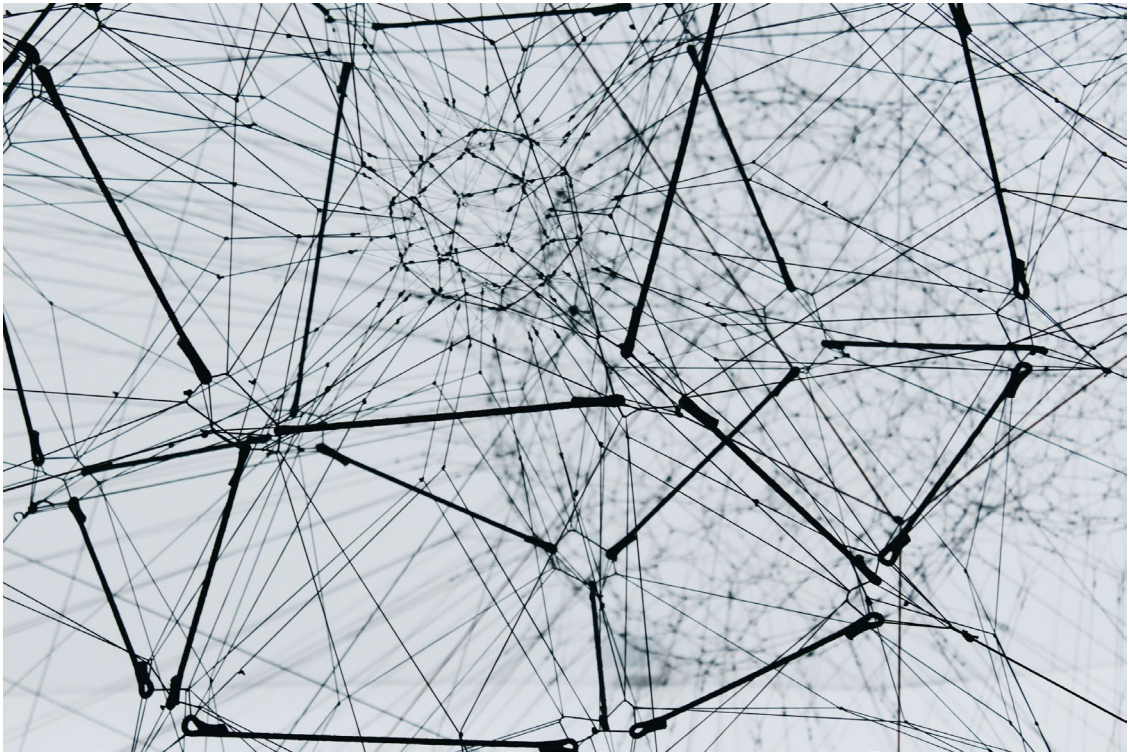
Presenters:

- Josiah Raiche, Chief Data and AI Officer

[digitalservices.vermont.gov](https://digitalservices.vermont.gov)



# Goals of Vermont's Data Program



## Trust and Transparency

- Vermonters' trust in their government is enhanced through visible and accurate public data.

## Insight for Leaders

- State leadership has access to information needed to make wise decisions.

## Operational Effectiveness

- Programs collect and use data to drive continuous improvement, automation, and better outcomes.



# Vermont's Data Team

## Central data team (ADS)

- Privacy and Governance
- Platform and Operations
- Publishing and Analytics



## Agency data teams

- Data Collection and Management
- Data Analytics



# Vermont's Approach to Data Governance

Data is a core state asset, like our systems and equipment

- Data-first approach to tech systems
- Data is more than the system it lives in today

Data governance balances two focuses

Maximizing the value of data we  
collect and steward

Protecting the privacy and  
security of data



# Vermont's Data Platform

- Operational Data - traditional databases.
- Analytics and Reporting – data lake house.

Data is the **fuel** that powers our enterprise.



# Data Lake House

- Imagine you need a report...



