



ADS 2025 Annual Report

Senate Institutions Committee
Denise Reilly-Hughes, Secretary & CIO
February 12, 2025

Statutory Reporting Requirements

3 V.S.A. § 3303 Reporting, records, and review requirements

- (1) Performance metrics and trends;
- (2) a financial report of revenues and expenditures to date for the current fiscal year;
- (3) costs avoided or saved as a result of technology optimization for the previous fiscal year;
- (4) an outline summary of information, including scope, schedule, budget, and status for information technology projects with total costs of \$500,000.00 or greater;
- (5) an annual update to the strategic plan;
- (6) a summary of independent reviews;
- (7) the Agency budget submission;
- (8) an annual update to the Artificial Intelligence inventory;
- (9) A report on the expenditures of the Technology Modernization Special Fund and a list of projects receiving funding from the Fund in the prior fiscal year;

Areas of Focus

- The **Mission** of the Agency of Digital Services is to work together with our partners in state government to deliver simple and intuitive technology solutions that improve the lives of the citizens of Vermont.
- Our **Vision** is to make government services secure and easily accessible to all people doing business and interacting with the State of Vermont.

User Experience: Our commitment to elevating user experiences across the board lies at the forefront of our priorities. Whether residents interact with our services, state employees navigate our systems, or our own ADS team members engage in their daily tasks, our focus on user-centricity aims to create a seamless, efficient, and gratifying experience for all.

Standards: In our pursuit of excellence, ADS is resolute in ensuring robust standards, policies, and processes to guide our operations. These benchmarks not only serve as a foundation for the reliability and consistency of our services but also uphold the principles that define our organization's core.

Simplifying and Reducing Complexity: Technology optimization is central to our strategy. By streamlining our technological infrastructure, we are dedicated to simplifying processes and reducing complexity. This endeavor is not just a technological transformation but a commitment to making our systems user-friendly, efficient, and aligned with the evolving needs of our stakeholders.

Predictability: A cornerstone of our vision is the assurance of a seamless, predictable experience for our customers.

ADS 2024 Highlights & Success



Budget

- **\$3.4M** Saved (CY2024)
- **Over \$45M** Cumulative (2017-2024)



Highlights

- National State Leader in AI
- Established **1st** in US States: Chief Data & AI Office
- Security Foundations Policy
- Post Flood - Wireless First Initiative
- **1st** Cyber Advisory Council Report



Successes

- SummerEBT
- SOS Business Filing
- DMV Core Modernization P1
- Call Center Modernization
- VT Medicaid Data Warehouse
- VLETS
- Fully Hosted Datacenters



Awards

- **A-** Grade in the Digital States Survey
- **1st** Place in Enterprise Computing among US States

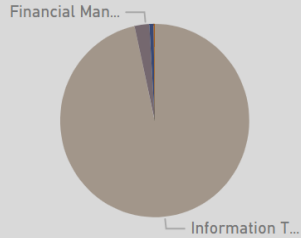
ADS Metrics

Agency of Digital Services

ADS FY2026 Budget Request

\$137,729,575

ADS Funding Sources



- Information Technology \$133,014,361
- Financial Management Fund \$3,467,808
- Municipal & Regional Planning \$1,000,071
- General Fund \$233,207
- VT Center for Geographic Info \$14,128

Savings To Date ?

\$45,383,798

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
11.7K	175	3.60%	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
80	74.0%	4%	15%
?	?	?	?

Agency Support

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
12,192	B+	167	1,140
?	?	?	?

Shared 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
10,154	99.9%	90.4%	73,210
?	?	?	?



Thwarted Cyber Threats

10.0M ?

Vermont.gov online transactions

953.9K ?

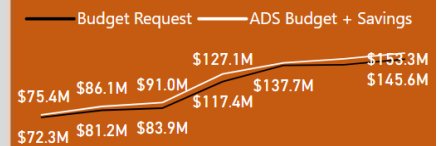
Public-Facing Services

241 ?

Percentage of Positions Vacant

9.6% ?

