



# 2025 ANNUAL REPORT

Agency of Digital Services  
3 V.S.A. § 3303

**Submitted by**  
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## EXECUTIVE SUMMARY

The Agency of Digital Services (ADS) is responsible for supporting the Administration's goals of growing the economy, making Vermont more affordable, and protecting the most vulnerable. To meet these goals, the Agency is committed to proactively providing enterprise-wide cost-effective, customer-focused digital technology services and solutions in a secure, reliable, and up-to-date manner.

In addition to supporting the continuity of the state's information technology services, ADS oversees strategic investments in technology and orchestrates the timing and progression of digital government enhancements.

In alignment with Governor Scott's priorities, the Agency of Digital Services identified the following four goals:

- **By 2027**, increase the automation and reliability of services delivered to Vermonters through modern technology, enabling a more unified and accessible user experience.
- **By 2027**, support the creation of a comprehensive Executive Branch IT budget with greater transparency and predictability.
- **By 2027**, improve Vermonters' experience with government online interaction.
- **Continuously** defend the state data network and raise employee and citizen awareness of cyber risks to reduce the likelihood of unauthorized access and misuse of Vermont and Vermonter data.

## AGENCY STATUTORY LANGUAGE

In the 2019 Legislative Session, statutory language referencing the roles and responsibilities of the Department of Information and Innovation (DII) was replaced with the Agency of Digital Services (ADS). With the passage of Act 49 of the 2019 session, ADS now assumes the responsibility of being the single entity created to provide information technology services and solutions to State government. The legislation also updated reporting requirements for the Agency. ADS is now responsible for providing an annual report and an updated strategic plan.

## OUR FOCUS IN 2025

In the pursuit of organizational maturity, ADS is dedicated to a transformative journey guided by four pivotal focus areas that encapsulate our vision for the future. As we embark on this path, our commitment is unwavering, aimed at enhancing our internal operations and the experiences of our residents, state employees, and the ADS team itself.

**User Experience:** At the forefront of our priorities lies a commitment to elevating user experiences across the board. Whenever 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.

**Enhancing Standards:** In the pursuit of excellence, ADS is resolute in establishing robust standards, policies, and processes to guide our operations. These benchmarks serve as a foundation for the reliability and consistency of our services and uphold the principles that define our organization's character.

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

**Predictability and Transparency:** A cornerstone of our vision is the assurance of a seamless, predictable, and transparent experience for our customers. This extends to ensuring predictability in the billing of services and fostering trust and understanding in our financial transactions. Furthermore, we are embarking on a transformative journey in the funding model for ADS, guaranteeing transparency in IT spending and aligning financial strategies with organizational objectives.

In essence, these focus areas chart the course for ADS as we mature into an organization that not only meets but exceeds expectations. The journey ahead is one of continual improvement, innovation, and a steadfast commitment to delivering unparalleled value to our residents, state partners, and the dedicated members of the ADS team. Together, we are shaping a future where excellence is not just a goal but a fundamental aspect of our identity.

## OUR SUCCESS IN 2024

### Enterprise Architecture & Network Division

#### Getting Out of the Data-Center Business

Beginning in 2017, the Agency of Digital Services undertook a significant data center consolidation initiative, migrating server infrastructure from 14 disparate state-managed data centers to a single, vendor-owned and operated facility. *We completed this effort this year.* This strategic move aimed to streamline IT operations, reduce costs, and enhance the overall efficiency and security of the state's technology infrastructure. Previously, maintaining numerous data centers across various locations presented challenges to resource allocation, staffing, physical security, and consistent upgrades. The consolidation project involved migrating all relevant servers, applications, and data to the vendor's secure and highly available data center environment.

This transition from a distributed data center model to a single, outsourced solution brought several key benefits to the State of Vermont. Primarily, it shifted IT infrastructure expenditures from a capital expenditure (Capex) model to an operating expenditure (Opex) model. This meant the state no longer needed to invest large sums of money in hardware refreshes, data center maintenance, and physical security upgrades. Instead, the state pays a predictable monthly or annual fee for the services provided by the vendor, including server hosting, network connectivity, and ongoing maintenance. This Opex model provides greater budget predictability and frees up capital for other critical state priorities. Additionally, consolidating to a single, modern data center provided enhanced security, improved disaster recovery capabilities, and access to the vendor's specialized expertise, ultimately reducing the state's IT management burden and improving service reliability.

## **Wireless-First | Statewide Wireless Upgrade**

The Agency of Digital Services embarked on an ambitious initiative to modernize its network infrastructure by transitioning to a wireless-first strategy across its state facilities. Recognizing the increasing demand for mobility and the limitations of aging wired infrastructure, the state undertook a comprehensive upgrade cycle, deploying over 1,200 new wireless access points and 50 wireless controllers across more than 309 locations statewide. This strategic shift aimed to enhance connectivity, improve productivity, and provide a more flexible and accessible network environment for state employees and visitors. The upgrade specifically targeted replacing older, slower wired connections (often based on Cat5 or Cat5e cabling) with modern, high-speed Wi-Fi, enabling a significant leap in network performance.

This large-scale wireless deployment brought substantial improvements in several key areas. Performance saw a dramatic increase, with available wireless speeds far surpassing those offered by the legacy Cat5/5e wired infrastructure. While Cat5/5e offered a maximum theoretical throughput of 100 Mbps, the new Wi-Fi 6 (and some locations with Wi-Fi 6E) deployments provided gigabit speeds, significantly enhancing data transfer rates and supporting bandwidth-intensive applications. Reliability was also improved through intelligent wireless controllers that managed channel selection, interference mitigation, and seamless roaming between access points. Security was enhanced with modern encryption protocols (WPA3) and advanced access control mechanisms. This transition to a wireless-first approach provided the State of Vermont with a more robust, secure, and future-proof network infrastructure, empowering its workforce with greater mobility and connectivity.

## **Automated (AI-assisted) Network Filtering**

To protect critical online services and sensitive data from the increasing threat of cyberattacks, the Agency of Digital Services networking team implemented advanced web application and network traffic filtering services from a major security provider. This strategic move aimed to bolster the state's cybersecurity posture and ensure the continuous availability of essential digital resources for its citizens. By deploying this comprehensive suite of security solutions, Vermont gained robust protection against a wide range of malicious activities, including sophisticated DDoS attacks designed to disrupt online services.

The solution provided the State of Vermont with granular control over network traffic, enabling the identification and mitigation of malicious traffic patterns associated with DDoS attacks. This included the ability to filter out high volumes of illegitimate traffic, preventing it from overwhelming state servers and ensuring uninterrupted access for legitimate users. Furthermore, the web application firewall (WAF) capabilities of the platform provided deep inspection of application-level traffic, effectively blocking application-layer DDoS attacks and other web-based threats. This multi-layered approach to security significantly strengthened Vermont's defenses against cyberattacks, safeguarding critical government services and sensitive citizen data.

## Cybersecurity

### Compliance

In April 2024, the ADS Security Division embarked on an initiative to take a centralized approach to regulatory compliance and how the State effectively meets regulatory requirements. Previously, accountability for compliance was scattered across agencies (DPS for the DOJ/FBI, Tax for the IRS, DCF for the Social Security Administration, etc).

In June 2024, Vermont implemented a compliance platform that enables ADS to consolidate all compliance data into a single source of truth. This platform provides updated templates to guide the collection, retention, and analysis of compliance data. These improvements allow ADS to provide better compliance data to regulators more quickly, with less labor, and with fewer errors and revisions. Additionally, ADS Security has started using the platform as a risk register to document actions taken by Vermont agencies that conflict with the State's cybersecurity standards. Over the next year, ADS plans to expand its use of the platform to include third-party risk management, allowing for better insights into IT vendor risks in a more formalized manner.

### Cyber Maturity

In June 2024, ADS partnered with an external cybersecurity provider to deliver 24/7/365 Security Operations Center (SOC) services. This partnership involves managing security alerts, triaging issues, containing compromised devices, and performing basic incident response. Additionally, the provider's responsibilities expanded beyond monitoring the State's Security Information and Event Management (SIEM) system to include active monitoring of all endpoint protection agents. This enhanced security architecture has significantly improved incident containment, enabling the provider to isolate compromised devices and prevent the spread of malware within minutes.

By transferring the basic management and triage of cybersecurity alerts to the external provider, the ADS Security team was able to shift focus toward strategic initiatives. These efforts include developing new processes for ticketing and resolution, enhancing vulnerability management, and evaluating the State's attack surface. This shift has also afforded the team the opportunity to pause and identify strategic improvements that were previously out of reach due to resource constraints.

ADS has also prioritized improvements in cybersecurity ticketing and resolution times. At the end of March 2024, the average resolution time for information security trouble tickets was 37.3 days. To address this, the Security team implemented changes to the ticketing and triage processes, as well as streamlined interoperability between the external provider's ticketing system and the ADS system. Over five months, these improvements increased efficiency by 58%, reducing the average resolution time to 15.7 days. The goal is to achieve a five-day average. It is important to note that critical and high-priority issues are addressed within minutes, with the extended resolution times primarily affecting low-priority vulnerabilities.

## **Cost cutting and consolidation of technologies**

Following a thorough review of contracts, obligations, and technologies, ADS Security assessed what was owned and owed across the agency. During this process, opportunities to save taxpayer funds were identified by consolidating technologies. As a result, the contract for one vulnerability management tool was allowed to expire, with its duties shifted to another platform already in use by the Enterprise Architecture and Shared Services teams. ADS Security also engaged in proactive negotiations with the platform provider and their resellers to address excessive year-over-year inflationary cost increases, initially set at 8.5%-9%. Through these negotiations, the agency proactively negotiated an agreement capping annual increases at 3%, reducing the overall cost by more than \$368,000.

## **Finance Division**

### **Core Enterprise Services (CES)**

Core Enterprise Services (CES) is a centralized model that promotes digital equity across state government. Its goal is to ensure that all state employees have access to essential digital services while maintaining necessary security standards across the entire technology ecosystem. The key aspects of Core Enterprise Services (CES) include operational support, which ensures the seamless functioning of digital services, and modernization, focusing on upgrading technology to address current and future needs.

CES emphasizes evolving supportability by enhancing systems to remain adaptable and maintainable over time while also adapting to the needs of a changing workforce to support a dynamic and changing environment. Equity in technology is a fundamental principle, ensuring all state employees have fair and equal access to digital tools and resources. Additionally, CES prioritizes real-time access to information and data, enabling timely and informed decision-making across state operations.

### **Technology Business Management (TBM)**

The Agency of Digital Services deployed a comprehensive suite of technology financial management, cloud financial management, and enterprise agile planning software designed to align technology investments with measurable business value. By intelligently organizing vast amounts of technology spend and enterprise operational data, Apptio provides actionable insights that enable business, finance, and technology leaders to collaborate more effectively. The Agency of Digital Services acquired this tool to enhance the efficiency of the business office, improve transparency, confidently prioritize initiatives, embrace cloud solutions, and optimize technology investments to maximize the value of every dollar spent.

The Business Office is on track to implement Cost Transparency (Budgeting and Budget Monitoring) by the end of January 2025. Work is also underway to implement Vendor Insights, which will provide a centralized, integrated view of spending across the technology vendor portfolio. This initiative aims to ensure optimal alignment of external expenditures with the IT strategy.

## IT Modernization Fund

In FY2022, a unique funding source was established to support Information Technology projects during the implementation phase. This fund is intended to provide the financial support necessary to modernize the work of state government. In that first fiscal year, six projects were identified and funded, setting them on a fast track for modernization. In the second year, funding was provided to support the redesign and modernization of the State’s aging Network Infrastructure.

As the steward of the fund, ADS is responsible for tracking all expenditures against each approved project. Below is a report of activity against the fund through 12/31/2024:

Expenditure Detail through 12/30/2024						
DEPT ID	Project	Legislative Budget	ADS VISION Approp	Remaining Encumbrances	Expenditures	Remaining Amount
1105892303	AGOITMOD	2,200,000.00	2,200,000.00	-	99,516.00	2,100,484.00
1105892303	BGSWPITMOD	1,800,000.00	1,800,000.00	-	636,002.55	1,163,997.45
1105892303	DMVITMOD	20,250,000.00	20,250,000.00	-	5,514,681.32	14,735,318.68
1105892303	ERPITMOD	11,800,000.00	11,800,000.00	-	-	11,800,000.00
1105892303	FSITMOD	960,000.00	960,000.00	-	113,314.80	846,685.20
1105892303	VDOLITMOD	30,000,000.00	3,000,000.00	749,000.00	6,749,000.00	(4,498,000.00)
1105892401	NETMODERN & NETMODALLO & EDGFIREREP	10,000,000.00	10,000,000.00	-	-	10,000,000.00
<b>Grand Total</b>		<b>77,010,000.00</b>	<b>50,010,000.00</b>	<b>749,000.00</b>	<b>13,112,514.67</b>	<b>36,148,485.33</b>

## Enterprise Services Division

### Shared Services

The Enterprise Services Division is responsible for providing solutions that are used, or will be used, by more than one organization within State government. This includes a range of enterprise productivity applications along with other agency and department specific utility tools used on a more limited basis but by more than one organization. Services that are common across the enterprise, such as desktop support and Microsoft Teams Rooms, are also provided by Shared Services. As ADS looks to increase the utilization of shared services to reduce costs and complexity, the line of business applications that currently exist in each organization that needs specific functionality, such as grants management, will be considered for deployment as an enterprise-shared service and provided by the Shared Services Division. To further its mission, the Shared Services Division has several major projects underway:

### Domain Consolidation

Enterprise computer systems use domains to provide structure around resources such as user accounts, storage, servers, cloud services, and more. Permissions and access rights are defined within domains. The complexity of our legacy domain structure adds significantly to the cost of providing services and often limits what we can do. In some cases, the cost of the work can more than double due to the added complexity of the domain structure. The need to consolidate state domains became expressly clear after the July 2023 flooding; much of the work undertaken by Shared Services in the first few days was to overcome domain-related obstacles that prevented key State Emergency Operations staff from working effectively together, in the same location.



Currently, ADS manages ten domains (down from a high of 19 and 12 in last year's report). Shared Services is in the process of consolidating all domains into a single domain. In past years, we consolidated the ones that were simple. The low-hanging fruit is gone, and the remaining domains will be complex. This will be a large project that will take at least one year. We feel that we have done all that we can do without contractor assistance. Although this project will be complex and costly, the potential savings are significant and will easily exceed the cost of the project. Consolidation will result in a standard way of deploying and managing IT resources across the enterprise. Simplifying the foundation that the State's IT systems are built upon will drive out complexity, resulting in improved reliability, lower costs, and consistent and predictable user experience.

### **Automatic Call Distribution (ACD) System Modernization**

This year, ADS completed the replacement of the State's Automatic Call Distribution (ACD) system with modern Call Center as a Service (CCaaS) technology. 8 agencies use the new CCaaS platform to provide 10 call centers. This project is now complete, and we are seeing the benefits of the new system.

For example, State call centers are now able to offer callers the ability to have the system dial them back without losing their place in the queue instead of having to wait on hold. Discussions are underway with several of the call centers to explore how Artificial Intelligence and virtual agents can be used to reduce the time it takes for a caller to have their issue addressed

The capabilities available today allow State contact center software to function as a citizen/employee portal should we choose to use it that way. There have been many discussions about providing our constituents with the ability to interact with State government in a way that doesn't require them to know the structure of State government. The CCaaS system has capabilities enabling the possibility that rather than interacting with an application or a portal, constituents could interact with voice, chat, text, or email.

The new system has the capability to interpret natural language queries from constituents and then, using integrations into existing systems, interact with those systems on behalf of the constituent to intake, manipulate, or provide data back in a conversational manner. For example, a constituent could call a single number for all state agencies and, based on their responses to prompts, be directed to the right call center or the right application without having to use a keyboard. Chat options are available for those who want a non-voice approach, allowing citizens the ability to interact with government in the way they prefer. This also works internally for State employees. We are exploring how we can use the new call center software to respond to requests for help and either provide users with self-help options or create a ticket in our ticketing system for follow-up by a technician or engineer. The new CCaaS will simplify interactions with State government for both constituents and employees.

### **Windows 11 Enterprise-wide Deployment**

At the start of the year, most of the approximately 10,000 end-user devices in the State government were running Windows 10. Microsoft will no longer support Windows 10 after October 14, 2025, so all devices must be upgraded to Windows 11 before that date; however, other requirements dictate completing this work by 1/17/2025.

This is a major project that involves every agency. Every desktop application used across State government had to be evaluated to determine compatibility with Windows 11. Functionality, such as connectivity to secure wireless networks and printing, had to be tested and, in many cases, required extensive troubleshooting to ensure that there would be no loss of service once users were on Windows 11.

Initial planning began in July 2024, and testing began in August 2024. Currently, the project is on track to meet the target completion date.

## **Enterprise Project Management Office**

The Enterprise Project Management Office is responsible for maintaining records of all information technology projects across State government with a total lifecycle cost of over \$500,000. Below is a list of information technology projects completed by the Agency of Digital Services this year.

### **AHS DVHA MMIS EVV (Electronic Visit Verification)**

The State has successfully implemented a new electronic system to verify home care visits, as required by a law passed by Congress in 2016. This system ensures that personal care services are properly tracked and verified, including details like the type of service, who received it, when and where it happened, and who provided it. By connecting this system with our existing healthcare management systems, we have improved our ability to oversee these services, reduced the risk of fraud, and enhanced the quality of care for Medicaid recipients. This project helps us meet federal requirements and ensures we continue to receive full funding support. Completed 10/24/2024.

### **AHS DVHA MMIS T-MSIS (Transformed Medicaid Statistical Information System)**

The project successfully upgraded the existing claims system to meet the data requirements set by the Centers for Medicaid and Medicare Services (CMS). This initiative focused on improving the Medicaid Statistical Information System by ensuring that data is sent to CMS every month. This regular data transmission helps CMS access the most current and accurate information, which is essential for evaluating and overseeing Medicaid programs. The project also involved identifying and fixing any data quality issues, ensuring that the information shared with CMS is reliable and trustworthy. By doing so, the project not only complies with CMS requirements but also supports the effective management of Medicaid programs. Overall, this project plays a crucial role in enhancing the quality and timeliness of Medicaid data reporting. Completed 11/12/2024.

### **AHS DVHA MMIS National Eligibility Database (NEDB) Project**

The project successfully implemented a new system for the DVHA Member and Provider Services unit to keep track of all primary insurance and pharmacy carriers every day. This means that our members' primary insurance information is always up-to-date, ensuring that Vermont Medicaid only pays when it is the last option. This helps us save money by avoiding unnecessary payments when another insurance is responsible. Completed 11/30/2024.

## **AOE DMAD - Education Data Standard (EdFi)**

The project successfully unified the different Student Information Systems (SIS) used across the state, which were previously designed separately and managed data in various ways. By replacing the old Statewide Longitudinal Data System (SLDS), which required manual data export and upload from district-level systems, we have streamlined the process. The new system uses the Ed-Fi standard, allowing for automatic data collection through an API. This means data is now gathered more efficiently, with a standardized data store and quick feedback to ensure data quality. This improvement makes managing student information much easier and more reliable.

## **ADS EPMO – Portfolio, Program, and Project Management Tool**

The project successfully replaced the EPMO's old project management tool, which had limited features and was costly and difficult to maintain. The previous tool also lacked an automated way to start new projects and integrate with business partners. The new tool addresses these issues, making project management more efficient and cost-effective. Completed 6/20/2024.

## **ACCD DTM VermontVacation.com**

The Vermont Department of Tourism and Marketing (VDTM) has successfully upgraded its VermontVacation.com website, a key tool for promoting tourism in Vermont. The old website used a content management system (CMS) that was no longer supported, which posed security risks. By moving to a new CMS, VDTM can now keep the website secure with the latest updates and get support when needed. This change also improved how the team creates and manages content, making it easier and faster to publish new information.

The new website offers a better experience for visitors with improved accessibility, up-to-date content, and easier navigation. It aligns with modern design standards, making the site more attractive and engaging. While the team believes the new content looks great, they will continue to assess its effectiveness as the site is used over time. Completed 5/27/2024.

## **Data & Artificial Intelligence Division**

### **Integration of Data and Artificial Intelligence Teams**

In 2024, ADS strategically reorganized, combining the Data and Artificial Intelligence Offices. The use of Artificial Intelligence, next-generation Algorithms, and Automation provides purpose and priority to data initiatives, and Data Management, Analytics, and Governance are crucial to powering safe and capable AI systems. The Data and AI Office is focused on developing new and next-generation decision support and automation capabilities at lower costs for all agencies. The Office is focused on empowering State staff to make better decisions, self-serve real-time answers to their questions, and freeing staff from drudgery to focus on serving Vermonters better. In 2024, we planned and began execution on a number of these capabilities, which are long-term investments and require retooling of people, processes, and technology.