# Basic Reporting

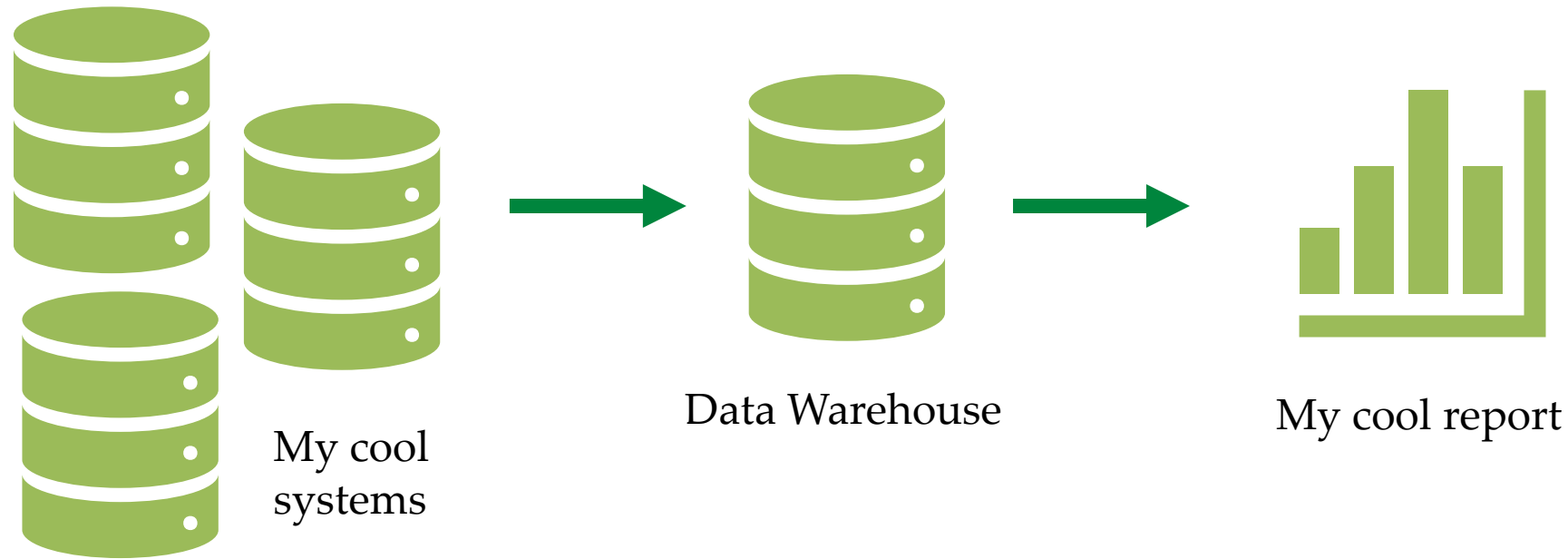


Works for:

- 1 Report ☒
- 10 Reports ☒
- 100 Reports ☐
- 1000 Reports ☒



# Data Warehouse: “These reports have a bunch of shared information.”

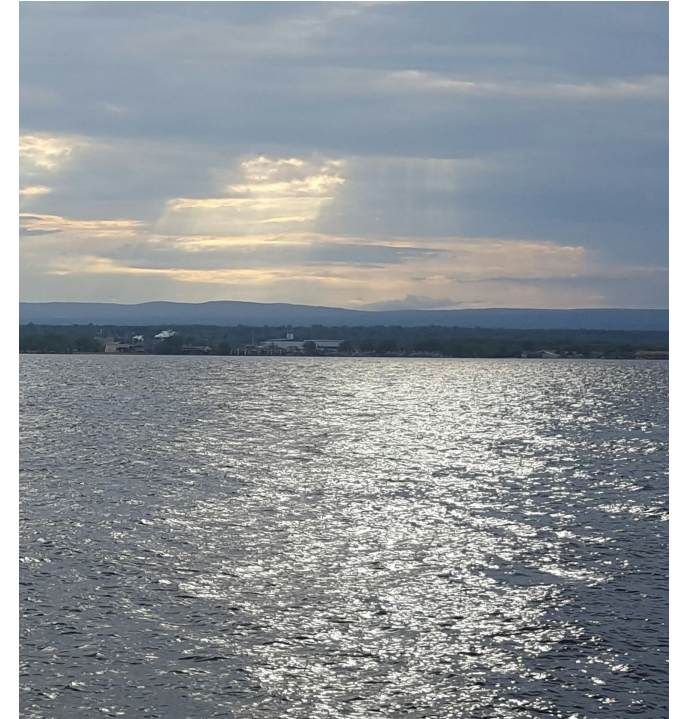
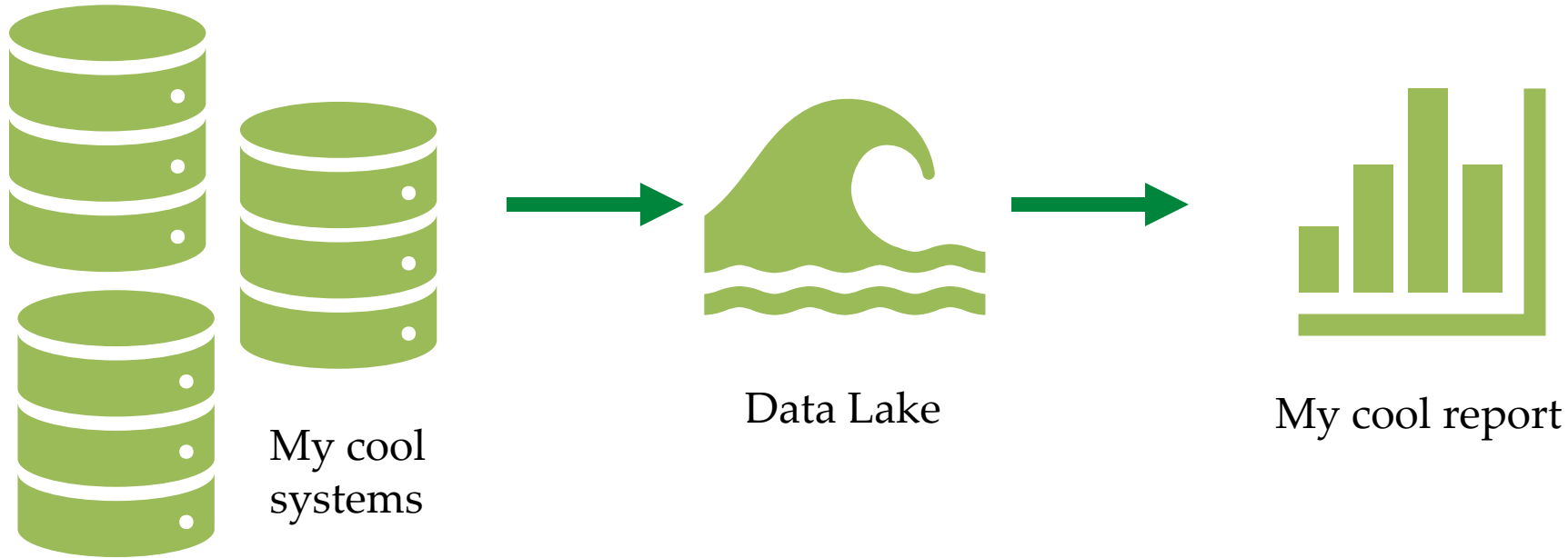


In a Warehouse, data is prepared for use, standardized, organized, and stored.





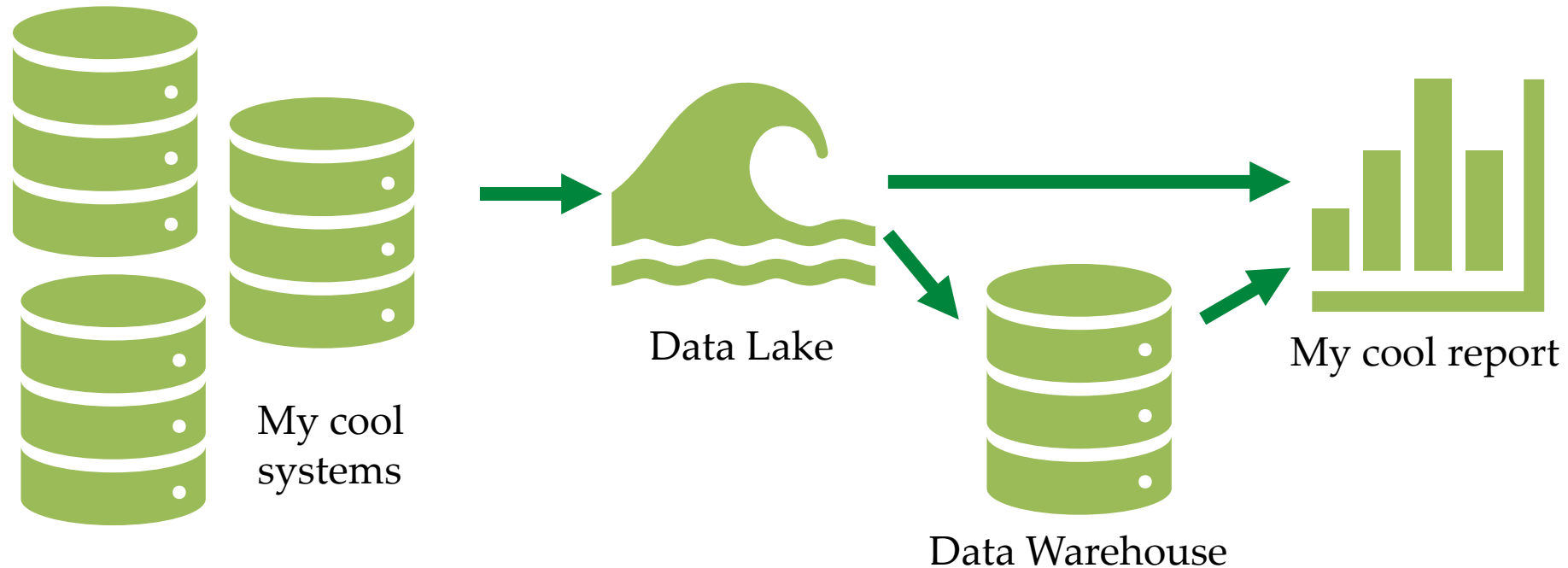
# Data Lake: “Warehousing takes forever and is \$\$\$\$.”