ADS Confirmed Savings and Budget



Current FY Expenditures

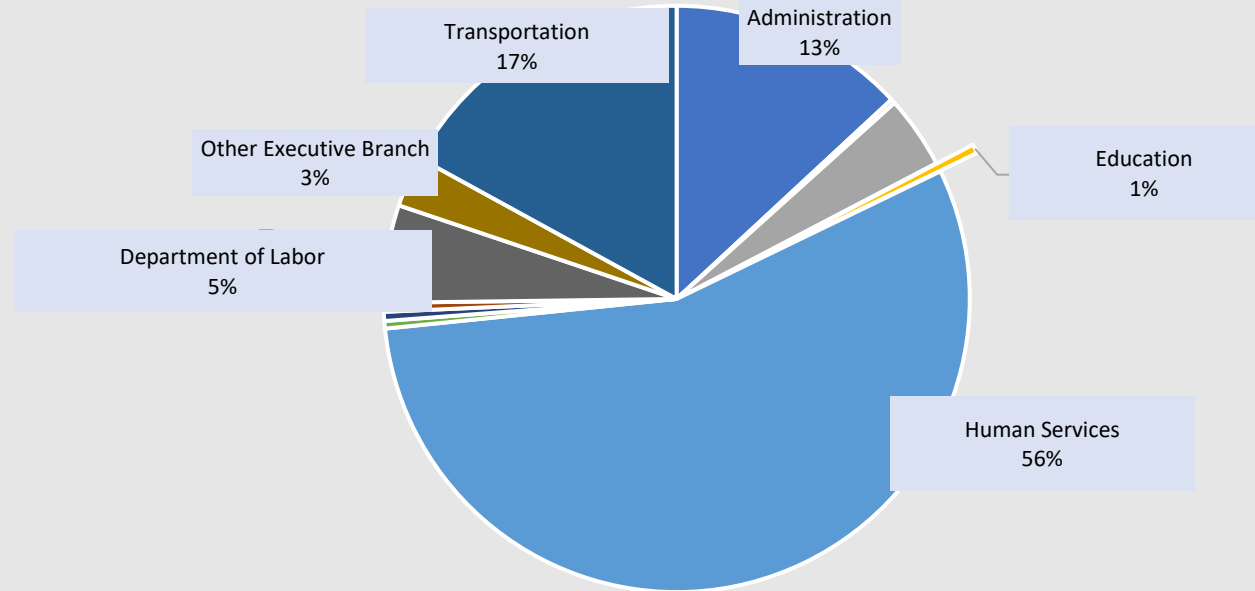
Report of Revenues & Expenditures

SFY2025 Revenues and Expenditures 07/01/24 - 12/31/24												
Dept	Budget Period	Descr	Fund	Budget Amt	SFY24 Carry-Forward & Expense Carry-Forward	SFY24 PO Rollover	SFY25 Excess Receipts Requests	SFY25 B105 Correction	One-Time Appropriations	Total Budget	Expended Amount	Revenue
1105500000	2025	Comm & Info Technology	10000	209,808.00	-	1,789.18	-	-	-	211,597.18	61,864.99	
1105500000	2025	Comm & Info Technology	21328	14,322.00	-	14,080.53	-	-	-	28,402.53	-	
1105500000	2025	Comm & Info Technology	21330	497,401.00	-	4,066.96	-	-	-	501,467.96	141,516.41	
1105500000	2025	Comm & Info Technology	58100	140,895,773.00	5,626.09	13,455,265.32	-	-	-	154,356,664.41	68,690,197.90	48,129,988.00
1105500000	2025	Comm & Info Technology	59300	3,924,270.00	-	389,738.51	-	(786,000.00)	-	3,528,008.51	1,513,038.80	
1105892201	2025	ADS-Cybersecurity Infrastruc	22047	-	53,226.85	350,000.00	-	-	-	403,226.85	377,909.32	
1105892202	2025	ADS-Cyber Security	10000	-	-	754,244.36	-	-	-	754,244.36	-	
1105892301	2025	ADS-Racial Justice Statistics	10000	-	520,300.00	-	-	-	-	520,300.00	-	
1105892302	2025	ADS-LIDAR Grant Match	10000	-	134,766.98	869,011.79	-	-	-	1,003,778.77	53,000.00	
1105892303	2025	ADS-FY23 IT Initiatives	21951	-	36,158,714.13	3,071,472.32	-	-	-	39,230,186.45	12,329,106.32	
1105892401	2025	ADS-Network & Security	21951	-	10,000,000.00	-	-	-	-	10,000,000.00	254,808.18	
1105892402	2025	ADS-Self-Exclusion Program	50250	-	100,000.00	-	-	-	-	100,000.00	62,384.00	
				145,541,574.00	46,972,634.05	18,909,668.97	-	(786,000.00)	-	210,637,877.02	83,483,825.92	48,129,988.00