1. Our Data Lake House suite of technologies allows ADS to deliver data warehousing, analytics, and automation capabilities more rapidly and cheaply than legacy approaches.
2. AI Implementation, begun through the implementation and launch of several AI tools and many AI pilots, will eliminate drudgery and empower Vermont staff with AI power tools.

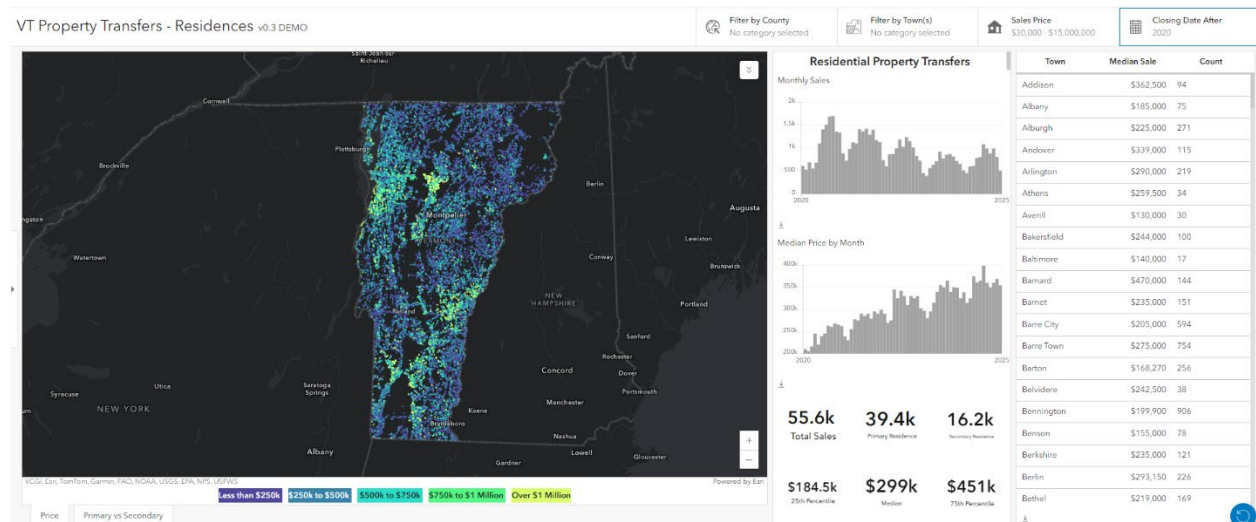
- A design system for state websites will enable consistent and accessible user experiences for Vermonters interacting with the state.

ADS sees consistent, coherent online experience as crucial to maintaining and developing Vermonters' trust in their government. When Vermonters enter a state office, they expect to be treated respectfully in an environment that makes it straightforward for them to seek the services they need. The Vermont.gov experience is no less a representation of the State than the edifice of a state office building and should be equally accessible to all Vermonters. It should also be transparent and easy to use to get the services Vermonters need. ADS seeks to use technology to enable state employees to spend more time engaged in service delivery and to help Vermonters connect with support that will help them thrive.

The Data and AI Office delivered a number of projects that demonstrate our commitment to improving Vermonters' experience. These projects enable State employees to make better decisions and spend less time on rote drudge tasks, freeing them to spend more time serving Vermonters.

## Housing Dashboard

As housing-related issues gain priority and Act 181 mandates the establishment of statewide housing targets, ADS has introduced a series of housing dashboards to help users visualize data on new housing starts and other relevant information. To effectively track new housing developments, we developed an automated process that integrates diverse data sources, including e911 addresses, the statewide grand list, utility information, and other local resources. Additionally, ADS collaborated with the tax department to automate a weekly process that maps property transfers, making this data accessible through various public mapping applications. Since its release, the data has been accessed an average of 46,000 times per day.



## **ChatVT**

The Agency of Digital Services launched ChatVT, an internal chatbot powered by OpenAI's GPT-4 engine, developed with a focus on maintaining the security and integrity of State data. Throughout the year, we enhanced ChatVT's capabilities by introducing advanced features such as image recognition, retrieval-augmented generation (RAG), and state-specific knowledge tailored to the unique needs of Vermont's government operations. These upgrades allowed the chatbot to better support employees in handling a wide range of tasks, from data retrieval to document analysis.

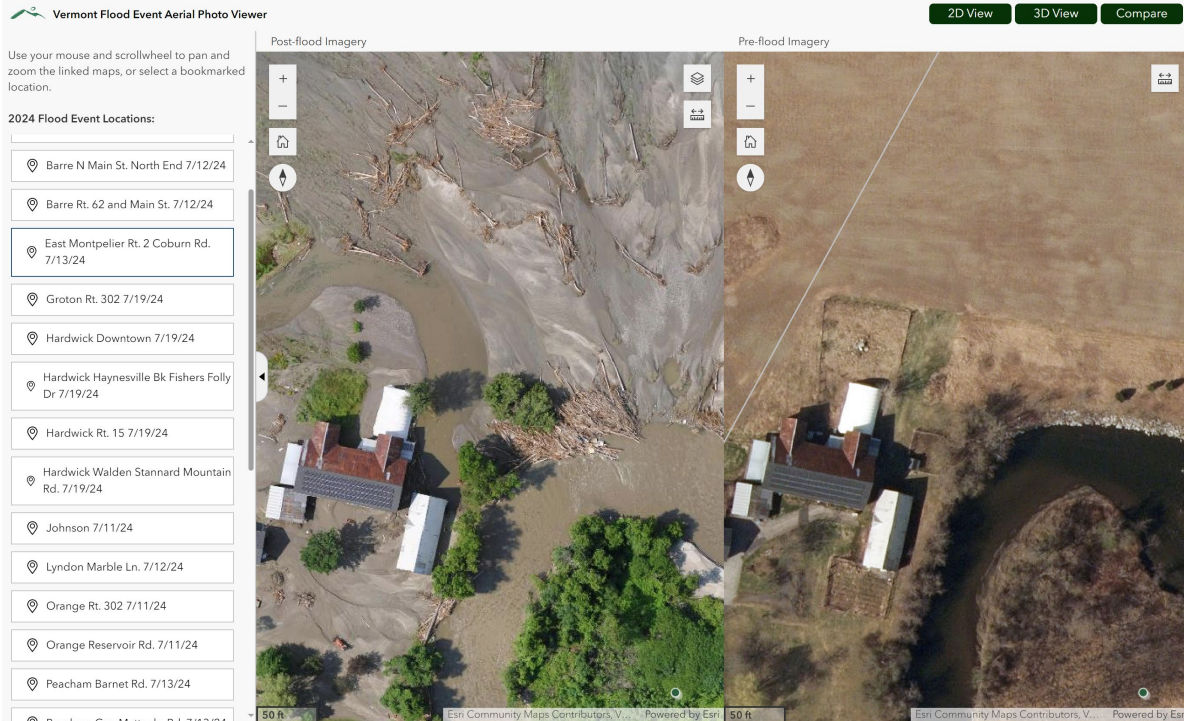
By the end of 2024, nearly 200 state employees were actively using ChatVT, either as part of pilot programs or integrated into their daily workflows, showcasing its value in increasing productivity and efficiency. Building on this success, the Agency of Digital Services is now focused on expanding ChatVT's availability to all state employees. Efforts are underway to communicate rollout plans, provide comprehensive "how-to" documentation, and offer training resources to ensure seamless adoption across agencies. This initiative reflects ADS's commitment to leveraging innovative technology to simplify processes, enhance collaboration, and improve service delivery for Vermonters.

## **SummerEBT**

The federal government capitalized on the success of the pandemic-era EBT program to provide healthy meals to kids during the summer. This required the creation of a new SummerEBT program, a collaboration between DCF, AOE, and ADS. ADS delivered the solution using our Constituent Engagement platform and began issuing benefits in July, after only 6 weeks of development. Enhancements and additional eligible populations were added throughout the year on a rolling basis. Thanks to the modular approach to our Constituent Engagement platform, the SummerEBT app was able to take advantage of a number of components already available on the platform and added financial benefit and household modules which can be reused by other applications being implemented in 2025.

## **Flood Response Capabilities**

ADS continued to invest in our disaster recovery capabilities, especially in our collaboration with the University of Vermont on their drone program. Continuing investment in the award winning 2023 flood response and recovery work, the Vermont Center for Geographic Information (VCGI) was able to have drone imagery available to emergency responders within hours of the flood waters overflowing their banks. Because we regularly collect high-resolution imagery statewide, ADS was able to create a number of innovative products, including a before and after viewer which we are working to make a standard part of remote damage assessments during disasters. We are also piloting other products, including LIDAR-based damage detection to make damage assessments available in near real-time.



In 2024, ADS web mapping servers experienced a significant 43% increase in activity, processing approximately 800 million requests from over 400,000 unique IP addresses. Each year, ADS tracks changes in usage patterns for key mapping data, including tax parcel maps, aerial imagery, e911 addresses, and high-resolution elevation data derived from lidar. While annual increases in usage have been a consistent trend for the past two decades, 2024 marked the highest surge in activity since these statistics were first recorded. This growth underscores the expanding role of government geospatial data and technology in supporting essential services, from locating addresses and responding to flooding events to monitoring mosquito-borne illnesses and assisting in tax filings. Immediate access to geospatial data has become an expected government service accessed by anyone with an internet connection.

## AWARDS RECEIVED IN 2024

The state of Vermont has been recognized for outstanding digital initiatives, earning multiple awards in 2024. Vermont secured first place from the Center for Digital Government for Enterprise Computing and Broadband Expansion and improved its grade in the Digital States Survey to an A- after receiving a B for several years, showcasing significant progress in digital transformation. Additionally, the State's Climate Change Vermont website earned a Silver Award from the Horizon Interactive Awards, reflecting the state's commitment to public engagement on critical issues.

- **Center for Digital Government:** Award 1<sup>st</sup> Place – [Enterprise Computing and Broadband Expansion](#) – State of Vermont
- **Center for Digital Government:** [Digital States Survey](#): Vermont Awarded Grade of A-

- **Horizon Interaction Awards:** Silver Award for Government Agency Website – [Climate Change Vermont](#)
- **StateScoop 50 Awards:** Golden Gov State Executive of the Year – Denise Reilly-Hughes

## STATUTORY REQUIREMENTS

The Agency of Digital Services is statutorily required by 3 V.S.A. § 3303 to provide the following data. The data collected helps our Agency, the Legislature, and others to understand the importance of coordination and investment in information technology for the State.

## Financial Report of Revenues and Expenditures for the Current Fiscal Year

The following table highlights the revenues and expenditures of ADS in the current fiscal year. The information is broken down into the description, budget, carry-over, total budget, expenses, and revenues. The bottom row of the table indicates the total expenses and revenues from FY24:

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	
				<b>145,541,574.00</b>	<b>46,972,634.05</b>	<b>18,909,668.97</b>	-	<b>(786,000.00)</b>	-	<b>210,637,877.02</b>	<b>83,483,825.92</b>	<b>48,129,988.00</b>

## Summary of CY24 Independent Reviews

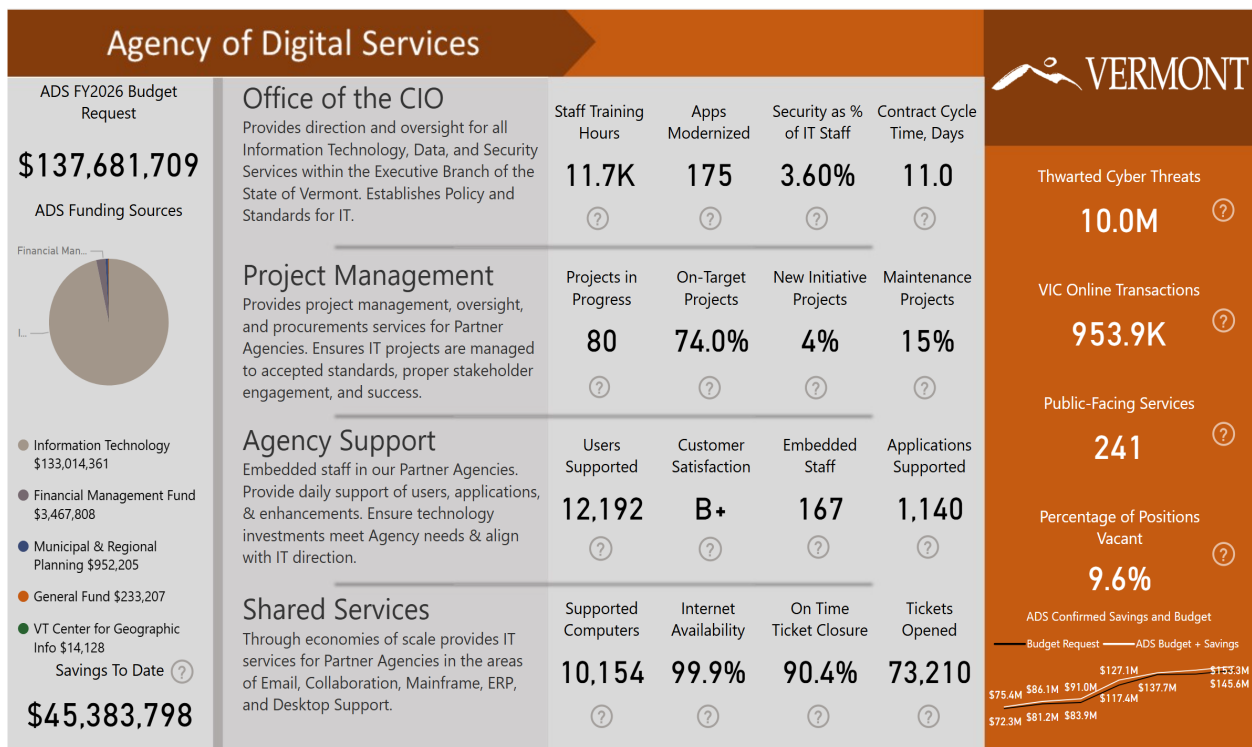
Per statute, ADS is required to hire an independent contractor to conduct an independent review of technology projects with total costs of over \$1 million. Additionally, we must provide summaries of each independent review conducted. The independent reviews must include an acquisition cost assessment, a technology architecture and standards review, an implementation plan assessment, a cost analysis and a model for benefit analysis, an analysis of alternatives, an impact analysis on net operating costs for the agency carrying out the activity; and a security assessment. The Independent Review summaries can be found in the Information Technology Activity Report ([Independent Reviews | Enterprise Project Management Office \(vermont.gov\)](#)).

## Outline Summary of IT Projects Over \$500,000.00

The ADS Project Management Office is constantly tracking data on all IT projects. Our agency is required to provide an outline summary of information, including scope, schedule, budget, and status for information technology projects over \$500,000.00. Highlighted in this report are projects that meet the \$500,000.00 threshold, as well as the top 10 IT projects chosen by the CIO. This information can be found in the Information Technology Activity Report (EPMO [Annual Report FY25.pdf](#) (vermont.gov)).

## Agency Performance Metrics and Trends

To ensure successful Agency performance, our Agency constantly tracks data and metrics. The data includes baseline and annual measurements for each division.





## Costs Saved/Avoided as a Result of Technology Optimization

This requirement tasks our Agency with documenting costs saved or avoided through technology optimization for the last calendar year. In this table, we have identified where our Agency saved or avoided costs due to technology modernization. The table below indicates the partner agency or department where savings occurred, the name of the initiative, and the total amount and frequency of the savings or cost avoidance.

Agency/Department	Initiative	Amount	Frequency
CISO	Cancellation of NUARI Contract for Yearly Table Top	\$ 65,729.00	Annual
VDOL	Removal of 15 OnBase Servers no longer needed	\$ 50,457.70	Annual
AOE	Removal of 3 VMs from Azure Commercial	\$ 2,561.48	Annual
AOT	AOT HW Migration to Azure - Data Center Shutdown	\$ 29,368.08	Annual
AOT	AOT HW Migration to Azure - Data Center Shutdown	\$ 2,561.33	Annual
AOT	AOT HW Migration to Azure - Data Center Shutdown	\$ 5,418.53	Annual
AOT	Azure Reservations	\$ 33,087.21	Annual
AOT	OnPrem SQL Licensing - Migrated to Azure	\$ 20,861.00	Annual
EPMO	AHS DVHA Long Term Care Project	\$ 34,250.00	One Time
GMCB	Canceled project for a Document Storage Solution	\$ 26,948.00	Annual
EPMO	Reduced cost of IR	\$ 5,000.00	One Time
ADS AOT	Cancel 19 G3 Licenses and change 14 others from G3 to F1	\$ 92,119.00	Annual
ADS AOA	Retirement of Footprints Server - Migration to Ivanti	\$ 4,385.00	Annual
AOT	Switching CVO Compute to AZG Reserved Instances	\$ 62,656.00	Annual
AOE	Migrated Oracle databases to archive and SQL environment	\$ 45,918.00	Annual
AOE	shutting down file servers with Sharepoint migration/VSMS	\$ 33,505.00	Annual
AOE	Ivanti for new computer deployment	\$ 1,890.00	Annual
DPS	Implementation of Electronic Warrants	\$ 880,000.00	Annual
ADS	Reduction of Staff Augmentation Costs in the DVHA Portfolio	\$ 280,800.00	Annual
ADS AOT CTO	Migration off RWIS SAN and subsequent shutdown	\$ 3,300.00	Annual
AOE	Consolidation of SQL Analysis and EDE environments - dec	\$ 7,050.00	Annual
ADS AHS CTO	Cloud Hosting Savings post move of AHS servers to Azure (	\$ 407,000.00	Annual
ADS VDOL	Cancel IBM Service no longer needed with Move to Blue Hill	\$ 33,189.00	Annual
ADS VDOL	Cancel Flex-ES System no longer needed with move to Blue	\$ 23,300.00	Annual
ADS/AGR	Upgraded licensing and registration system to allow online	\$ 40,000.00	Annual
ADS/AGR	Adobe InDesign/Acrobat License Savings	\$ 572.04	Annual
AOE	Cancelling Sifter Software License	\$ 588.00	Annual
ADS/CTO	VMWare Upgrade	\$ 433,000.00	Annual
ADS CTO	Mulesoft Maintenance Costs - ADS negotiated savings of th	\$ 30,000.00	Annual
ADS CTO/AOT	AOT IDIQ (Contracts Management) Salesforce project	\$ 600,000.00	Annual
ADS/Shared Services	current core WAN wave circuit (TechVault to Waterbury) pro	\$ 48,000.00	Annual
ADS/Shared Services	Microsoft Reseller Competition	\$ 57,000.00	Annual
ADS/TAX	Transition to LANDesk/Ivanti	\$ 7,000.00	Annual
	<b>CY24 Total</b>	<b>\$ 3,367,514.36</b>	

## Report of Artificial Intelligence Inventory

The following is the inventory of Artificial Intelligence Systems currently identified by the Division of Artificial Intelligence as defined in and pursuant to 3 V.S.A. § 3305 b. The following elements are defined in the inventory. Please note that cost information is still being gathered and will be more complete in future reports.

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

## AI System Report for Automotive Repository of Traffic Signs (ARTS)

Vendor	State Entity using the System
UVM	AOT

Purpose and proposed use: Identify traffic signs and geolocate them for an inventory.

What decisions it is to make or support: Support decisions for Project sign replacement and inventory management.

Intended benefits: Provide an up-to-date inventory of VTrans' roadside assets.

General capabilities: Classify signs, track objects across monocular low frame rate imagery, estimate object distance and bearing from the camera.

Reasonably foreseeable capabilities outside the scope of current use: Could be trained for other roadside assets, like guardrails or pavement markings.

### Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

### Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Forward-facing road imagery	Geolocated sign data	Secure state database

How those inputs are generated, collected, and processed: Images captured during annual surveys.

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: Yes, the University of Vermont to continue development.

# AI SYSTEM REPORT FOR PAVEMENT CONDITION CLASSIFICATION

<b>Vendor</b>	<b>State Entity using the System</b>
Fugro	AOT

Purpose and proposed use: Classify pavement quality.

What decisions are to make or support: Support decisions for project prioritization and selection and funding requests.

Intended benefits: Provide up-to-date detailed pavement conditions.