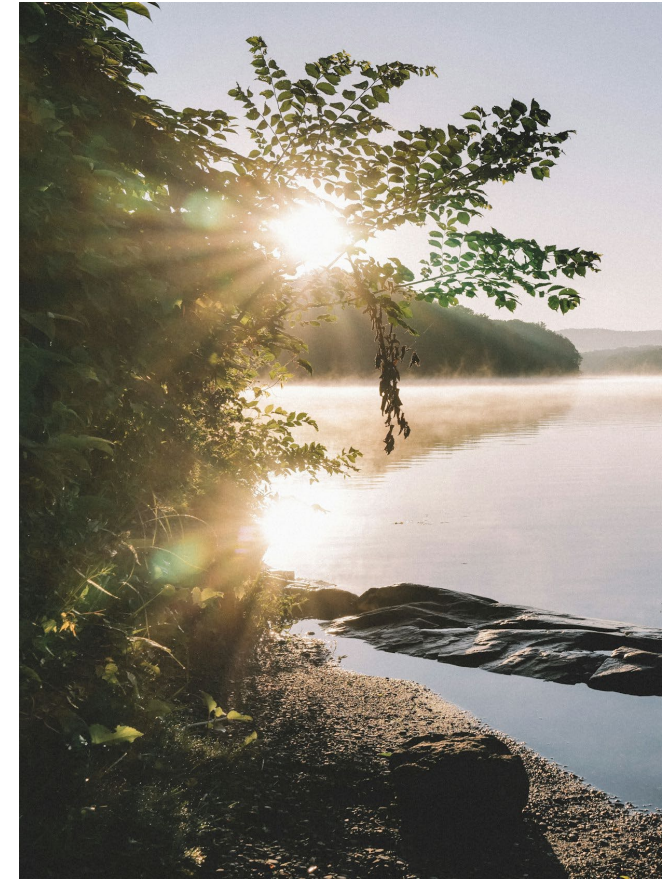
Data is stored in its native format. Minimal upfront work.



# Data Lake House: “I need to have my data good, fast, and cheap.”



The Lake is mostly used by data scientists or analysts. They create new content for the warehouse and design reports for use by other staff.