Portfolio Summary & Metrics

EPMO Annual Report (Technology Projects With an IT Activity Cost of \$500,000 or More)

Cost % by State Sponsoring Entity



- Administration
- Education
- Department of Liquor and Lottery
- Other Executive Branch
- Commerce and Community Development
- Human Services
- Department of Public Safety
- Transportation
- Digital Services
- Natural Resources
- Department of Labor

[EPMO Annual Report FY25 FINAL 0.pdf](#)

**EPMO
Annual
Report**
(Technology
Projects With an
IT Activity Cost of
\$500,000 or More)

Total Estimated Implementation Costs

\$446,384,113.18

Top 10 Projects for Highest Estimated Total Implementation Costs

Entity	Project	Total Implementation Costs
Human Services	AHS DVHA Integrated Eligibility and Enrollment System (VT-IES)	\$112,099,813.80
Human Services	AHS DHVA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS)	\$63,513,862.01
Administration	AOA Enterprise Resource Planning (ERP) Project	\$51,647,123.80
Transportation	DMV Core Systems Replacement	\$51,210,563.00
Labor	Unemployment Insurance Modernization	\$37,840,862.25
Administration	AOA BGS Enterprise Electronic Procurement Solution – VTbuys	\$17,174,186.00
Transportation	Vermont Asset Management Information System (VAMIS)	\$12,705,399.00
Human Services	DCF Comprehensive Child Welfare Information System (CCWIS)	\$9,471,708.00
Transportation	HD – Construction Management System (CMS)	\$6,869,417.28
Human Services	DVHA MMIS T-MSIS (Transformed Medicaid Statistical Information System)	\$6,309,766.90

[EPMO Annual Report FY25 FINAL 0.pdf](#)

EPMO Annual Report

(Technology
Projects With an
IT Activity Cost of
\$500,000 or More)

Total Estimated IT Activity Costs

\$761,821,013.15

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

Rank	Agency	Project	Total IT Activity Costs
1	Human Services	AHS DVHA Integrated Eligibility and Enrollment System (VT-IES)	\$231,692,804.80
2	Human Services	AHS DHVA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS)	\$113,141,116.01
3	Transportation	AOT DMV Core Systems Replacement	\$97,280,480.00
4	Administration	AOA Enterprise Resource Planning (ERP) Project	\$69,166,047.80
5	Labor	Unemployment Insurance Modernization	\$37,840,862.25
6	Administration	AOA BGS Enterprise Electronic Procurement Solution - VTbuys	\$20,744,186.00
7	Transportation	AOT Vermont Asset Management Information System (VAMIS) Project	\$18,097,768.00
8	Human Services	DCF Comprehensive Child Welfare Information System (CCWIS)	\$12,114,828.00
9	Human Services	VHIE Maintenance and Operations – 2024	\$11,158,343.67
10	Digital Services	ACD Modernization	\$11,134,814.04

[EPMO Annual Report FY25 FINAL 0.pdf](#)

Independent Reviews completed from December 01, 2023, through November 30, 2024

[Independent Reviews | Enterprise Project Management Office \(vermont.gov\)](https://www.vermont.gov/enterprise-project-management-office)