General capabilities: Detect pavement quality from downward-facing imagery.

Reasonably foreseeable capabilities outside the scope of current use: None.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Downward facing road imagery	Pavement segment condition rating	Secure state database

How those inputs are generated, collected, and processed: Images captured during annual surveys.

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: Yes, in aggregates, with partners and the public.

# AI SYSTEM REPORT FOR VREALIZE OPERATIONS

<b>Vendor</b>	<b>State Entity using the System</b>
VMWare	ADS

Purpose and proposed use: Optimize performance and cost of State network and infrastructure.

What decisions are to make or support: Support decisions for incident response and device configuration.

Intended benefits: improve efficiency and lower cost.

General capabilities: Monitor network health and recommend improvements in configuration.

Reasonably foreseeable capabilities outside the scope of current use: Automatically make improvements in configuration.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Can adjust specs on servers and network components.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Computer usage data	Recommendations for better configurations	Vendor stored

How those inputs are generated, collected, and processed: Monitored in real time on machines.

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:  
No

# AI SYSTEM REPORT FOR CLOUDABILITY

Vendor	State Entity using the System
Apptio	ADS

Purpose and proposed use: Optimize performance and cost of State network and infrastructure.

What decisions it is to make or support: Support decisions for Incident response, device configuration.

Intended benefits: improve efficiency and lower cost.

General capabilities: Monitor network health, recommend improvements in configuration.

Reasonably foreseeable capabilities outside the scope of current use: Automatically make improvements in configuration.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Can adjust specs on servers and network components.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

## Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Computer usage data	Recommendations for better configurations	Vendor stored

How those inputs are generated, collected, and processed: Monitored in real time on machines.

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: No.

# AI SYSTEM REPORT FOR SECURESTATE

<b>Vendor</b>	<b>State Entity using the System</b>
VMWare	ADS

Purpose and proposed use: Identify misconfigurations of cloud components.

What decisions are to make or support: Support decisions for Cloud resource configuration.

Intended benefits: Improve the security posture of the state's IT infrastructure.

General capabilities: Monitor cloud service configurations.

Reasonably foreseeable capabilities outside the scope of current use: None.

## Impacts and Ethics

Impact of those decisions on Vermont residents: None.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Configuration files	Recommendations for better configurations	Vendor stored

How those inputs are generated, collected, and processed: Extracted from connected resources.

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: No.

# AI SYSTEM REPORT FOR BRAINWARE

<b>Vendor</b>	<b>State Entity using the System</b>
Hyland	ADS

Purpose and proposed use: Detect document types and extract data from them.

What decisions are to make or support: Final decisions for document classification.

Intended benefits: Improve the efficiency of document management.

General capabilities: Not yet in use.

Reasonably foreseeable capabilities outside the scope of current use: None.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Can classify and route documents.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Documents routed to Brainware queues	Structured document content	Secure state database

How those inputs are generated, collected, and processed: Scanned or digital documents are routed to Brainware based on the expected type.

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: None.



# AI SYSTEM REPORT FOR ONBASE OCR

Vendor	State Entity using the System
Hyland	ADS, AOT, AHS

Purpose and proposed use: Digitize scanned documents.

What decisions are to make or support: Support decisions for document classification.

Intended benefits: Improve the efficiency of document management.

General capabilities: Optical Character Recognition.

Reasonably foreseeable capabilities outside the scope of current use: None.

### Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Converts images of documents into searchable, indexable documents.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

### Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
Scanned documents queued for OCR	Searchable document content	Secure state database

How those inputs are generated, collected, and processed: Documents like project design "magic boxes" are scanned and routed for OCR.

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: None.

# AI SYSTEM REPORT FOR OKTA ADAPTIVE AUTHENTICATION / MULTIFACTOR AUTHENTICATION

Vendor	State Entity using the System
Okta	ADS

Purpose and proposed use: Provide secure identity and access management.

What decisions are to make or support: Final decisions for MFA prompt.

Intended benefits: Make robust authentication mechanisms less cumbersome for users.

General capabilities: Adaptive Security, Bot detection.

Reasonably foreseeable capabilities outside the scope of current use: None.

### Impacts and Ethics

The impact of those decisions on Vermont residents is direct. If the user is following known patterns, prompts for MFA occur less frequently.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

### Data Inputs, Outputs, and Security

Data Inputs	Data Generated or Outputs	Data Storage
User interactions	None	Vendor stored

How those inputs are generated, collected, and processed: Authentication workflows.

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: No.

# AI SYSTEM REPORT FOR LAND COVER CHANGE DETECTION

<b>Vendor</b>	<b>State Entity using the System</b>
UVM	VCGI

Purpose and proposed use: Identifies locations where land usage changes between surveys.

What decisions are to make or support: Final decisions for production of maps and land use statistics, policy making.

Intended benefits: Track changes in impervious surface and land use.

General capabilities: Image processing, feature detection.

Reasonably foreseeable capabilities outside the scope of current use: None.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Aerial Imagery	Spatial data representing land areas	Secure state database

How those inputs are generated, collected, and processed: Images are collected and processed through annual surveys.

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: No.

# AI SYSTEM REPORT FOR LIDAR PROCESSING

<b>Vendor</b>	<b>State Entity using the System</b>
	VCGI, AOT

Purpose and proposed use: Turns point clouds into 3d models of human and natural landscapes.

What decisions are to make or support: Final decisions for project planning.

Intended benefits: Improve mapping and project planning.

General capabilities: Point cloud processing and feature detection.

Reasonably foreseeable capabilities outside the scope of current use: None.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
LIDAR point clouds	Imagery and 3d spatial data	Secure state database

How those inputs are generated, collected, and processed: LIDAR units are used to collect distance data.

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: Aggregates and derived products are shared in open data.

# AI SYSTEM REPORT FOR SECURITY TOOLS

<b>Vendor</b>	<b>State Entity using the System</b>
Vendors	ADS

Purpose and proposed use: Detect and stop intrusions, attacks, and malware.

What decisions are to make or support? Final decisions are needed for the identification, prevention, and resolution of security issues.

Intended benefits: Improve the security posture of the state's IT infrastructure.

General capabilities: Identify and resolve threats in real-time. These systems' details are not recorded here to preserve the integrity of Vermont's security systems' capabilities.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Direct. Containment and resolution of attacks.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Various.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Security signals	Security Signals	Vendor stored

How those inputs are generated, collected, and processed: Collected through scans of machines and traffic.

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: Yes, the vendors collect heuristic aggregates and share them to improve security of all users.

# AI SYSTEM REPORT FOR BING COPILOT

<b>Vendor</b>	<b>State Entity using the System</b>
Microsoft	Multiple

Purpose and proposed use: Summarize internet content and assist with research.

What decisions are to make or support: Support decisions for Content Development.

Intended benefits: Efficiency of research.

General capabilities: Content Generation, Summarization of general web content and currently displayed page.

Reasonably foreseeable capabilities outside the scope of current use: None in the current generation of the product.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Preliminary content generation can shape subsequent considerations.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Yes, numerous tests have been performed highlighting the need for content review. Vermont's Generative AI Guidelines address this. Recent test:

<https://www.sciencedirect.com/science/article/pii/S258975002300225X>.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Web content, user prompts	Document content	Vendor stored

How those inputs are generated, collected, and processed: Prompts initiated by user.

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: Yes.

# AI SYSTEM REPORT FOR AZURE OPENAI

<b>Vendor</b>	<b>State Entity using the System</b>
Microsoft/OpenAI	Multiple

Purpose and proposed use: Assist with research and content generation.

What decisions are to make or support: Support decisions for Content Development.

Intended benefits: Efficiency and quality of generated content.

General capabilities: Content Generation.

Reasonably foreseeable capabilities outside the scope of current use: Generative AI has numerous capabilities; these are being implemented under the oversight of the AI Division and Council as use cases are identified.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Preliminary content generation can shape subsequent considerations.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Relies on GPT3.5 and/or GPT4, which have been tested and found to have bias. Mitigation strategies are addressed in Vermont's Generative AI Guidelines.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
user prompts, preprocessed documentation	Document content	Stored in Vermont's cloud environment

How those inputs are generated, collected, and processed: As specific use cases are developed, supporting background data sources are preprocessed to make them available to the model.

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: None.

# AI SYSTEM REPORT FOR CONTRACT SEARCH

<b>Vendor</b>	<b>State Entity using the System</b>
Internally developed on Azure OpenAI	BGS/FRO

Purpose and proposed use: Assist municipalities with identifying relevant contracts they can use to support flood recovery.

What decisions are to make or support: Support decisions for contract identification.

Intended benefits: Identification and reuse of contracts for flood recovery efforts.

General capabilities: Intent-based search.

Reasonably foreseeable capabilities outside the scope of current use: None. This type of tool could be implemented in other areas of the state.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Interprets intent and finds nearest matches.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Based on GPT3.5, but low risk of bias.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
User search, contract summaries	Search results	Stored in Vermont's cloud environment

How those inputs are generated, collected, and processed: Contracts are preprocessed for relevant details. User searches are converted to intent vectors and used to find matches.

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: None.



# AI SYSTEM REPORT FOR GEN TAX

<b>Vendor</b>	<b>State Entity using the System</b>
FAST	AOA

Purpose and proposed use: Identify fraud risk.

What decisions are to make or support: Support decisions for fraud determinations.

Intended benefits: Reduce successful fraud.

General capabilities: Fraud risk scoring.

Reasonably foreseeable capabilities outside the scope of current use:

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Flags return as potentially fraudulent, holds for human review.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Unknown.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Tax information	Recommendations for further investigation	State managed

How those inputs are generated, collected, and processed: Tax information submitted is assigned a score.

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: None.

# AI SYSTEM REPORT FOR TESTIM TEST AUTOMATION TOOLS

<b>Vendor</b>	<b>State Entity using the System</b>
Tricentis	ADS

Purpose and proposed use: Automated regression testing of state websites and web apps.

What decisions are to make or support: Support decisions for the release of updates to websites.

Intended benefits: Improved stability of interactive web content.

General capabilities: Self-healing tests, streamlined test creation.

Reasonably foreseeable capabilities outside the scope of current use: Generation of tests given a description of the system.

## Impacts and Ethics

Impact of those decisions on Vermont residents: Indirect. Adapts to minor changes in the webpage.

Whether the automated decision system has been tested for bias by an independent third party, has a known bias, or is untested for bias: Not tested.

## Data Inputs, Outputs, and Security

<b>Data Inputs</b>	<b>Data Generated or Outputs</b>	<b>Data Storage</b>
Recorded tests, website content	Test results	Vendor stored

How those inputs are generated, collected, and processed: Tests are recorded and run, if they fail Testim tries to identify similar content to self-heal from small changes.

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: None.

# AGENCY OF DIGITAL SERVICES

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## ADS Strategic Plan

2024 - 2028

*A guide to the goals, strategies, and metrics providing direction to the Agency of Digital Services in the coming four years.*

Submitted by:  
Denise Reilly-Hughes, Secretary and State CIO



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# Introduction



## Greetings from the Secretary

I am pleased to present an update on the FY2024–FY2028 Agency of Digital Services Strategic Plan. This includes strengthening efforts to anticipate future needs while aligning with clear goals and measurable outcomes. This roadmap embodies our commitment to deliver intuitive and reliable technology solutions for Vermonters. This plan outlines our vision for a future where government services are secure, efficient, and accessible to all.

ADS has achieved remarkable milestones in the past year. We completed Phase 1 of the DMV Core System Modernization, revolutionizing vehicle services for Vermonters. Our partnership with the Agency of Human Services and the Agency of Education to support the Summer EBT program ensured the timely delivery of benefits to Vermonters in need. Additionally, Vermont has solidified its position as a national leader in Artificial Intelligence by becoming the first state in the nation to appoint a Chief Data & AI Officer to lead the newly established Data and AI Division. Additionally, we published a comprehensive Security Foundations Policy, setting the groundwork for adjacent standards and best practices to strengthen cybersecurity across state systems, users, and data. These accomplishments, paired with Vermont's "A-" grade in the Digital States Survey and a first-place ranking in Enterprise Computing, reflect our relentless drive for innovation and excellence.

Our strategic plan focuses on four key principles: **Enhancing User Experience, Establishing Robust Standards, Simplifying Processes to Reduce Complexity, and Fostering Predictability and Transparency.** These pillars continue to guide us as we modernize systems, enhance cybersecurity, and simplify interactions between Vermonters and government.

I am deeply grateful for the dedication of our team, state partners, and stakeholders. Together, we are laying the foundation for a stronger, more accessible digital government. As we embark on this next phase, I look forward to the innovations and opportunities that will shape Vermont's digital future.

With determination as we embark on the road ahead of us in the upcoming year, we draw inspiration from our Governor Phil Scott. To accomplish what is needed for Vermonters, we must be brave together.

With gratitude and optimism,

*Denise Reilly-Hughes*

Denise Reilly-Hughes  
Secretary and Chief Information Officer (CIO)

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## **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.

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## **Our Guiding Principles**

### **User Experience**

At the forefront of our priorities lies our commitment to elevating user experiences across the board. 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.

### **Enhancing Standards**

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

### **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, and transparent customer experience. This extends to ensuring predictability in billing our services and fostering trust and understanding in our financial transactions.

# Efforts Looking Ahead

## Goal 1 – Simplifying to Reduce Complexity

Modernization of Enterprise Resource Planning (ERP) functions by migrating Human Capital Management, Budgeting and Planning and payroll functions to the Workday cloud ERP system

## Goal 1 – Simplifying and Reducing Complexity

Unemployment Insurance system Modernization – replacement of 50+ year old system, VDOL workforce CRM and Vermont Joblink.

## Goal 1 – Simplifying and Reducing Complexity

Eliminating all state-owned hardware to be replaced by consumption-based services contracts with cloud providers.

## Goal 1 – Simplifying and Reducing Complexity

Centralizing infrastructure among hosted cloud datacenters and public cloud providers allowing for the elimination of decades-old physical technology debt.

## Goal 2 – User Experience

400k myVermont.gov accounts milestone in 2025, with the initial design complete of a new single front-door for Digital Services to Vermonters.

## Goal 2 – User Experience

Establishing Customer Experience Leaders and Human-Centered Design models for all major modernization initiatives

## Goal 2 – User Experience

Replacement of the Agency of Education Child Nutrition System with a modern system that allows expanded functionality and insightful data analytics

## Goal 3 – Enhancing Standards

Align risk score model to all state systems ensuring risks, threats, and intrusion attempts are proactively identified remediated which will strengthen Vermont's security posture.

## Goal 3 – Enhancing Standards

Modernize Vermont's network for resiliency and security enabling modern architecture in the rebuild of Vermont's aging network and security infrastructure.

## Goal 4 – Predictability and Transparency

Complete the implementation of the Agency's technology business management solution for financial transparency allowing for more comprehensive procurement, contracts management, and cost allocation.

## Goal 4 – Predictability and Transparency

Implementation of Core Enterprise Services (CES), a centralized model that promotes digital equity across state government. This model ensures all state employees have access to essential digital services while maintaining necessary security standards across the entire technology ecosystem.

## Goal 1

# Simplifying to Reduce Complexity

Our goal is to increase automation and reliability of the services we deliver to Vermonters by 2028

*IT automation will greatly enhance the State's ability to meet Vermonters' expectations for efficient and timely service provision.*

### Our Strategies

- 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

### Key Success Indicators

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



## Goal 2

# User Experience

Our goal is continued improved experience of Government for Vermonters by 2028.

*Well-designed online transaction and a standardized user experience will reduce complexities, inconsistencies, frustrations and time expended by Vermonters gaining access to the services they are entitled to.*

### **Our Strategies**

- 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 Vermonters experience with state government by transitioning outdated paper processes with on-line, streamlined services.

### **Key Success 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

## Goal 3

# Enhancing Standards

Our goal is to provide continuous, effective defense and efficient operations of the State's data, systems, and network.

*This in fulfillment of the Executive's obligation to be a good steward and guardian of data and IT systems essential to delivering State services.*

### Our Strategies

- 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.

### Key Success Indicators

- 90% completion of Cyber-awareness trainings quarterly by state employees
- Application and data risk evaluations integrated into the 12 cabinet-level IT investment plans by 2025
- 5 data sets available for analysis in the new data environment by 2025
- All Dashboards and analytics available through PowerBI by 2025
- Standard Service model of IT support of all Core Enterprise Services delivered by 2025 (FY27)

## Goal 4

# Predictability and Transparency

Our goal is to support creation of a comprehensive Executive Branch IT budget with greater transparency by 2027

*Predictability of technology spend results in stronger control over IT expenditures enabling transparency*

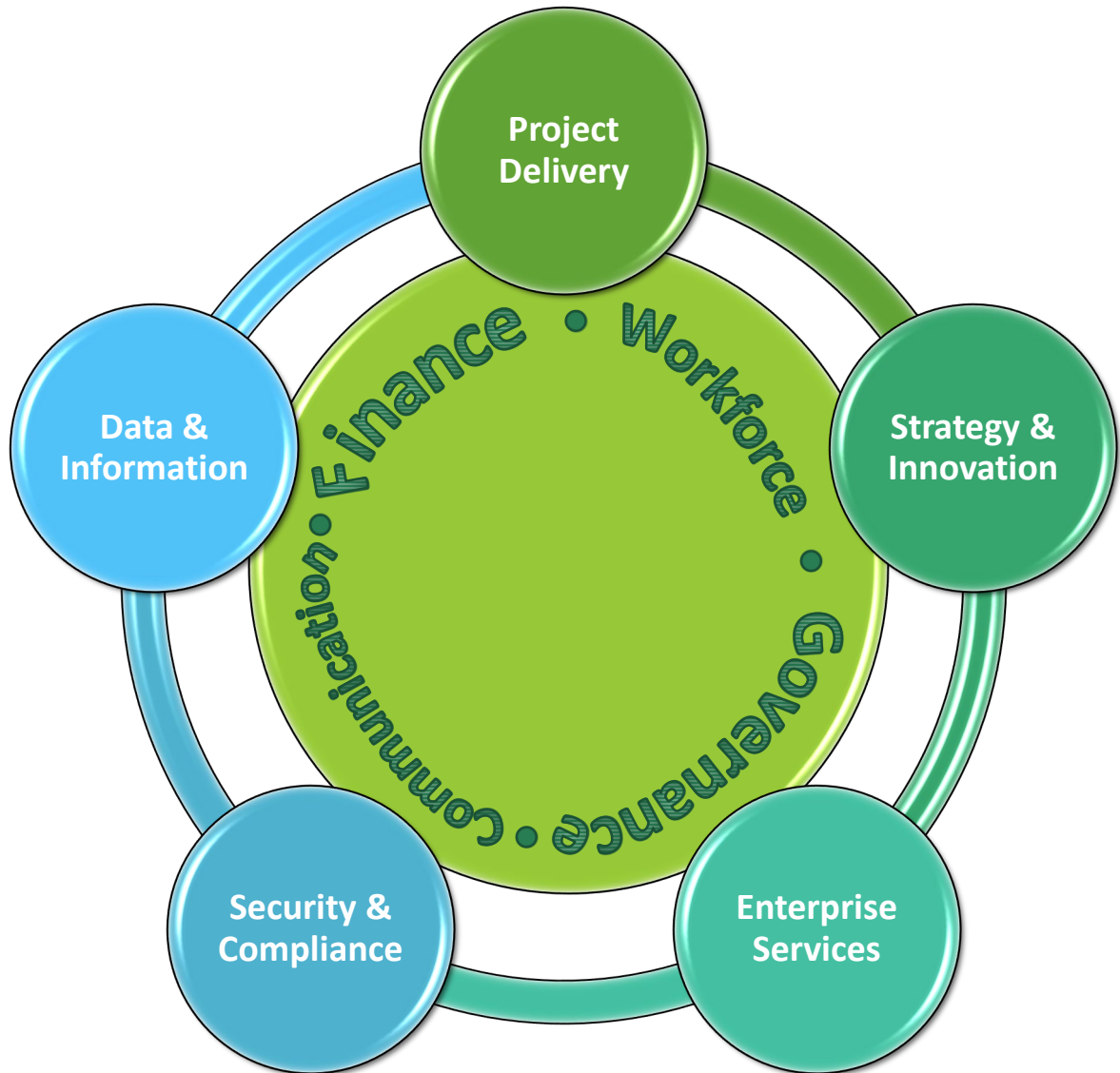
### **Our Strategies**

- 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

### **Key Success Indicators**

- 12 cabinet-level agencies to have a complete 5-year IT roadmaps and investment plans that is updated annually by 2025
- Track spending on 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 2025

# ADS Organization





# **Information Technology Activity Report**

**Agency of Digital Services  
Enterprise Project Management Office  
(EPMO)**

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## About This Report

This report was produced by the Enterprise Project Management Office (EPMO), which is part of the Agency of Digital Services (ADS). The purpose of the report is to meet statutory requirements for reporting on technology projects with an IT activity cost of \$500,000 or more and to provide a summary of independent reviews that were conducted during the calendar year.