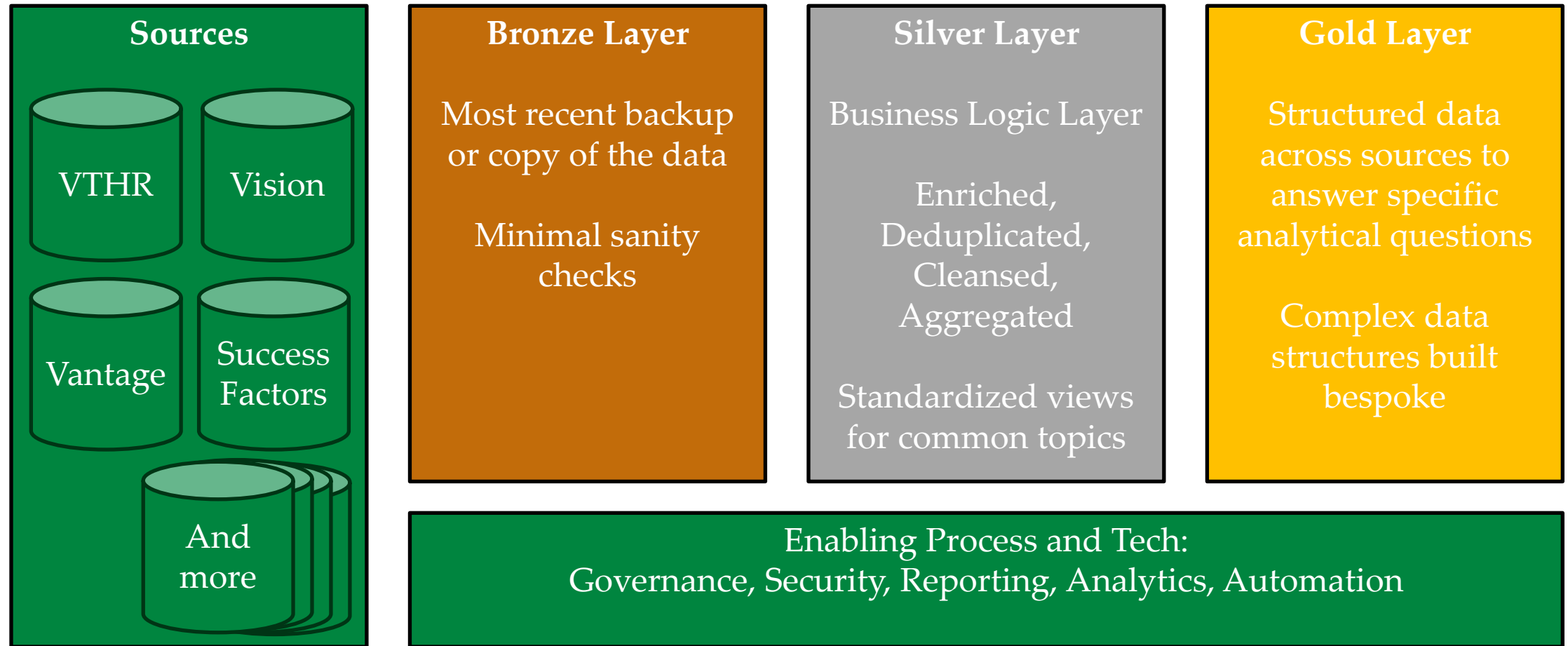


Let's go one level deeper...



# Lake House Medallion Architecture

## (ERP Example - in progress)



Increasingly Fit for Purpose →

# Where we've been, where we're going



# Data Office Timeline

## 2018: Foundation

ADS created a unified "data office" by combining Database Admins from AHS and VCGI, establishing the groundwork for centralized data management.

## 2021: Modernization

Initiated Data Lake pilots. Developed modern data pipelines for COVID reporting and real-time analysis.

## 2023: Flood Response

During Vermont's historic floods, ADS Data Office served as the center for data, reporting, and GIS aspects of the response. Developed comprehensive disaster response package.

## 2025: Next Gen Data Platform

Implemented Data Lake House architecture. Established Data Privacy practice. Further consolidated ADS data workforce and oriented to functional portfolios.

## 2027: Reducing Complexity

Creating cross-agency data views for critical policy areas including housing and safety. Using data to reduce data entry burden on Vermonters.

## 2020: Crisis Response

During COVID-19, the data office became the central hub for analytics and quality control beyond epidemiology. Launched centralized data integration platform.

## 2022: Expansion

Built an ADS data analytics practice, expanding the existing GIS analytics team. Created data model for Constituent Engagement with standard modules for common gov use cases.

## 2024: Scale & Reuse

Reused disaster response package. Evolved into truly statewide team. Launched DPS and Medicaid Data Lakes. Automated Summer EBT eligibility determinations – no application necessary!

## 2026: Governance & Growth

Deploying shared responsibility model and Entity Resolution capabilities. Launching Statewide Data Governance Council for coordinated oversight. Data integration platform 2.0.