Summary of Independent Reviews

IT Activity Name			
Agency	Department	Project	Date
Digital Services	Shared Services	Automatic Call Distribution (ACD) System	12/24/2023
State's Attorneys & Sheriffs	State's Attorneys and Sheriffs	Case Management System	1/16/2024
Secretary of State		Business Filing System	2/2/2024
GMCB	Green Mountain Care Board	Vermont Health Care Uniform Reporting and Evaluation System (VHCURES) version 4.0	2/21/2024
Agency of Commerce and Community Development		Grants Management System Project	4/9/2024
Agency of Human Services	Department for Vermont Health Access	Medicaid Analytics Data Warehouse (ADW) Workstream within the Medicaid Data Warehouse & Analytics Solution (MDWAS) Initiative	4/10/2024
Agency of Administration		Enterprise Resource Planning (ERP) System Implementation	4/25/2024
Agency of Human Services	Department of Disabilities, Aging and Independent Living Adult Services Division	Customer Relationship Management System	5/10/2024
DLL	Department of Liquor and Lottery	State Business 2 Business eCommerce Website	6/21/2024
Agency of Transportation	Department of Motor Vehicles	ePermitting System Project	10/7/2024
DPS	Department of Public Safety	Fire Safety Division Records Management System	10/31/2024
CCB	Cannabis Control Board	Cannabis Control Board System	11/12/2024

Artificial Intelligence Inventory

The following elements are defined in the inventory:

Purpose, Proposed Use	a description of the purpose and proposed use of the automated decision system,
Intended Benefits	its intended benefits, including any data or research relevant to the outcome of those results
Capabilities in use	a description of the automated decision system's general capabilities
Capabilities not in use	reasonably foreseeable capabilities outside the scope of the agency's proposed use
Makes independent decisions	whether the automated decision system is used or may be used for independent decision-making powers
Decision impact type	the impact of those decisions on Vermont residents
Decision impact description	the impact of those decisions on Vermont residents
Supported Decisions	what decision or decisions it will be used to make or support
Decision Type	whether it is an automated final decision system or an automated support decision system
Types of data inputs	the type or types of data inputs that the technology uses
Data source process	how that data is generated, collected, and processed
Types of data generated	and the type or types of data the automated decision system is reasonably likely to generate
3rd party bias test result	whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias
Data storage	how automated decision system data is securely stored and processed
Data Sharing	whether an agency intends to share access to the automated decision system or the data from that automated decision system with any other entity, which entity, and why
Lifecycle cost	a description of the IT fiscal impacts of the automated decision system, including initial acquisition costs and ongoing operating costs, such as maintenance, licensing, personnel, legal compliance, use auditing, data retention, and security costs
Cost savings	any cost savings that would be achieved through the use of the technology
Funding sources	any current or potential sources of funding, including any subsidies or free products being offered by vendors or governmental entities

- 37 AI systems are in use across the Executive Branch
- [AI Code of Ethics](#)
- [Guidelines for State Employee Use of AI](#)
- [AI Council Annual Report](#)

Established under Act 185 of 2023, Intended to Fund Technology Initiatives

IT Modernization Fund

Expenditure Detail through 12/30/2024					
DEPT ID	Project	Legislative Budget	Remaining Encumbrances	Expenditures	Remaining Amount
1105892303	AGO Case Management ITMOD	2,200,000.00	-	99,516.00	2,100,484.00
1105892303	BGS WIMS Asset Management IT MOD	1,800,000.00	-	636,002.55	1,163,997.45
1105892303	DMV Phase 2 IT MOD	20,250,000.00	-	5,514,681.32	14,735,318.68
1105892303	ERP IT MOD	11,800,000.00	-	-	11,800,000.00
1105892303	Fire Safety IT MOD	960,000.00	-	113,314.80	846,685.20
1105892303	VDOL UIM IT MOD	30,000,000.00	749,000.00	6,749,000.00	22,502,000.00
1105892401	Network & Security Modernization IT MOD	10,000,000.00	-	-	10,000,000.00
Grand Total		77,010,000.00	749,000.00	13,112,514.67	63,148,485.33

ADS Strategic Plan



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 by 2026
- 12 cabinet-level agencies and departments with technology risk evaluation report cards by 2026
- Standard Service model of IT support of all Core Enterprise Services delivered by 2025
- 5 data sets available for analysis in the new data environment by 2026
- All Dashboards and analytics available through PowerBI by 2026



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 by 2025
- 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 by 2025
- Implement a technology business management solution for financial transparency by 2024