This report only includes information technology (IT) activities for the Executive Branch of State government and was compiled in collaboration with the State entities who have a qualifying project. Future costs and dates projected in this report are estimates based on current information and are subject to change. This report includes all IT Activities that have implementation costs occurring on or after July 1, 2018, and have a total implementation and operating cost of at least \$500,000.

The EPMO has identified the following IT activities that meet the statutory dollar threshold for reporting. These IT activities are organized within this report by a State Agency/Entity.

For reference, the EPMO uses a category of colors when assessing status on Vermont EPMO Projects. The definitions of these colors as depicted in the project listed below are as follows:

Category	Green	Yellow	Red
<b>Scope</b>	No outstanding changes that have not been formally approved and logged	Additions/deletions being acted on without formal sponsor approval.	Out of scope and unfunded work being done, remaining work ignored, previous warning not being acted on.
<b>Schedule</b>	Tasks are starting and ending on time and 90% are on track to meet dates.	75%+ of tasks are starting and ending on time and 90% are on track to meet dates.	Less than 75% of tasks are starting and ending on time and are on track to meet dates.
<b>Budget</b>	Costs for tasks and phases are less than 110% of baseline costs for same.	Costs for tasks and phases are less than 125% of baseline costs for same.	Costs for tasks and phases are greater than 125% of baseline costs for same.

Statutory requirements met in this report:

### 3 V.S.A. chapter 56 § 3303 (a)(4)

(a)(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.



**3 V.S.A. chapter 56 § 3303 (d)(1)**

(d)(1) The Agency shall obtain independent expert review of any new information technology projects with a total cost of \$1,000,000.00 or greater or when required by the Chief Information Officer.

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

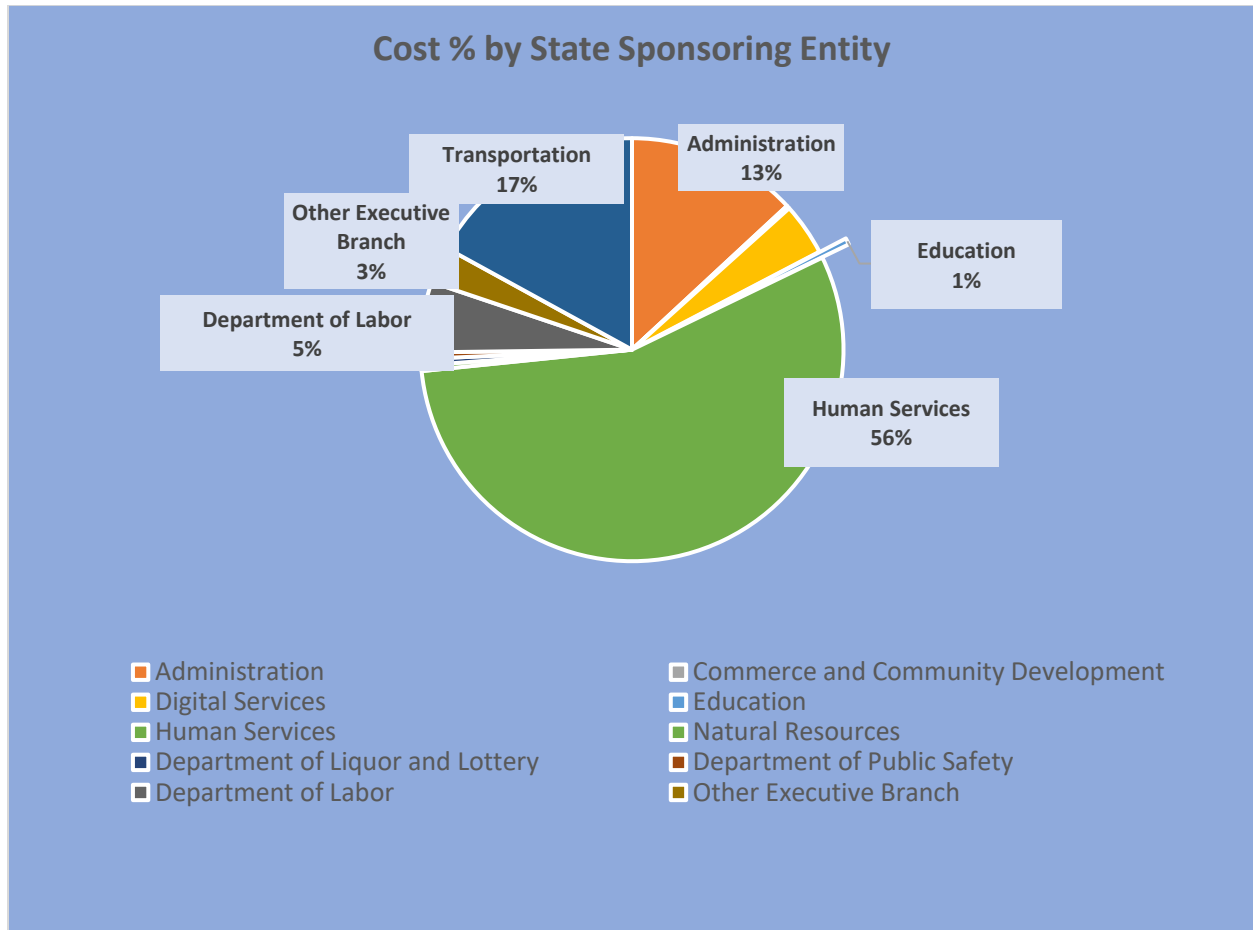
IT Activity Name			
Agency	Department	Project	Date
Digital Services		Automatic Call Distribution (ACD) System	12/24/2023
	State’s Attorneys and Sheriffs	Case Management System	1/16/2024
Secretary of State		Business Filing System	2/2/2024
	Green Mountain Care Board	Vermont Health Care Uniform Reporting 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
	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
	Department of Public Safety	Fire Safety Division Records Management System	10/31/2024
	Cannabis Control Board	Cannabis Control Board System	11/12/2024

*\*These independent reviews are available on our ADS EPMO website at [Independent Reviews | Enterprise Project Management Office \(vermont.gov\)](#)*



# Summary & Metrics

## Portfolio Summary & Metrics



### Total Estimated Implementation Costs

**\$446,384,113.18**

*Implementation costs are the one-time project costs to implement the solution. Includes both federal and state dollars.*

### Top 10 Projects for Highest Estimated Total Implementation Costs

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

## Total Estimated Operational Costs

**\$315,536,899.97**

*Total costs to operate & maintain the solution through its life. Includes both federal and state dollars.*

### Top 10 Projects for Highest Estimated Operational Costs

Rank	Entity	Project	Total Operational Costs	# Years
1	Human Services	AHS DVHA Integrated Eligibility and Enrollment System (VT-IES)	\$119,592,991.00	5
2	Human Services	AHS DHVA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS)	\$49,627,254.00	5
3	Transportation	AOT DMV Core Systems Replacement	\$46,069,917.00	5
4	Administration	AOA Enterprise Resource Planning (ERP) Project	\$17,518,924.00	10
5	Human Services	AHS Vermont Health Information Exchange (VHIE) Maintenance & Operations – 2024	\$11,158,343.67	5
6	Digital Services	ADS ACD Modernization	\$8,440,000.00	5
7	Transportation	Vermont Asset Management Information System (VAMIS)	\$5,392,369.00	5
8	Digital Services	Cloud Infrastructure Refresh	\$5,000,000.00	2
9	Digital Services	Shared Services VOIP	\$4,588,455.00	5
10	Human Services	DCF CDD Integrated Information System	\$4,156,975.00	5

## Total Estimated IT Activity Costs

**\$761,821,013.15**

*Total IT Activity costs to implement, plus the costs to operate and maintain the solution. Includes both federal and state dollars.*

### 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

## Annual Report Key

Below is the template used for the annual reports. Explanations for each field is provided in *green font*.

IT ACTIVITY ANNUAL SUMMARY REPORT					
Project	Name of the IT Activity				
Agency	Name of the Requesting Agency	Report Date		Date	
Department	Name of the Requesting Department				
Project Start Date	Start Date	Project End Date	End Date	Solution Life Cycle (Years)	# Years the solution will be operating
Current Project Phase*	Exploring	Initiating	Planning	Executing	Closing
Project	Status		Update		
Scope	Current Health (Red, Yellow, Green)		Project status update as it relates to the project Scope		
Schedule	Current Health (Red, Yellow, Green)		Project status update as it relates to the project Schedule		
Budget	Current Health (Red, Yellow, Green)		Project status update as it relates to the project Budget		
Overall	Current Health (Red, Yellow, Green)		Project status update as it relates to the project overall		
Scope Summary					
Summary of the projects scope of work and objective					
Schedule Summary					
Summary of the project's timeline to be completed and operational					
Budget Summary					
Total Implementation Cost	Total State Implementation Cost		State Fund Type		
Total cost to implement the solution	Total State cost to implement the solution		State funding source for State implementation costs		
Total Operating Cost	Total State Operating Cost		State Fund Type		
Total cost to operate the solution through its life cycle	Total State cost to operate the solution through its life cycle		State funding source for State operating costs		
Total IT Activity Cost	Total State IT Activity Cost		State Fund Type		
Total cost for the IT Activity (Implementation + Operating)	Total State cost for the IT Activity (Implementation + Operating)		State funding source for Implementation & Operating		



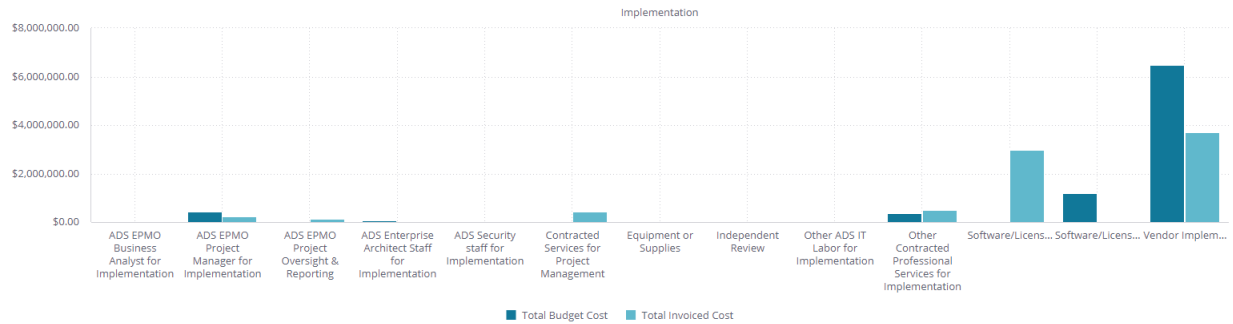
# Agency of Administration (AOA)

IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOA - BGS - eProcurement (VTBuys)				
<b>Agency</b>	Agency of Administration (AOA)	<b>Report Date</b>		12/2/2024	
<b>Department</b>	Department of Buildings and General Services (BGS)				
<b>Project Start Date</b>	7/4/2018	<b>Project End Date</b>	12/31/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Red	The baseline scope includes the implementation of a Software as a Service (SaaS) solution which enables the end-to-end source-to-pay procurement functionality for the State of Vermont. There are multiple enhancements that require change orders that add scope to the original scope of work. The Executive Steering Committee (ESC) agreed on a minimal viable product (MVP) in early 2024 and the project team has been working towards implementing the agreed upon scope. The MVP scope includes supplier management, source to contract, and procure to pay modules.			
<b>Schedule</b>	Red	The baseline schedule is currently being rebaselined by the project team, with an anticipated go live in Q1 of 2025. The schedule is being rebaselined due to the State not being ready to roll the platform out to all State employees. More details regarding the plan for training are needed before a new go live date can be established.			
<b>Budget</b>	Red	The baseline budget set forth by the original IT ABC Form of \$1.9m is being rebaselined for an updated IT ABC Form. The project team has presented an updated budget estimate of implementation costs into December 2024. The budget is currently being updated to estimate a project completion in Q1 of 2025. The project has expended \$3m to date, and the project team estimates a budget shortfall of \$1.1 million to finish the project.			
<b>Scope Summary</b>					
The State of Vermont is embarking on a transformative journey to enhance its procurement processes. By implementing a Software-as-a-Service (SaaS) electronic procurement solution, the State aims to streamline the entire source-to-pay procurement cycle. This innovative solution will not only increase transparency and purchasing consistencies but also empower the State to improve customer service, strengthen vendor relationships, and enhance public access to information. Furthermore, the integration of this solution with the State's financial system, VISION, will enable comprehensive reporting of spend data across the State.					
<b>Schedule Summary</b>					
The project implementation was expected to take approximately 18 months but experienced delays due to COVID related demands. The project is expected to be completed by the first quarter of 2025.					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$17,174,186.00	\$17,174,186.00	Internal Services Fund: 59300
Total Operating Cost	Total State Operating Cost	State Fund Type
\$3,570,000.00	\$3,570,000.00	Internal Services Fund: 59300
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$20,744,186.00	\$20,744,186.00	Internal Services Fund: 59300

AOA - BGS - eProcurement (VTBuys) Budget Summary  
 Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



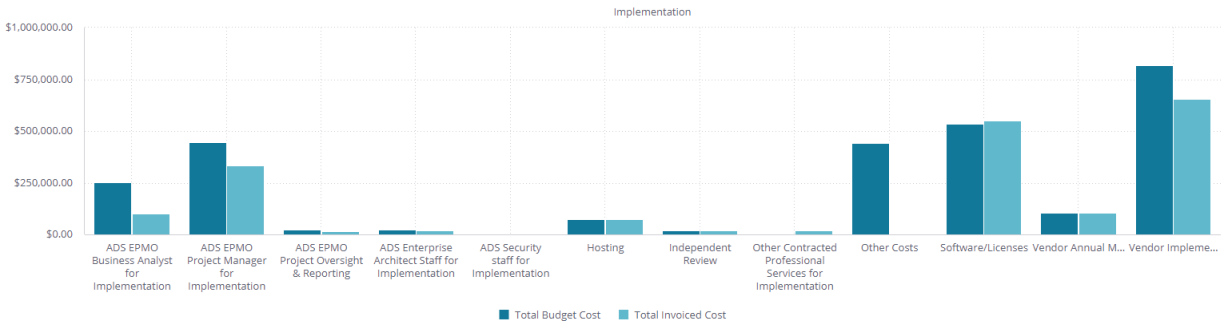


IT ACTIVITY ANNUAL SUMMARY REPORT						
<b>Project</b>	AOA - BGS - Workplace Information System (WIMS)					
<b>Agency</b>	Agency of Administration (AOA)			<b>Report Date</b>	12/2/2024	
<b>Department</b>	Department of Buildings and General Services (BGS)					
<b>Project Start Date</b>	12/19/2019	<b>Project End Date</b>	4/30/2026	<b>Solution Life Cycle (Years)</b>	5	
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing	
<b>Project</b>	<b>Status</b>	<b>Update</b>				
<b>Scope</b>	Yellow	The scope of the WIMS project is stable. With the exception a custom integration to pull in financial data, there is no indication that changes to project scope are expected. While not a current risk to the WIMS project, construction management software will be coming on line at a future date and will require integration with the new WIMS system.				
<b>Schedule</b>	Yellow	While progress in the WIMS project has been steady, it has been impacted by availability of internal stakeholders. Discovery of functionality when building custom integrations has also caused internal stakeholders to consider how we might better integrate systems that were not originally considered necessary to have WIMS functioning fully. This applies primarily to importing financial data into BGS projects that are managed in WIMS.				
<b>Budget</b>	Yellow	Project costs are aligned with calculations as depicted in the IT ABC form. Funds allocated specifically for custom integration development is limited but expected to be sufficient for the work that is currently in progress. Additional integrations, if deemed necessary, may require additional allocations for custom development.				
<b>Scope Summary</b>						
The purpose of implementing the Workplace Information Management System (WIMS) to be able to understand the full life-cycle of BGS assets through documenting, compiling and analyzing facility conditions, maintenance activities, space usage and other data points to make informed decisions about capital investment, space allocation, and the general management of all our workspaces. As implementation of planned modules continues, custom integrations related to financial information may have their scope impacted by concurrent projects at the state.						
<b>Schedule Summary</b>						
The project was initiated in December of 2019 and is projected to wrap up in the second quarter of 2026. Implementation and custom development complexity as well as personnel availability have all impacted the original projected completion of 12/2024.						
<b>Budget Summary</b>						
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$2,803,513.14		\$2,803,513.14		General Fund		
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$814,040.89		\$814,040.89		General Fund		
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$3,617,554.03		\$3,617,554.03		General Fund		

## AOA - BGS - Workplace Information System (WIMS) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

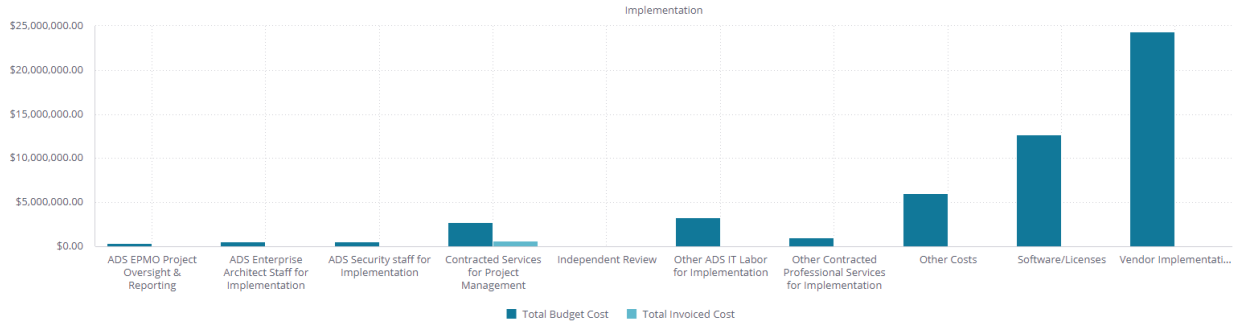


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOA - Enterprise Resource Planning (ERP)				
<b>Agency</b>	Agency of Administration (AOA)	<b>Report Date</b>		12/2/2024	
<b>Department</b>	Department of Human Resources (DHR)				
<b>Project Start Date</b>	11/1/2021	<b>Project End Date</b>	7/1/2028	<b>Solution Life Cycle (Years)</b>	10
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The baseline scope of the ERP Project is to fully replace the existing Human Capital Management system (VTHR), CGI Vantage Budget system, Finances VISION system (including the financial systems at the Agency of Transportation (STARS) and the Department of Labor (FARS) that currently run on 30+ year old mainframes). In concert with the implementation, the State will go through a business process transformation effort to ensure success on transitioning to a new ERP platform.			
<b>Schedule</b>	Yellow	The baseline project schedule has the full implementation of the new ERP system going live in FY29. There are multiple workstreams that include: The HCM and Budget System replacement - Estimated to be a 24-month implementation, which will be completed in FY27. The Financials scope - Estimated to be a 24-month implementation and will be completed in FY29. There will be overlap of workstreams, but the HCM and Budget System Replacement will begin before the Financials scope. The entire project is expected to be complete in FY29.			
<b>Budget</b>	Yellow	The baseline budget for the ERP implementation project has been established at \$53.3 million with \$739,980.78 spent to date.			
<b>Scope Summary</b>					
The State of Vermont is undertaking a major upgrade by replacing its outdated Human Capital Management, CGI Vantage Budget, and Finances VISION systems with a new, modern Enterprise Resource Planning (ERP) system. This transformation aims to enhance customer service, streamline processes, and improve data management. The new ERP system will offer a user-friendly interface and better functionality, allowing employees and managers to access and manage information more efficiently. Enhanced reporting capabilities will provide real-time, accurate data for improved decision-making and strategic planning. By focusing on data quality, the system will ensure accuracy and consistency, reducing errors and improving compliance and transparency. Additionally, transitioning to a cloud-based infrastructure will result in cost savings, scalability, and enhanced security, freeing up resources for other critical areas. This modernization effort marks a significant step forward for Vermont, positioning the State for future success and better service delivery to its employees and stakeholders.					
<b>Schedule Summary</b>					
The ERP project is a multi-year project with multiple workstreams with an estimated completion in FY29. The two workstreams include: The HCM and Budget System replacement - Estimated to be a 24-month implementation. The Financials scope - Estimated to be a 24-month implementation. The project just completed the contract execution phase for both the implementation and business process transformation vendors. The project is now moving into the implementation phase with the Business Process Transformation vendor beginning work with the State in December 2024 and the System Implementation vendors scheduled to begin work in January 2025.					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$5,1647,123.80	\$5,1647,123.80	General Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$17,518,924.00	\$17,518,924.00	Internal Service Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$69,166,047.80	\$69,166,047.80	General Fund/Internal Service Fund

AOA - DHR - DFM - Enterprise Resource Planning (ERP) Budget Summary  
 Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

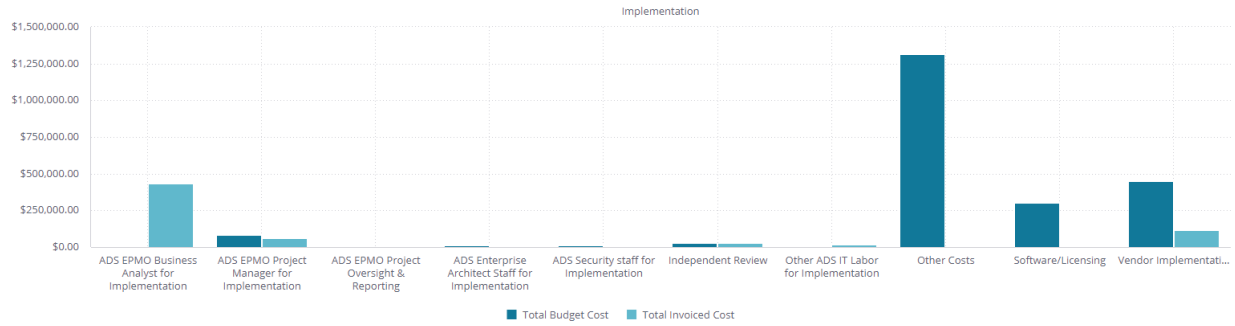


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOA - Tax - Scanning, Capture, Imaging 2.0				
<b>Agency</b>	Agency of Administration (AOA)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Taxes (TAX)				
<b>Project Start Date</b>	1/25/2022	<b>Project End Date</b>	9/17/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The baseline scope includes the replacement of the current scanning systems software that supports paper returns, payments and remittance processes.			
<b>Schedule</b>	Green	The first Phase of implementation was completed on August 12, 2024. The remaining go live dates are scheduled for December 31, 2024 (Phase 2), June 30, 2025 (Phase 3) and Decwember 31, 2025 (Phase 4).			
<b>Budget</b>	Green	The baseline project budget has an implementation cost of \$2,204,520.00.			
<b>Scope Summary</b>					
<p>The Tax Department of the State of Vermont is modernizing its operations by replacing its outdated scanning system software, which has been in use for over 20 years. This initiative aims to enhance efficiency and effectiveness by developing four key components:</p> <ul style="list-style-type: none"> <li>• Document Capture will digitize paper returns, payments, and remittances, reducing manual data entry and errors, and speeding up processing.</li> <li>• Check Processing will automate the handling of checks, improving verification, depositing, and reconciliation processes to save time and resources.</li> <li>• Conversion will digitize existing paper documents, improving accessibility and reducing reliance on physical storage.</li> <li>• Content Management will create a centralized repository for all digital records, enhancing document retrieval, search, and sharing capabilities.</li> </ul> <p>Overall, this new scanning system will streamline processes, improve efficiency, and enhance tax administration, positioning the department for future success and better service to taxpayers.</p>					
<b>Schedule Summary</b>					
<p>Upon completion of vendor selection and contracting, a four Phase implementation schedule has been established. Phase 1 focused on vouchers, appeals, sales and use tax, meals and rooms tax, and both quarterly and annual withholding tax. It was successfully launched into production on August 20, 2024, Phase 2 focuses on personal income tax, homestead declarations and renter credit claims. Go live is targeted for 12/31/2024. Phases 3 will address fiduciary income tax, estate tax business tax account applications, property transfer tax, real estate withholding and uniform capacity tax, These are targeted for release by the end of June. Phase 4 handles checks without initiating forms, return mail, correspondence without initiating forms, corporate income tax, business income tax and current use. Go live for the final phase targeted for 12/31/25.</p>					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$2,204,520.00	\$2,204,520.00	Special Fund - 21909 - Tax Computer Modernization Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$1,231,565.00	\$1,231,565.00	Special Fund - 21909 - Tax Computer Modernization Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$3,436,085.00	\$3,436,085.00	Special Fund - 21909 - Tax Computer Modernization Fund

AOA - Tax - Scanning Capture Imaging 2.0 Budget Summary  
 Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

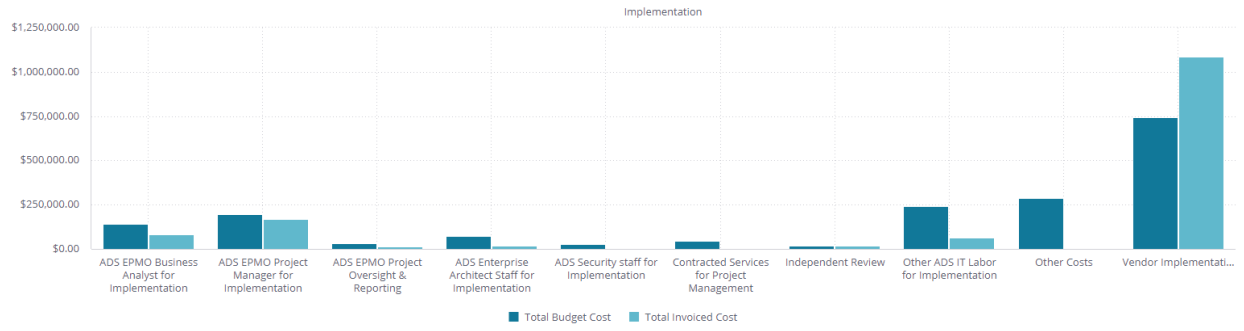


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOA - Tax - Vermont Property Information Exchange (VTPIE)				
<b>Agency</b>	Agency of Administration (AOA)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Taxes (TAX)				
<b>Project Start Date</b>	4/6/2020	<b>Project End Date</b>	3/31/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Yellow	Project scope has been relatively stable with regard to major deliverables. In some cases, however, there have been discussions regarding requested functions being out of scope as a result of requirements being vague and broad in some cases.			
<b>Schedule</b>	Red	The project schedule currently at risk. Delays throughout the life of the project have caused a cascade of incomplete tasks to accumulate with less than 6 months remaining in the current contract. Internal stakeholders are currently engaging with the vendor to determine how to ensure satisfactory delivery of all contractual obligations prior to the project's end date.			
<b>Budget</b>	Green	Project costs have remained aligned with original estimates. Invoices are monitored closely by the project sponsor and business lead to ensure payment milestones are aligned with predicted costs.			
<b>Scope Summary</b>					
The State is required to maintain a statewide education grand list for the purposes of education property taxation, collecting Grand List data from each municipality. The VTPIE project aims to modernize processes, technology and tools to enable more efficient creation and use of the grand list.					
<b>Schedule Summary</b>					
The original project scheduled estimated that implementation of new modules would take place from 2019 through 2022 with hosting, support and maintenance continuing through 2025.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>	
\$1,803,052.99		\$1,803,052.99		General Fund	
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>	
\$1,005,757.00		\$1,005,757.00		General Fund	
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>	
\$2,808,809.99		\$2,808,809.99		General Fund	

## AOA - Tax - Vermont Property Information Exchange (VTPIE) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs





Agency of Commerce and Community Developer (ACCD)



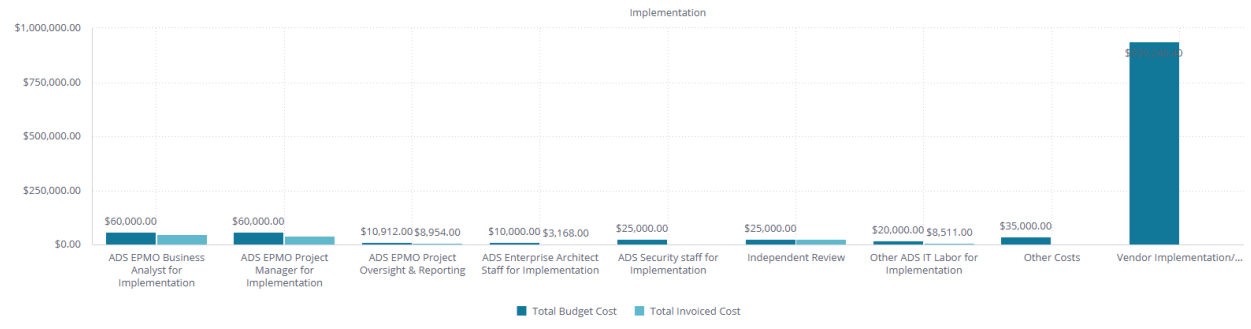
# Agency of Commerce and Community Development (ACCD)

IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	ACCD Grants Management Solution				
<b>Agency</b>	Agency of Commerce and Community Development (ACCD)	<b>Report Date</b>		12/2/2024	
<b>Department</b>	Departments of Economic Development (DED) & Housing and Community Development (DHCD)				
<b>Project Start Date</b>	9/23/2022	<b>Project End Date</b>	3/20/2026	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The project team has contracted with Agate to implement their grants management IGX application replacing the current IntelliGrants version to meet the scope defined by the Department of Economic Development (DED) and the Department of Housing and Community Development (DHCD).			
<b>Schedule</b>	Green	Implementation Phase 1 started in August 2024, focusing on Municipal Planning Grants (MPG). Phase 2 will start in January 2025 and includes implementation of the Vermont Employment Growth Incentives (VEGI), Vermont Training Program (VTP), and the Vermont Community Development Program (VCDP) grants. Phase 3 is planned to start in June 2025 to complete implementation of the VCDP grant program.			
<b>Budget</b>	Green	The project budget was baselined at \$1,323,358 at the time of contracting. Actual project costs through September 2024 are \$131,832.			
<b>Scope Summary</b>					
The State of Vermont is upgrading its grant management system to improve efficiency and effectiveness. This transition involves moving from the current IntelliGrants application to the new IGX grants management application, focusing on key programs like the Vermont Community Development Program, Vermont Training Program, Vermont Employment Growth Incentive, and the Municipal Planning Grant. The goal is to provide the Agency of Commerce and Community Development with a modern, user-friendly system that simplifies grant processing, fund disbursement, and project monitoring. The new IGX application will offer enhanced tools and features tailored to the specific needs of these programs, ensuring a smooth transition and better management capabilities. This upgrade promises to reduce administrative tasks, improve data handling, and enhance reporting, ultimately supporting more informed decision-making and oversight.					
<b>Schedule Summary</b>					
The initial schedule estimated a go-live date of January 2024. Due to extended vendor proposal review and contracting activities, the start of the execution phase was delayed until August 2024. The current project schedule has an estimated project end date of March 2026.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$1,185,158.40	\$1,185,158.39		General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$138,200.00	\$138,200.00		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$1,323,358.40	\$1,323,358.39		General Fund		

## ACCD - Grants Management Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

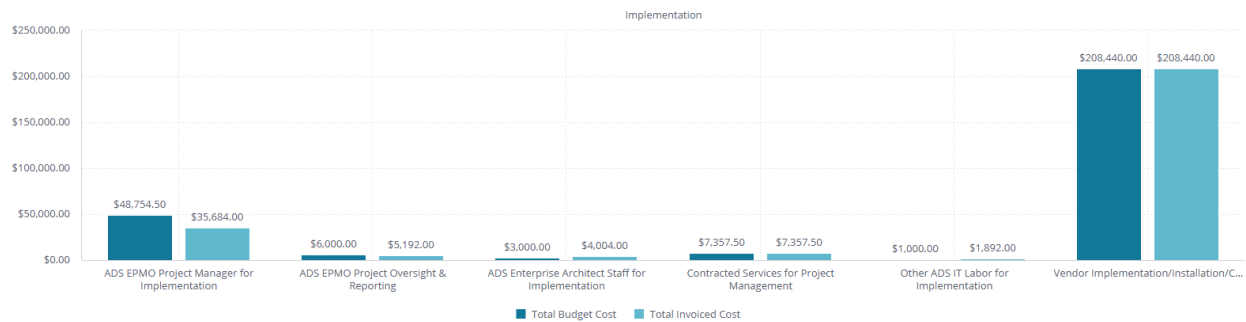


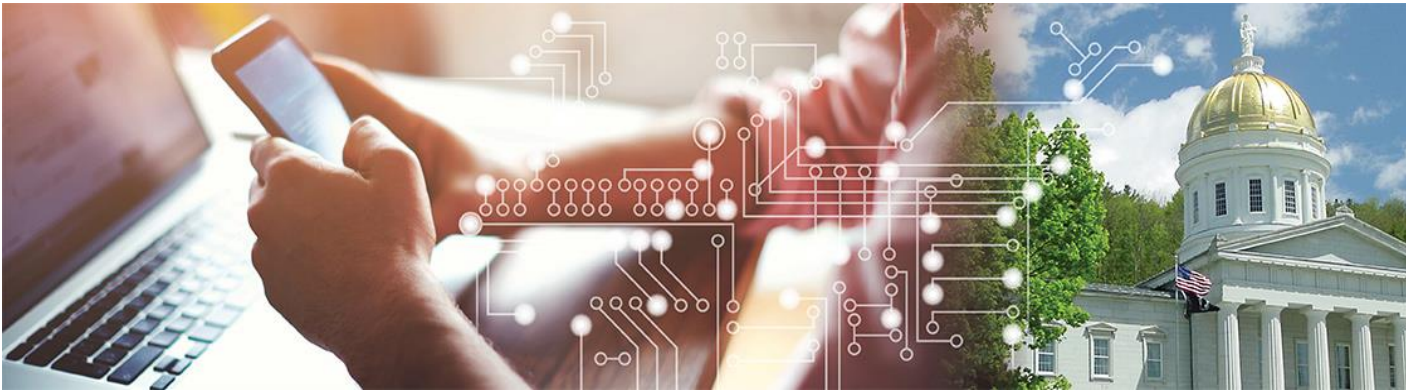
IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	ACCD DTM VermontVacation.com				
<b>Agency</b>	Agency of Commerce and Community Development (ACCD)	<b>Report Date</b>		12/2/2024	
<b>Department</b>	Department of Tourism & Marketing (VDTM)				
<b>Project Start Date</b>	12/1/2021	<b>Project End Date</b>	5/27/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope is 100% complete. The scope includes reduced security risk and improved application stability, improved internal workflows for developing, publishing and maintaining content and enhanced visitor engagement.			
<b>Schedule</b>	Green	The contract was executed 11/14/23 and the project successfully implemented 4/15/24.			
<b>Budget</b>	Green	The implementation costs at close out were 4% below the approved, baselined budget after contract execution.			
<b>Scope Summary</b>					
The State of Vermont is enhancing its tourism marketing website, VermontVacation.com, by implementing a new Content Management System (CMS) and developing a comprehensive design system. This initiative aims to streamline content creation and management, ensuring efficient collaboration and faster publication. The CMS will serve as a centralized platform for content development, hosted by a dedicated vendor for reliable and secure services. Additionally, a separate vendor will develop a design system featuring pre-designed components and templates to create visually appealing and accessible layouts across all devices and browsers. This project will improve content management efficiency, enhance collaboration, and ensure a consistent and engaging user experience. By involving specialized vendors, Vermont ensures a comprehensive approach to meet its content and design needs, marking a significant advancement in its digital presence.					
<b>Schedule Summary</b>					
The project was originally baselined to be completed in May 2023. However, due to the procurement of the content management hosting vendor and the creative phase taking longer than expected the project was successfully implemented April 15, 2024.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$282,409.50	\$282,409.50		General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$242,820.00	\$242,820.00		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$525,229.50	\$525,229.50		General Fund		

## ACCD - VDTM VermontVacation.com Project Budget Summary

Actual Project Costs at Project Completion

Budgeted vs Actual Invoiced Implementation Costs





# Agency of Agriculture Food & Markets (AGR)

**\*No IT Activities over \$500,000 dollars to report this year**

Agency of Digital Services (ADS)



# Agency of Digital Services (ADS)

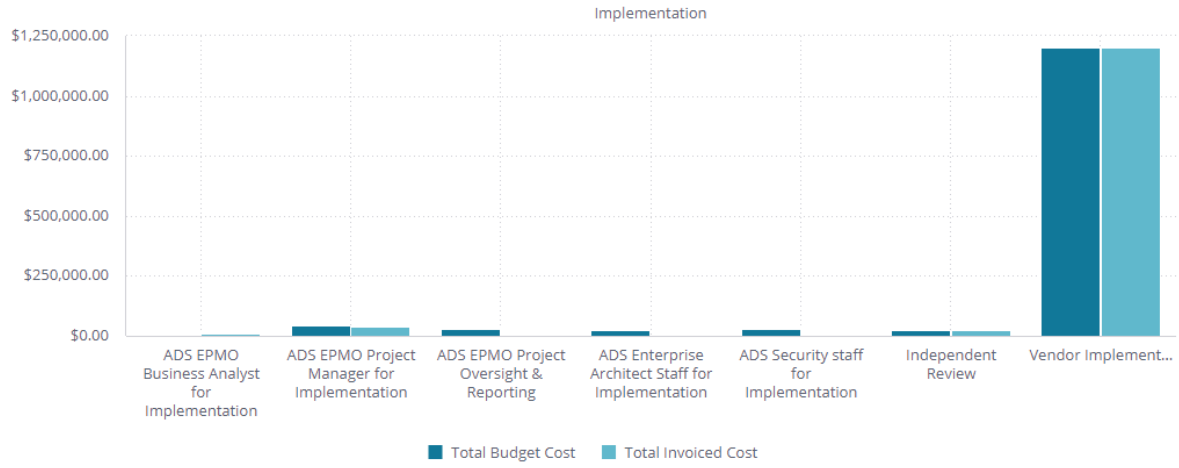
IT ACTIVITY ANNUAL SUMMARY REPORT						
<b>Project</b>	ADS - ACD Modernization					
<b>Agency</b>	Agency of Digital Services (ADS)			<b>Report Date</b>	12/2/2024	
<b>Department</b>						
<b>Project Start Date</b>	9/20/2022	<b>Project End Date</b>	5/19/2025	<b>Solution Life Cycle (Years)</b>	5	
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing	
<b>Project</b>	<b>Status</b>	<b>Update</b>				
<b>Scope</b>	Green	The Automatic Call Distribution (ACD) system provides the functionality for 10 call centers operated by 5 state agencies. This project is to replace the current on-premises system with a new cloud-based one.				
<b>Schedule</b>	Green	The baseline implementation schedule was completed for 9/10 call centers within the originally expected 8 month period.				
<b>Budget</b>	Green	The vendor implementation cost was budgeted for \$1,423,347.00 with state labor costs and an Independent Review (IR) making the final implementation costs \$1,503,309.00.				
<b>Scope Summary</b>						
The Automatic Call Distribution (ACD) Modernization project aims to upgrade and enhance the current call routing system to improve efficiency, scalability, and customer experience for 10 call centers which are operated by 5 different state agencies. This initiative will focus on integrating advanced technologies, such as cloud-based infrastructure. 9/10 Call centers went live between January 31, 2024, and August 30, 2024. The 10th call center for AHS Family Services Division (FSD) is pending additional scope clarification before a contract amendment is executed.						
<b>Schedule Summary</b>						
The baseline implementation schedule was expected to be completed in 7 months. The project schedule was extended by 1 month to include additional scope and went live as scheduled.						
<b>Budget Summary</b>						
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$2,694,814.04		\$2,694,814.04		Internal Service Fund CIT		
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$8,440,000.00		\$8,440,000.00		Internal Service Fund CIT		
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$11,134,814.04		\$11,134,814.04		Internal Service Fund CIT		



# ADS - ACD Modernization Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

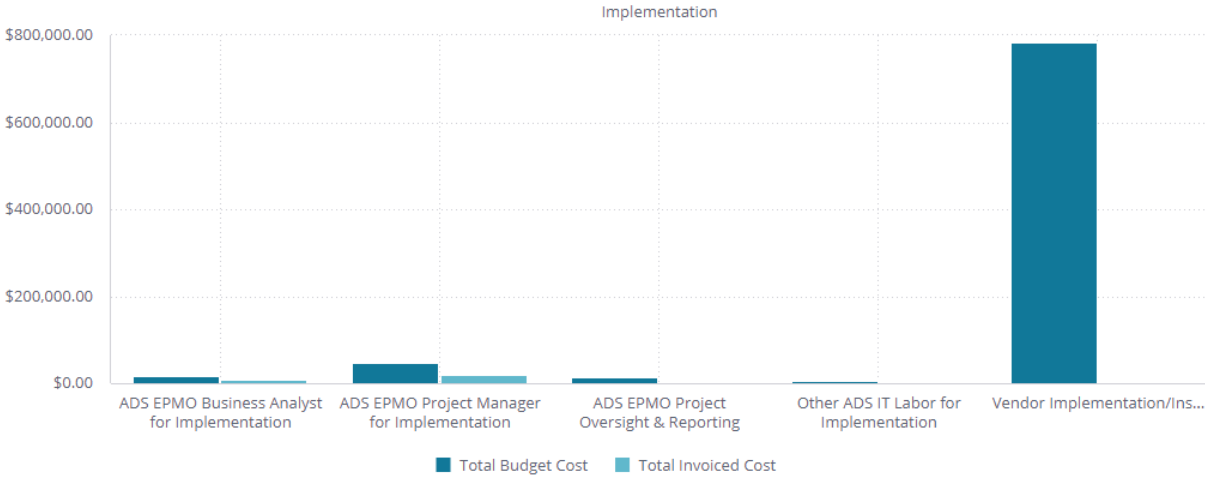


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	ADS - Apptio				
<b>Agency</b>	Agency of Digital Services (ADS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Business Office				
<b>Project Start Date</b>	3/18/2024	<b>Project End Date</b>	4/30/2025	<b>Solution Life Cycle (Years)</b>	4
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	Following the project "Refresh", the scope has been identified with three phases called out. The project scope is currently on track as we begin to pivot from Phase 1 (Basic Apptio Functionality) to Phase 2 (Vendor Insights).			
<b>Schedule</b>	Yellow	After initial implementation efforts of Apptio were stymied by the Implementation sub-contractor, the project team is now working directly with Apptio to complete the basic Apptio functionality implementation before then turning to begin work on the additional functionality offered by the Apptio suite of products we have paid for.			
<b>Budget</b>	Green	The approved initial estimate for project implementation budget is \$4783,691.90. With the Project "Refresh", no additional budgetary needs or funds were identified or required.			
<b>Scope Summary</b>					
<p>The Apptio Business Office Budget System Project is a major initiative aimed at improving how the Business Office Department in the Agency of Digital Services manages its budgets. By introducing a new, comprehensive budgetary system, the project seeks to make financial reporting and budget management more efficient and accessible. This system will replicate existing workflows while adding new features to better handle the department's needs, such as enhanced reporting and oversight capabilities. The project will also improve collaboration and transparency by making information more organized and accessible. Additionally, features for vendor management and budget tracking will enhance communication and accountability across departments. Overall, this project demonstrates the Business Office's commitment to providing effective financial services to Vermont's residents.</p>					
<b>Schedule Summary</b>					
<p>This project schedule has been severely impacted due to a failure of the vendor's chosen implementation contractor. The Business Office is now working directly with Apptio to complete the first phase of the project: implementation of the Apptio basic functionality. Once completed, the project team will begin work on phase 2 and 3: Implementation of Vendor Insights and Cloudability. We are currently on track for the schedule identified for the implementation of these phases and functionality.</p>					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>	
\$865,971.90		\$865,971.90		CIT Fund - 58100	
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>	
0		0		CIT Fund - 58100	
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>	
\$865,971.9		\$865,971.90		CIT Fund - 58100	

# ADS - Apptio Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

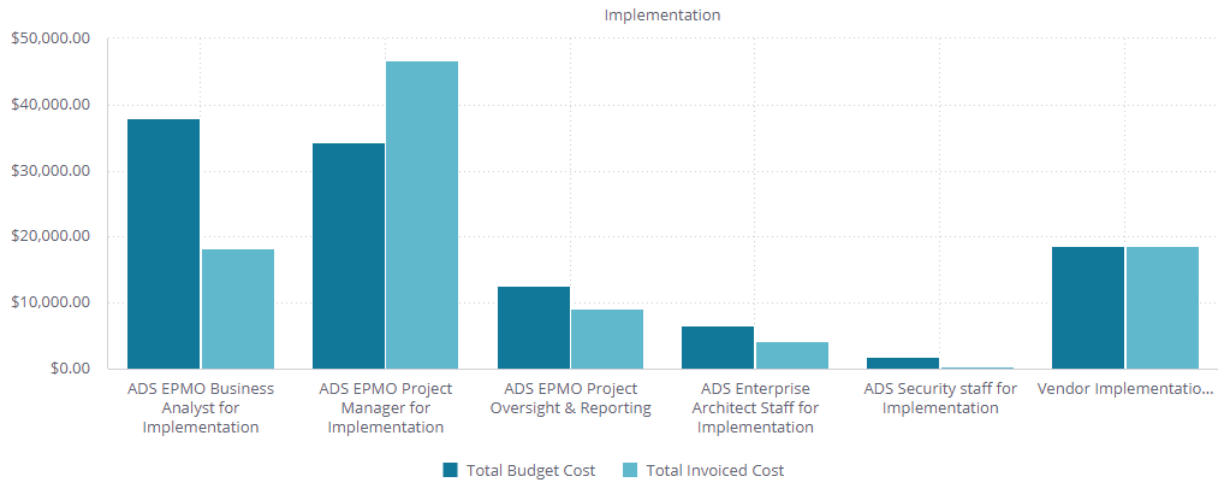


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	ADS - EPMO - 3PMT				
<b>Agency</b>	Agency of Digital Services (ADS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Enterprise Project Management Office (EPMO)				
<b>Project Start Date</b>	1/3/2023	<b>Project End Date</b>	6/20/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The solution was implemented in an Minimum Viable Product (MVP) format. 100% of the MVP scope was implemented. A large benefit of the solution is that the EPMO team is able to continually improve the solution as we go; implementing additional features and improving what is already created, without additional configuration help from the vendor.			
<b>Schedule</b>	Green	The solution went live in March 2024. The schedule was baselined at contracting, then re-baselined via formal change request, resulting in an overall project schedule variance of 24%, or 61 days, over the estimated go-live date at contracting versus the actual go live date.			
<b>Budget</b>	Green	The implementation costs at close out were 13% below the approved budget baseline at contracting. Project implementation costs were 72% below the initial IT ABC estimate thanks to much lower than expected vendor implementation costs.			
<b>Scope Summary</b>					
The State of Vermont is enhancing its project management services by implementing a new cloud-based software solution for managing projects, programs, and portfolios. This initiative aims to streamline processes, improve collaboration, and support informed decision-making. The new system will be accessible from anywhere, offering flexibility and convenience for project teams. It will provide tools for effective project planning, scheduling, and tracking, ensuring timely and successful project delivery. Additionally, it will improve the management of multiple projects and programs, optimizing resources and aligning with strategic goals. The solution will also help the State meet regulatory requirements by tracking performance and ensuring transparency and accountability. This project marks a significant advancement in Vermont's project management capabilities, aiming to enhance outcomes and resource use while ensuring compliance.					
<b>Schedule Summary</b>					
The solution went live in late March 2024 with a project completion date of June 2024.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$97,287.20	\$97,287.20		General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$441,460.00	\$441,460.00		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$538,747.20	\$538,747.20		General Fund		

# ADS - EPMO - 3PMT Budget Summary

Final Project Costs

Budgeted vs Actual Invoiced Implementation Costs

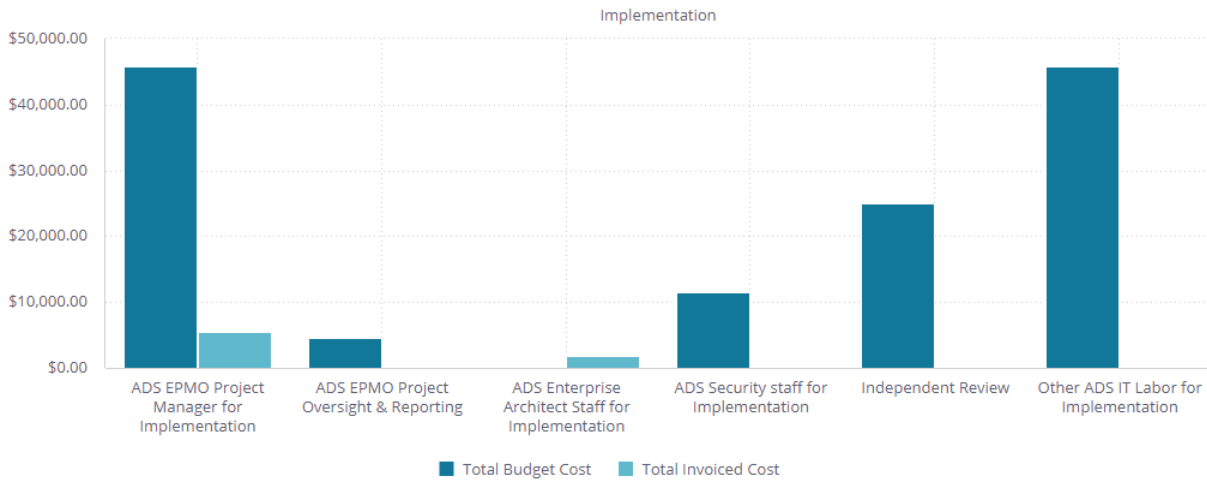


IT ACTIVITY ANNUAL SUMMARY REPORT						
<b>Project</b>	ADS - Cloud Infrastructure Refresh					
<b>Agency</b>	Agency of Digital Services (ADS)			<b>Report Date</b>	12/2/2024	
<b>Department</b>						
<b>Project Start Date</b>	2/10/2023	<b>Project End Date</b>	10/9/2025	<b>Solution Life Cycle (Years)</b>	5	
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing	
<b>Project</b>	<b>Status</b>	<b>Update</b>				
<b>Scope</b>	Green	The infrastructure refresh project is progressing in alignment with defined scope with contract negotiations still in progress.				
<b>Schedule</b>	Green	Once a contract is executed, the project implementation will be 15 weeks with 5 years of Managed services.				
<b>Budget</b>	Green	This project shall not exceed \$5,000,000.00, with no current issues to the budget.				
<b>Scope Summary</b>						
The goal of this project is to replace end of life private cloud infrastructure with infrastructure as a service. Part of the ADS strategy is to get out of the data-center business and avoid episodic spikes requiring capital funding and shift to a predictable operational expense model. Transitioning to a cloud-based vendor that will improve scalability, ensure compliance with industry standards and streamline cloud operations through automation and reduce operational costs, benefiting all Vermonters.						
<b>Schedule Summary</b>						
The project implementation will follow a phased approach over 15 weeks, structures into four key phases: Procurement, Planning and Design, installation and Configurations, Migration of workloads/Go-live and Ongoing Manages Support Services (5 years).						
<b>Budget Summary</b>						
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$132,544.80		\$132,544.80		General		
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$5,000,000.00		\$5,000,000.00		General		
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$5,132,544.80		\$5,132,544.80		General		

## ADS - Infrastructure as a Service (IaaS) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



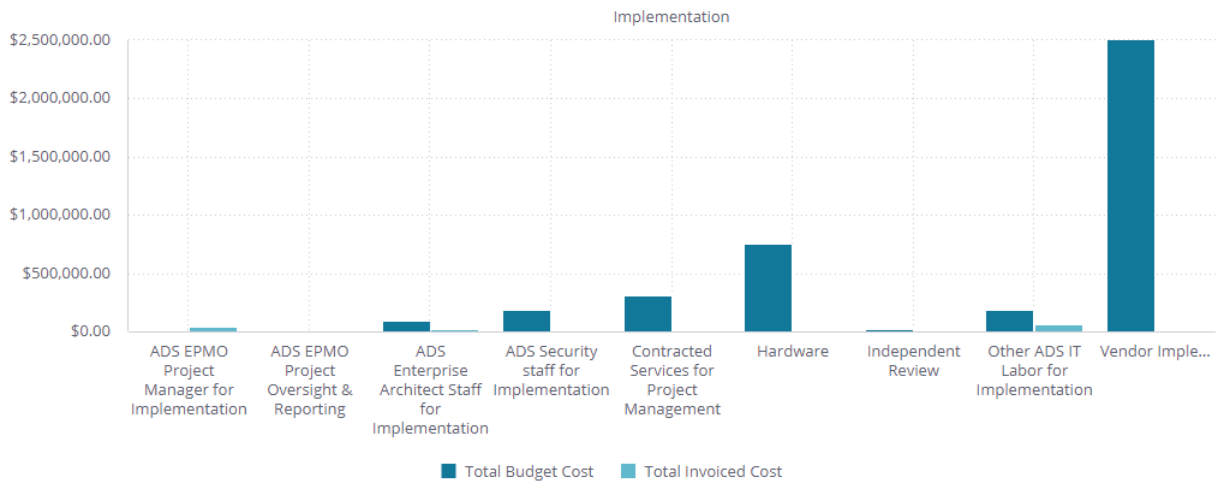
IT ACTIVITY ANNUAL SUMMARY REPORT						
<b>Project</b>	ADS Network Modernization					
<b>Agency</b>	Agency of Digital Services (ADS)			<b>Report Date</b>	12/2/2024	
<b>Department</b>						
<b>Project Start Date</b>	1/2/2024	<b>Project End Date</b>	8/24/2026	<b>Solution Life Cycle (Years)</b>	5	
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing	
<b>Project</b>	<b>Status</b>	<b>Update</b>				
<b>Scope</b>	Green	The procurement process is on track to establish a contract with a vendor that will meet the requirements defined in the RFP.				
<b>Schedule</b>	Yellow	The project is in the procurement phase. The RFP was posted on January, 29th 2024, the contract was awarded on June 12th, 2024. Contract negotiations are underway; contract execution is expected to occur mid-December 2024. Upon review of the industry standards and responses to the RFP, the implementation phase is now estimated be 18 months versus the 12 months defined in the IT-ABC form. The estimated project completion date of June 30, 2026.				
<b>Budget</b>	Green	Costs are on track with 80% of the procurement process complete and actual costs at 2.7% of the IT ABC Implementation Costs: \$4,049,168. Actual Implementation Costs to date are \$110,440.				
<b>Scope Summary</b>						
The State of Vermont is facing a multifaceted challenge with its network infrastructure, which has become increasingly apparent in the wake of recent natural disasters and ongoing technical issues. At the core of the problem is the aging network hardware, much of which is either out-of-support or nearing the end of its lifecycle. This situation has severely limited the state's ability to effectively apply necessary updates and therefore heightening security vulnerabilities and operational inefficiencies. This project aims to enhance network efficiency, security and reliability by replacing the network hardware in each of the 306 state branch offices and engaging a vendor to support this new infrastructure. This will establish a reliable and secure network to support the applications that provide mission critical services to Vermont's citizens.						
<b>Schedule Summary</b>						
The project is in the procurement phase. The RFP was posted on January, 29th 2024, the contract was awarded on June 12th, 2024. Contract negotiations are underway; contract execution is expected to occur mid-December 2024. Upon review of the industry standards and responses to the RFP, the implementation phase is now estimated be 18 months versus the 12 months defined in the IT-ABC form. The estimated project completion date is June 30, 2026.						
<b>Budget Summary</b>						
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$4,050,408.00		\$3,321,334.56		ADS One Time Appropriation		
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$3,600,000.00		\$3,600,000.00		ADS-IT Operating Fund		
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$7,650,408.00		\$6,921,334.56		ADS One Time Appropriation/ADS-IT Operating Fund		



## ADS - Network Modernization Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

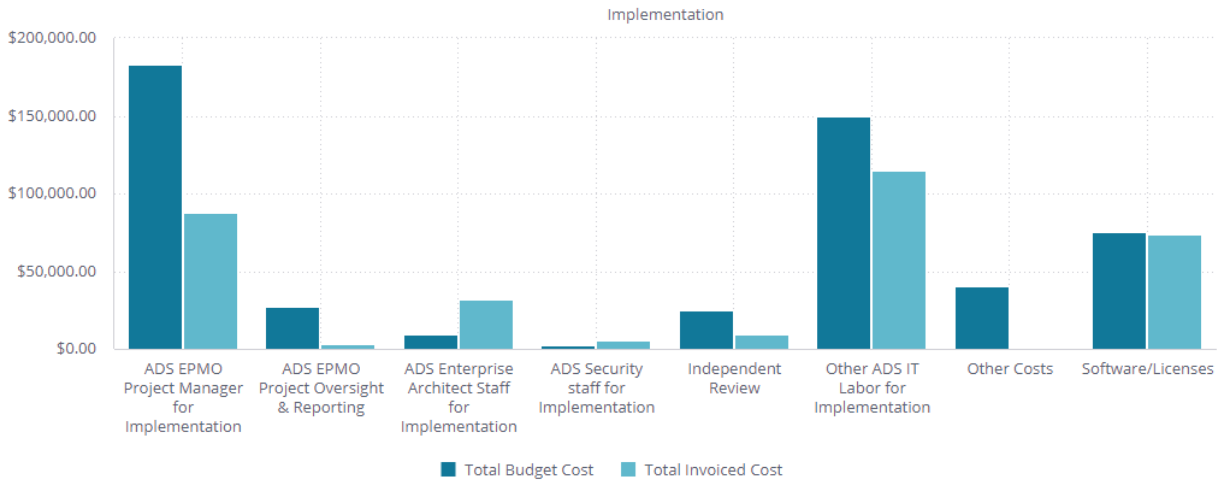


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	ADS Shared Services VoIP				
<b>Agency</b>	Agency of Digital Services (ADS)			<b>Report Date</b>	12/2/2024
<b>Department</b>					
<b>Project Start Date</b>	3/20/2020	<b>Project End Date</b>	3/19/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	While implementation of VoIP phones has reached completion, project scope was impacted by the widely adopted use of MS Teams, resulting in fewer required VoIP phones. E911 compliance work remains in progress while internal stakeholders discuss next steps to determine the most cost effective approach to implementation.			
<b>Schedule</b>	Green	While implementation of all project deliverables was expected to be completed by the fourth quarter for calendar year 2024, some change in scope and unexpected complexity in E911 implementation have caused delays. A path forward for E911 is estimated to be identified by the end of calendar year 2024.			
<b>Budget</b>	Green	As of 10/21/2024, there is 37% of the implementation budget remaining. Due to a wide adoption of MS Teams and reduced implementation of VoIP phones, implementation proved to be less than expected. Further discovery of E911 implementation methods will determine the plan of action and associated costs.			
<b>Scope Summary</b>					
<p>The State currently supports 6,500 users on its Enterprise Voice over Internet Protocol (VoIP) platform managed by the Agency of Digital Services (ADS) Shared Services Division. The State has partnered with NWN Carousel to replace its current Enterprise VoIP platform, while ensuring it meets with new E911 Rule, and leverages existing Internet Protocol (IP) Telephony hardware. The State of Vermont seeks to achieve the following Business Value(s):</p> <ul style="list-style-type: none"> <li>• Cost Savings</li> <li>• Compliance with new E911 Rule</li> <li>• Customer Service Improvement</li> </ul>					
<b>Schedule Summary</b>					
With the exception of E911, which is estimated to be implemented early in calendar year 2025, project deliverables were completed on schedule.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$512,456.00	\$512,456.00		General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$4,588,455.00	\$4,588,455.00		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$5,100,911.00	\$5,100,911.00		General Fund		

# ADS - Shared Services VoIP Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



Agency of Education (AOE)



# Agency of Education (AOE)

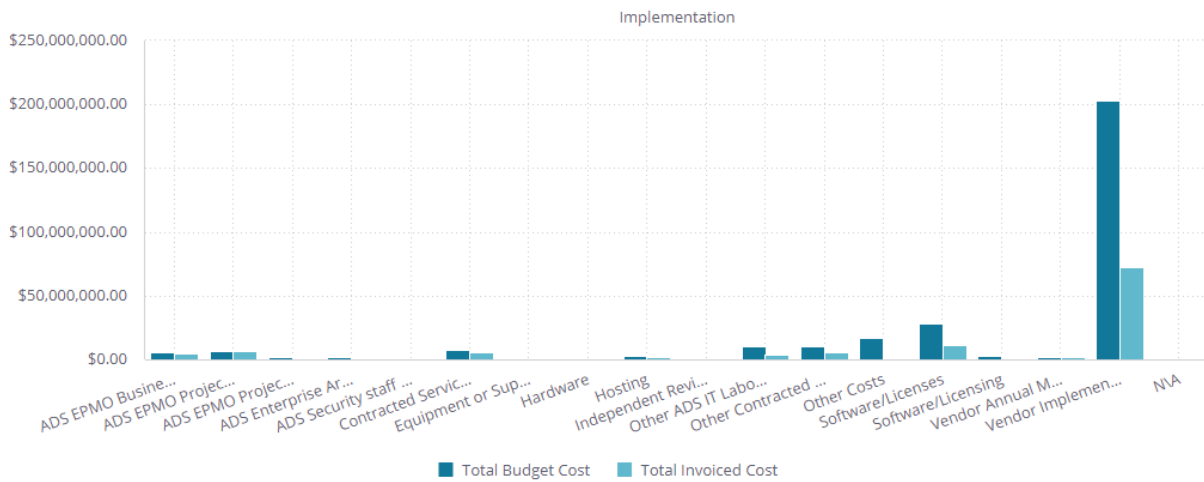
IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOE - Education Quality - Educator Licensing System (ELS)				
<b>Agency</b>	Agency of Education (AOE)	<b>Report Date</b>	12/2/2024		
<b>Department</b>					
<b>Project Start Date</b>	5/2/2019	<b>Project End Date</b>	7/31/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The baseline scope includes the replacement of the existing licensing system with a Software as a Service solution that will be used by AOE, educators, and school districts in the State. A change order reflecting the new go live date will be drafted once it has been established.			
<b>Schedule</b>	Yellow	We are in the execution phase of the project. The project was initiated on July 1, 2020, and the vendor contract was executed on September 1, 2023. The original September go live date was changed due to potential data migration issues. We are working toward a target date of December 12, 2024.			
<b>Budget</b>	Yellow	AOE has completed the AOA Revised Response to AOE IT Projects SFR Questionnaire dated 03/17/22. Pursuant to that, this project has been approved to use the ARPA-SFR dollars allocated to it in last year's budget. Total Estimated Implementation Costs: \$1,315,646.00 MandO costs associated with the extension of the project are \$200,000, for use of the current licensing solution, ALiS, through 12/31/24. Additional costs, currently undetermined, will be required to extend support through the new go live date.			
<b>Scope Summary</b>					
<p>The State of Vermont is enhancing its educator licensing and management process by implementing a comprehensive solution. Initially considering OnBase and Salesforce, the State has decided to open the request for proposals (RFP) to include Commercial Off The Shelf (COTS) solutions, allowing for a broader selection of options. This new system will streamline the issuance and renewal of educator licenses, reducing administrative burdens and improving turnaround times. It will also track continuing education requirements, ensuring educators meet professional development obligations. Additionally, the solution will manage licensing enforcement cases, providing tools to document and address any violations, thus maintaining the integrity of the education system. The system will integrate fee collection, simplifying the payment process for educators. Overall, this initiative aims to improve efficiency, compliance, and management within Vermont's educator licensing framework, demonstrating the State's commitment to enhancing its education system.</p>					
<b>Schedule Summary</b>					
<p>The RFP allowing Commercial Off The Shelf (COTS) software responses was released in September 2022. A letter of intent was issued in February 2023. Independent Review was completed in August 2023. The contract was signed September 1, 2023. Implementation, originally scheduled for go live in December 2024, has been postponed at AOE's request. A new date, thought to be at the end of the current school year, has not been finalized.</p>					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$1,315,646.00	\$39,469.38	Education
Total Operating Cost	Total State Operating Cost	State Fund Type
\$1,520,560.00	\$1,520,560.00	Teacher Licensing Fund (21240)
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$2,836,206.00	\$1,560,029.38	Education/Teacher Licensing Fund (21240)

## AOE - Education Quality - Educator Licensing System (ELS) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

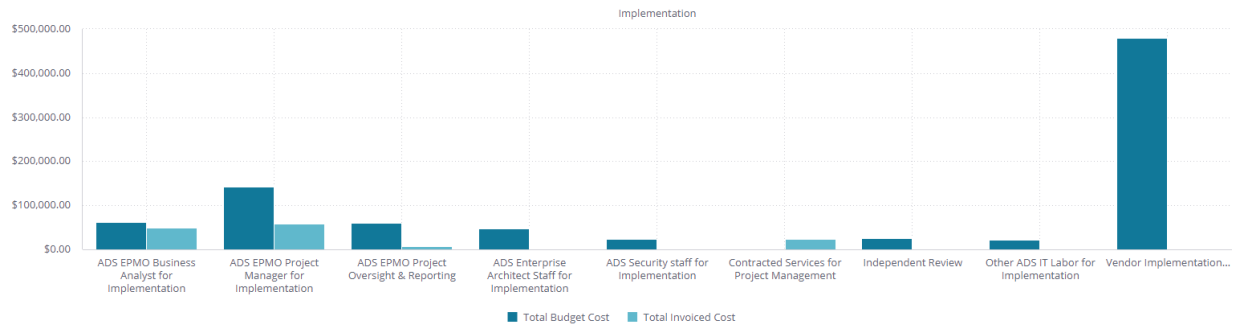


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOE - Student Pathways - Dual Enrollment Voucher System				
<b>Agency</b>	Agency of Education (AOE)	<b>Report Date</b>	12/2/2024		
<b>Department</b>					
<b>Project Start Date</b>	4/25/2022	<b>Project End Date</b>	4/30/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The baseline scope includes all procurement, sourcing and contracting events regarding software to support the State's Dual Enrollment Program Voucher System which provides a way for students, voucher coordinators, and college administration to manage high school students enrolled in college courses including the eligibility, voucher creation, available college courses, and reporting necessary for colleges to seek reimbursement from the dual enrollment program.			
<b>Schedule</b>	Yellow	The first of the two deployment releases, Dual Enrollment/Fast Forward, is complete, awaiting release to the public on November 8, 2025. Development for Early College has just completed User Acceptance Testing and has been signed off by the AOE. It will be deployed by the vendor in an upcoming release cycle, users trained and the system ready for use in April. Code for APIs that will be used by the colleges will be released afterward. A contract change order reflecting the new date will be drafted.			
<b>Budget</b>	Green	The baseline budget for the implementation of this project with use of allocated ARPA funds is \$337,095.25. Amount invoiced to date is \$137,853.25.			
<b>Scope Summary</b>					
The State of Vermont is enhancing its Dual Enrollment Program by developing new software to support the program's voucher system. This software will streamline the management of high school students taking college courses, benefiting students, voucher coordinators, and college administrators. Key features include eligibility verification to ensure only qualified students enroll, automated voucher creation for approved students, and access to a comprehensive list of available college courses. Additionally, the software will offer reporting tools for colleges to facilitate reimbursement processes. This initiative aims to improve efficiency, reduce manual work, and enhance the overall experience for all involved in the Dual Enrollment Program.					
<b>Schedule Summary</b>					
The project was initiated on December 1, 2021. The solution will be delivered in two phases. Initial release of code into production for Dual Enrollment/Fast Forward was done 5/31/24, enabling User Acceptance Testing (UAT). On November 8, the system will allow students to request vouchers for the Spring 2025 semester. UAT for the second release for Early College has just concluded. It will be open for use in April 2025 for use with the next school year's Fall semester.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$385,577.53	0		N/A		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$570,039.27	\$570,039.27		General Funds		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$9,55,616.80	\$570,039.27		General Funds		

## AOE - Student Pathways - Dual Enrollment Voucher System Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs







# Agency of Human Services (AHS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DAIL Adult Services Division CRMS				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Disabilities Aging & Independent Living (DAIL)				
<b>Project Start Date</b>	3/1/2022	<b>Project End Date</b>	8/31/2026	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	Scope has been defined by requirements (user stories) and are being refined during the discover sessions with Contractor Business Analyst. For the solutions that the ASD CRMS will interface with meetings have begun with the Program Business Leads to determine the methodology and viability of the interfaces between solutions. User Stories will be recorded within appropriate project documents, and an Azure Dev Ops Project Site is being used to manage User Stories for review, modifications, validation, and acceptance. Any changes to scope will be managed through Change Request process.			
<b>Schedule</b>	Green	The Project Schedule has transitioned to the Implementation Schedule. The implementation schedule that was provided by the Contractor was reviewed by the Project Team and updated to reflect estimated timelines for the different milestone work product deliverables based on the project kickoff date and adjustments in milestones order of delivery. The Start and System Go-Live Dates did not need to be change: Start Date of 8/1/2024, System Go-Live Date of 2/9/2026. This project has had many delays (e.g., determination of previously combined CRM solution business analysis to be separated into two solutions, key staff being allocated to COVID responsibilities). Starting and keeping this project moving forward is a priority and will require continued monitoring of the project milestones deliverables development, testing, any rework and acceptance to ensure deadlines are met.			
<b>Budget</b>	Green	The project is in early phase and budget is on track. Any Change Requests with cost changes will be adjusted in the budget accordingly and Contract amendment if needed. All efforts will be made to minimize any changes that will impact the budget. The State Project Manager will monitor the budget using the ADS EPMO Project Management Tool to record Contractor and State costs. These will be maintained for the Solution Life Cycle with updates to reflect solution implementation and operational costs, any needed cost changes related to approved Change Requests for Contractor implementation and management services, and changes to State solution support and software costs.			
<b>Scope Summary</b>					
The AHS DAIL Adult Services Division CRMS project is dedicated to enhancing the Adult Services Division through the development and implementation of a comprehensive Case Management System. The project scope has been defined by requirements (user stories) and will undergo further refinement during discovery sessions with a Contractor Business Analyst. The project aims to provide a robust and efficient system for managing cases within the Adult Services Division. As part of the project, a Legal dashboard will be provided to grant DAIL Legal Counsel access to the necessary information for authorized legal processes. This dashboard will serve as a centralized platform for accessing case-related information, supporting legal proceedings and ensuring compliance with legal requirements. Where viable the ASD CRM Solution will interface with other Department, Agency and State solutions for efficiency in business processes to best serve Vermonters.					

### Schedule Summary

The Project is in the discovery phase and is currently on track. The Implementation Project Schedule was reviewed and adjusted by the Adult Services Project Team and Contractor representatives, no changes to Start or Go-Live dates during this review. The Schedule will be monitored and updated as needed as the solution implementation moves forward.

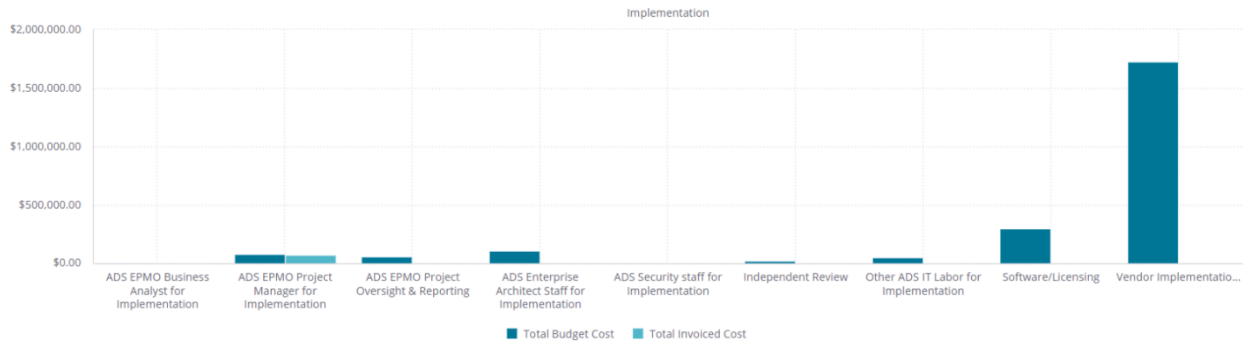
### Budget Summary

Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$2,365,287.35	\$1,182,643.67	General Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$1,404,227.50	\$702,113.75	General Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$3,769,514.85	\$1,884,757.42	General Fund

### AHS DAIL Adult Services Division CRMS Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

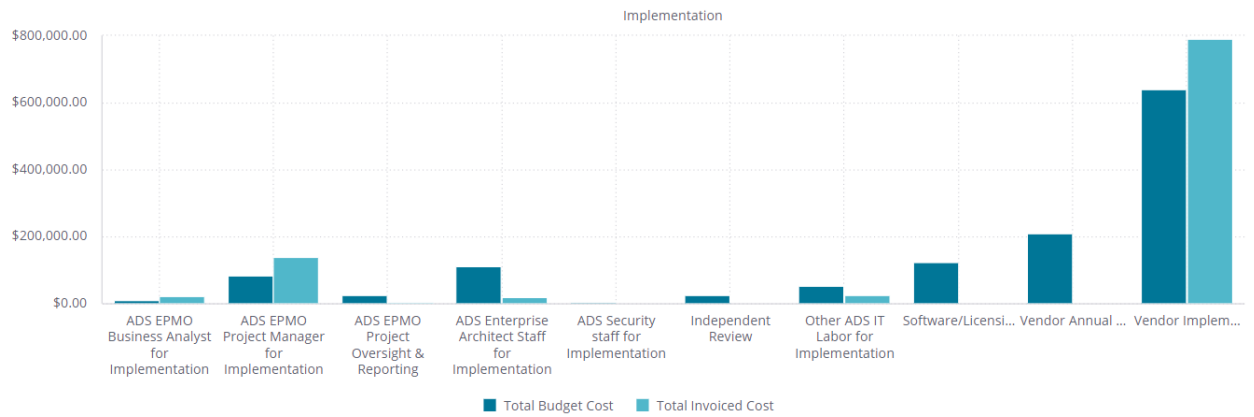


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DAIL DLP Adult Protective Services Investigation System				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Disabilities Aging & Independent Living (DAIL)				
<b>Project Start Date</b>	8/1/2019	<b>Project End Date</b>	12/31/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The implementation of the solution was done with minimal scope change. During the design sessions it was found that the document management solution requirement originally specified was found not viable for use based on capacity for case artifact types and sizes (e.g., documents, photos, media recordings). Through research of alternatives, it was then determined that Microsoft Azure Secure Cloud solution was viable and would be at a lesser cost. The requirement for a document management solution was unchanged, the solution to meet this requirement was changed. This did result in additional work by the Contractor for change in design and development as some of the product work that had been done to attempt to use OnBase had to be altered to use the Microsoft Azure Secure Cloud solution. The solution was implemented with no further scope changes.			
<b>Schedule</b>	Yellow	The Investigation solution was promoted to the production environment on May 30, 2024, and was able to Go Live for users on June 1, 2024, and is currently in the Warranty Period (6/1/2024 to 12/31/2024).			
<b>Budget</b>	Yellow	The change in document management solution resulted in a cost change for design and development as some of the design and development work that had been done to attempt to use OnBase had to be altered to use the Microsoft Azure Secure Cloud solution.			
<b>Scope Summary</b>					
The AHS DAIL DLP Adult Protective Services Investigation System project is dedicated to enhancing Adult Protective Services investigations through the development and implementation of a comprehensive system. The project began with the definition of initial requirements, and ongoing refinement takes place during the User Story discovery and approval processes. The project team is careful to maintain the original scope while incorporating necessary updates to meet the evolving needs of Adult Protective Services.					
<b>Schedule Summary</b>					
The Investigation solution was promoted to production environment on May 30, 2024, and was able to Go Live for users on June 1, 2024, and is currently in the Warranty Period (6/1/2024 to 12/31/2024).					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>	
\$1,284,686.75		\$1,284,686.75		General Fund	
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>	
\$1,678,850.00		\$1,678,850.00		General Fund	
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>	
\$2,963,536.75		\$2,963,536.75		General Fund	

# AHS DAIL DLP Adult Protective Services Investigation System Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

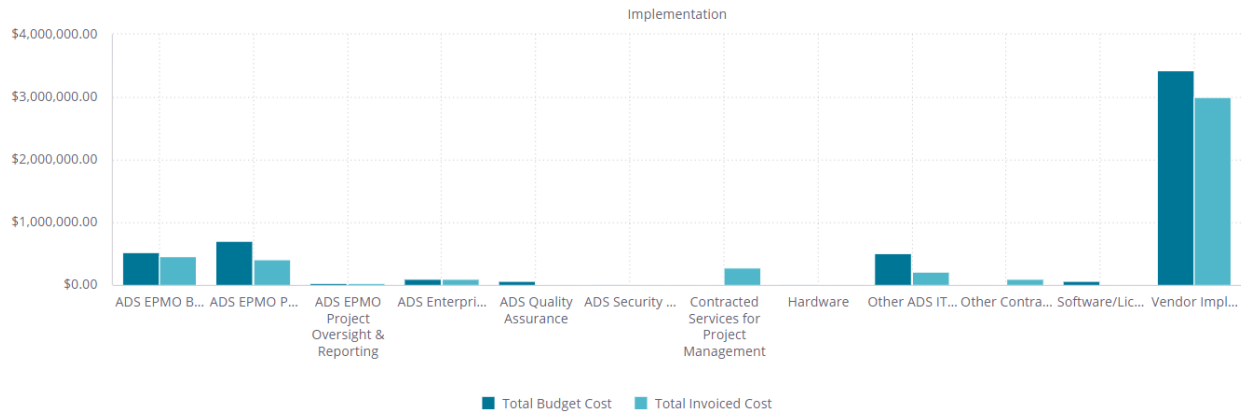


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DCF CDD Integrated Information System				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Children & Families (DCF)				
<b>Project Start Date</b>	7/1/2020	<b>Project End Date</b>	3/18/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Yellow	The Online Application went live on 09/09/2024, and Amendment 5 was signed off on 10/14/2024. The SMEs are conducting a thorough review of the open backlog items to identify any potential scope oversights. Currently, 6 change requests (CRs) are under assessment as part of this review, and we anticipate a few more CRs as the scope is finalized.			
<b>Schedule</b>	Yellow	The schedule has been updated, now projecting a completion date of March 2025, due to the complexities of the solution's design and the critical need to comply with legislative changes.			
<b>Budget</b>	Yellow	The budget for change requests was approved as part of Amendment #5. However, with the ongoing review of backlog items, we anticipate additional change requests from the SOV team and will require a subsequent amendment.			
<b>Scope Summary</b>					
The State of Vermont is developing a new Case Management system within its Salesforce platform to improve human service programs. This system will be modular, allowing it to meet the specific needs of various programs while ensuring consistency and interoperability through a common Human Service Data Model. By integrating with Mulesoft, the system will facilitate seamless data sharing and communication with other systems, ensuring that information is current and accessible for real-time decision-making. The use of common service applications like Business Rules Management and Identity Authorization Management will enhance the system's flexibility and security. This modular design allows for easy updates and scalability, ensuring the system can adapt to future needs. Overall, this initiative aims to streamline processes, improve collaboration, and provide better services to Vermont's residents.					
<b>Schedule Summary</b>					
The implementation of the project, initially slated for an 8-month timeframe to achieve a Minimum Viable Product (MVP), commenced with the contract engagement with Brite Systems in Spring of 2021. Ongoing complexities inherent in the solution's intricacies and the necessity to align with Legislative changes have led to an extension beyond the originally estimated timeline. Since its initiation in July 2020, modifications in staffing, scope adjustments, and technology upgrades have notably influenced the project's schedule. As of present, the anticipated completion date for the project stands at March 2025.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$5,459,294.82	\$2,530,383.15		General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$4,156,975.00	\$1,506,072.04		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$9,616,269.82	\$4,036,455.19		General FundGeneral Fund		

# AHS DCF CDD Integrated Information System Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



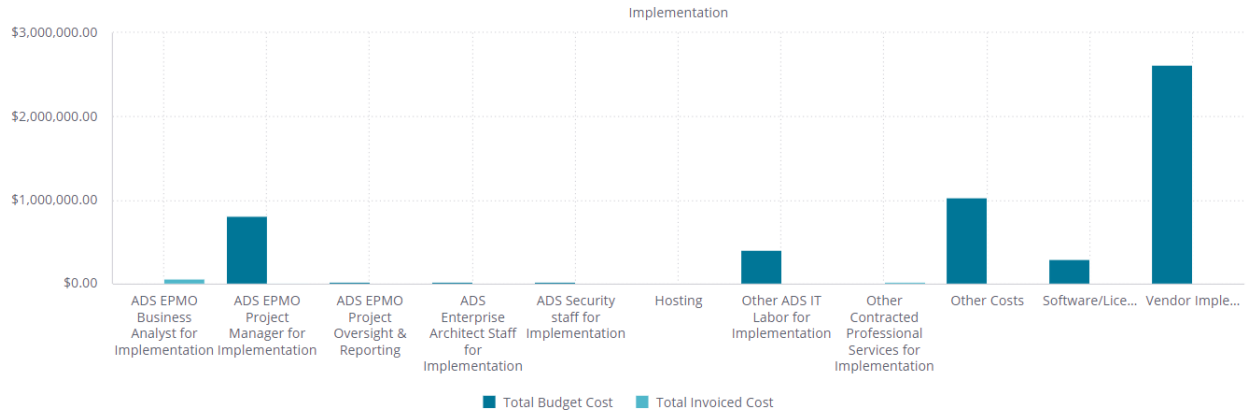
IT ACTIVITY ANNUAL SUMMARY REPORT						
<b>Project</b>	AHS DCF CDD IS Phase 2					
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024	
<b>Department</b>	Children & Families (DCF)					
<b>Project Start Date</b>	9/26/2023	<b>Project End Date</b>	7/31/2026	<b>Solution Life Cycle (Years)</b>	5	
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing	
<b>Project</b>	<b>Status</b>	<b>Update</b>				
<b>Scope</b>	Green	Team has agreed that feature parity with the Bright Futures Information System is the top priority in scope. The team is working on Requirements validation. The team has started working on the RFP.				
<b>Schedule</b>	Yellow	The project schedule was updated due to Requirements validation work needing more time. The estimated Contract Approval date (Vendor Procurement Timeline) is 06/9/2025.				
<b>Budget</b>	Green	We've only processed internal staff invoices. We expect the bulk of the expenses and larger invoices to come once the development vendor is contracted.				
<b>Scope Summary</b>						
<p>The State of Vermont is updating the Bright Futures Information System (BFIS) to address its current limitations and improve security. The existing BFIS is outdated, error-prone, and unable to support new features. The project aims to replace BFIS with a modern system, allowing the Child Development Division (CDD) and the Agency of Digital Services (ADS) to focus on maintaining a single, efficient solution. This change will streamline operations and improve resource allocation. Additionally, the new system will enhance data security and comply with industry standards, addressing vulnerabilities in the old platform. Phase 2 of the project involves expanding the Salesforce application, which aligns with a common Human Service Data Model, ensuring standardized data management and seamless integration with other systems through Mulesoft. This modernization effort will significantly improve functionality, security, and efficiency for the agency.</p>						
<b>Schedule Summary</b>						
Project start date is 9/26/23 with an estimated end date of 7/31/2026.						
<b>Budget Summary</b>						
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>			
\$5,243,472.03	\$3,93,1555.33		General Fund			
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>			
\$3,324,825.00	\$1,674,714.35		General Fund			
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>			
\$8,568,297.03	\$5,606,269.68		General Fund			



# AHS DCF CDD IS Phase 2 Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

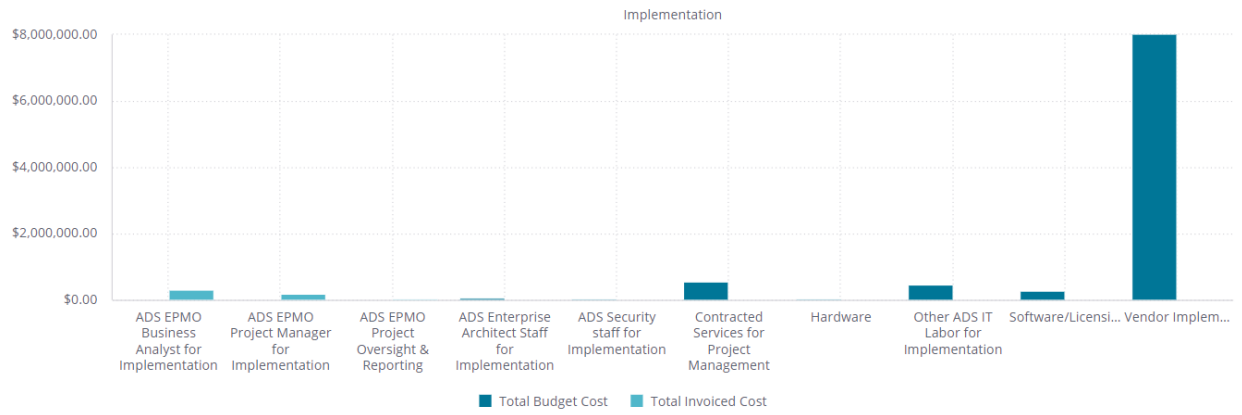


IT ACTIVITY ANNUAL SUMMARY REPORT						
<b>Project</b>	AHS DCF CCWIS					
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024	
<b>Department</b>	Children & Families (DCF)					
<b>Project Start Date</b>	1/2/2023	<b>Project End Date</b>	8/29/2025	<b>Solution Life Cycle (Years)</b>	5	
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing	
<b>Project</b>	<b>Status</b>	<b>Update</b>				
<b>Scope</b>	Green	Our project scope remains on track, aligning with the defined objectives and requirements.				
<b>Schedule</b>	Green	Our project schedule is currently on track. We are implementing Feedback from the ACF and then we will resubmit to the ACF for Final Review				
<b>Budget</b>	Green	CCWIS project funds were approved for rollover in September 2024.				
<b>Scope Summary</b>						
<p>The State of Vermont is enhancing child welfare services with the CCWIS Solution Project, which aims to create a comprehensive information system for better data management and decision-making. This project involves designing, developing, and integrating a system tailored to Vermont's child welfare needs, ensuring efficient data collection and analysis. A key part of the project is migrating data from the old system to the new one, maintaining data integrity. Staff will be trained to use the new system effectively. The project focuses on meeting federal guidelines, improving data sharing among stakeholders, and increasing efficiency in case management. It excludes unrelated IT developments to maintain focus. Deliverables include a fully functional system, documentation, and a support plan, all within budget and adhering to data privacy laws.</p>						
<b>Schedule Summary</b>						
<p>This CCWIS Solution Project is currently in exploration phase, reviewing an RFP to be posted for late 2024.</p>						
<b>Budget Summary</b>						
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$9,471,708.00		\$4,735,854.00		General Fund		
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$2,643,120.00		\$1,321,560.00		General Fund		
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$12,114,828.00		\$6,057,414.00		General Fund		

# AHS DCF Child Welfare Information System (CCWIS) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

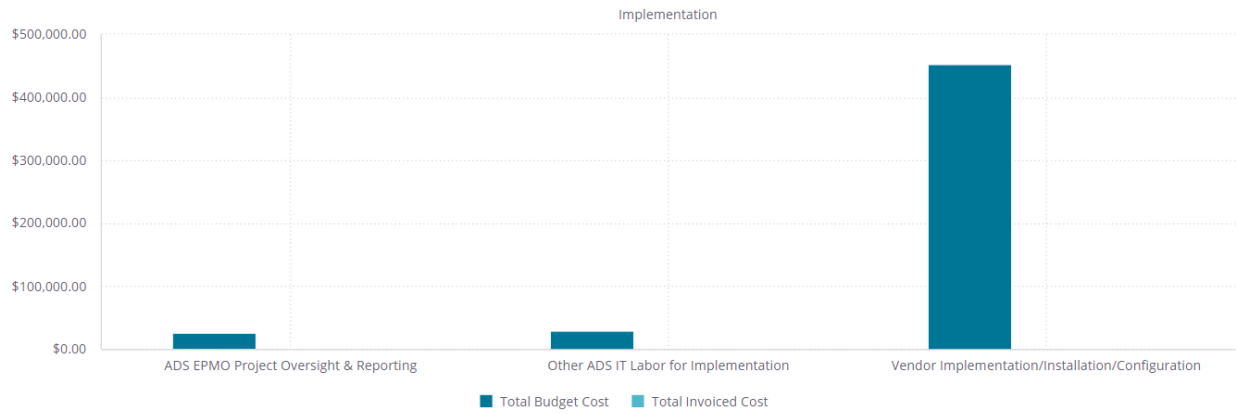


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DMH CANS/ANSA				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Mental Health (DMH)				
<b>Project Start Date</b>	9/3/2024	<b>Project End Date</b>	7/31/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope is defined as part of the Request for Proposal (RFP) and executed contract.			
<b>Schedule</b>	Yellow	Contract was executed on August 12, 2024 and project is expected to complete on or before July 31, 2026.			
<b>Budget</b>	Green	As of June 2024, implementation spend was \$0. Total estimated implementation spend is \$507,695. Contract was executed on August 12, 2024.			
<b>Scope Summary</b>					
<p>The project aims to gather valuable data on the needs and strengths of the populations served, which will guide resource allocation and policy decisions. This involves creating a set of reports and a delivery system to better utilize data from Child and Adolescent Needs &amp; Strengths (CANS) and Adult Needs &amp; Strengths Assessment (ANSA) evaluations. The University of Kentucky will develop a data analytics solution within Vermont's Azure data factory, including necessary configurations like SQL and pipelines. The project will produce a Dashboard for high-quality, visually effective reports to support decision-making. Key objectives include providing technical assistance for Transformational Collaborative Outcomes Management (TCOM), creating a Dashboard, and developing a Decision Support Model for specific populations. This initiative builds on Vermont's existing use of TCOM tools, such as CANS and ANSA, across various service agencies.</p>					
<b>Schedule Summary</b>					
Implementation started in Aug 2024 and is expected to complete Jul 2026.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>	
\$507,695.00		0		Federal Medicaid Funds	
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>	
\$15,000.00		\$6,000.00		General Fund	
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>	
\$522,695.00		\$6,000.00		General Fund	

# AHS DMH CANS ANSA Data Analytics Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

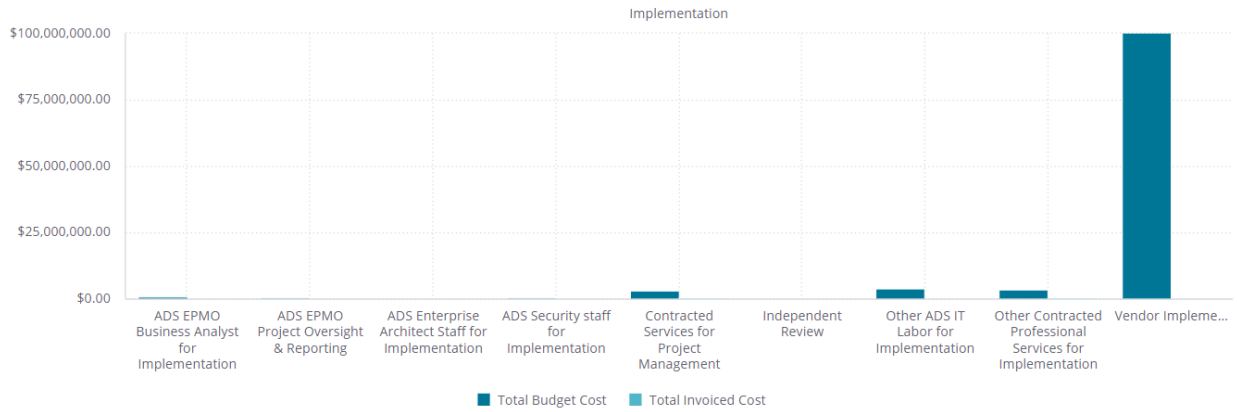


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DVHA Integrated Eligibility and Enrollment System (VT-IES)				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Vermont Health Access (DVHA)				
<b>Project Start Date</b>	7/20/2023	<b>Project End Date</b>	6/30/2028	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The Vermont Integrated Eligibility and Enrollment (VT-IES) Project aims to modernize the state's eligibility system through a phased, modular approach, enhancing user experience for both residents and staff. This new system will introduce a Customer Portal, Case Management, and Rules Engine to streamline access, improve accuracy, and ensure efficient eligibility determinations. By replacing outdated systems, the project seeks to provide a customer-centered, reliable, and efficient service platform for Vermonters.			
<b>Schedule</b>	Green	The project is in the Planning phase, expecting to complete by Q4 2025. The project Execution phase is anticipated from Q1 2026 to Q1 2028, with a phased implementation approach for the chosen system. The project Closing phase is anticipated in Q2 2028.			
<b>Budget</b>	Green	The approved implementation budget is \$112,099,813.80. As of October 2024, the current invoiced costs are \$1,043,817.61, representing less than 1% of the overall baseline budget.			
<b>Scope Summary</b>					
<p>The Vermont Integrated Eligibility System (VT-IES) Project is a crucial part of the state's effort to modernize its IEandE system. The current system faces operational and technical challenges impacting Vermonters and state staff. The VT-IES Project aims to address these issues by implementing a customer-focused IES through a phased, modular procurement strategy. The new IES will consist of a Customer Portal, Case Management, and Rules Engine modules, replacing legacy enrollment systems and optimizing eligibility, enrollment, and customer management functionality.</p> <p>The new IES will provide Vermonters with a centralized, simplified, and user-friendly experience for applying and managing benefits. It will ensure secure enrollment, personalized access, streamlined applications, and comprehensive customer service. State staff will benefit from reduced manual work, improved data integrity, and automated processes.</p>					
<b>Schedule Summary</b>					
<p>The VT-IES project hit two significant milestones in the latter part of 2024. In September, state and federal approval of the Request for Proposals (RFP) was obtained after a lengthy drafting and review process. In October, the RFP was posted publicly, launching the project fully into the procurement phase. In January 2025, the State will begin the evaluation of proposals received from the solution vendor community. Looking ahead, the project anticipates vendor selection in Q2 2025, and execution of a contract with the selected vendor by the end of Q4 2025. The project Execution phase is anticipated from Q1 2026 to Q1 2028, with a phased implementation approach for the chosen system. The project Closing phase is anticipated in Q2 2028.</p>					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$112,099,813.80	\$36,992,938.55	General Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$11,9592,991.00	\$43,053,476.76	General Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$231,692,804.80	\$80,046,415.31	General FundGeneral Fund

AHS DVHA Integrated Eligibility and Enrollment System (VT-IES) Budget Summary  
Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DVHA MMIS EVV (Electronic Visit Verification)				
<b>Agency</b>	Agency of Human Services (AHS)	<b>Report Date</b>	12/2/2024		
<b>Department</b>	Department of Vermont Health Access (DVHA)				
<b>Project Start Date</b>	3/14/2019	<b>Project End Date</b>	10/31/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope of the project was successfully implemented and requirements were fully completed as intended. The project team met the established goals, ensuring that the components outlined in the initial project plan were effectively implemented and brought to completion.			
<b>Schedule</b>	Green	The EVV project commenced on March 14, 2019, with its first phase, which was completed by December 31, 2020. Following this, the project underwent a certification process required by the Centers for Medicare & Medicaid Services (CMS) for the solution developed during phase one. Once certified, the second phase of the project began. The project included the implementation of compliance controls and the adoption of the system by aides, which was completed by October 31, 2024. With these final elements in place, the project was officially closed.			
<b>Budget</b>	Green	The last approved baseline budget was \$4,867,071.10. Actual costs at the close of the project were \$5,567,131.64 indicating an overrun of \$700,060.54. This was in part due to staff turnover and the vendor's ability to meet deadlines.			
<b>Scope Summary</b>					
<p>The AHS DVHA MMIS Electronic Visit Verification (EVV) project is an important initiative aimed at improving compliance and efficiency in home health services in Vermont. By implementing an electronic visit verification system, the project seeks to meet federal mandates while integrating with Vermont's Medicaid Management Information System (MMIS). It included the completion of Contingency Acceptance Specification Orders and Compliance Reporting to ensure that the EVV system meets the necessary requirements and standards, thereby enabling compliance with federal regulations and ensuring the accuracy and integrity of the data collected through the system. In its final phase, the project allowed 17 disability-service agencies, both consumer-directed and non-consumer-directed, to begin collecting EVV data. The necessary infrastructure and processes have been established to effectively process and utilize EVV records for all home health services. The system was deployed on April 18, 2024; however, delays in providing instructions on how to use the tool caused several agencies to postpone their use of EVV until early July. Additional delays concerning a "Dual Custody" issue further postponed ARIS users from using EVV until early October. This year, Key Performance Indicator (KPI) reporting was enhanced to provide new statistics to the Centers for Medicare and Medicaid Services (CMS) regarding home health visits. As of October 31, 2024, all agencies required to capture EVV data while providing services have successfully begun recording visits.</p>					
<b>Schedule Summary</b>					
<p>For the final phase of the project there were several delays by the vendor (Gainwell) and its subcontractor (Sandata), development and testing was completed in early April 2024, with an implementation date of 4/18/24. Frequent escalations to various levels of management helped to keep the project somewhat on track, although it finished far later than originally planned.</p>					

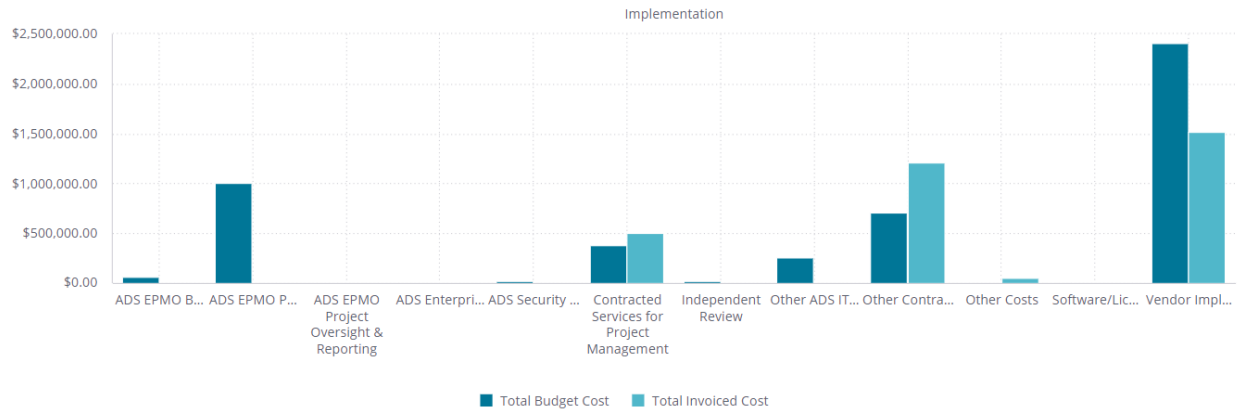


Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$5,567,131.64	\$5,567,131.64	General Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
0	0	General Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$5,567,131.64	\$5,567,131.64	General FundGeneral Fund

AHS DVHA MMIS EVV (Electronic Visit Verification) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

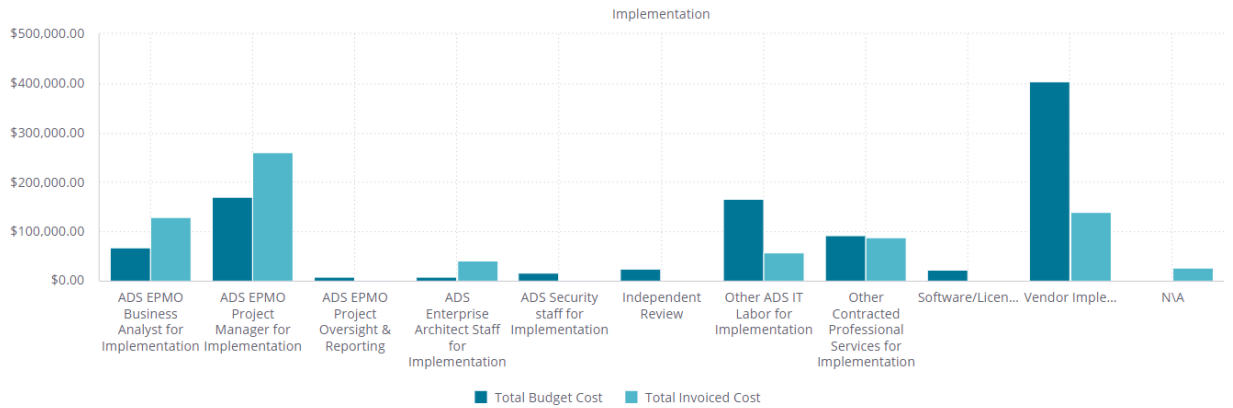


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DVHA MMIS Long Term Care (LTC)				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Vermont Health Access (DVHA)				
<b>Project Start Date</b>	9/3/2021	<b>Project End Date</b>	11/30/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Yellow	The project scope remains unchanged. Functionality will be delivered iteratively, starting with a minimum viable product (MVP) that addresses compliance requirements and reduces the need for manual tracking. Additional enhancements will be configured and released after the solution goes live.			
<b>Schedule</b>	Yellow	The project started on 9/13/2021 and was rebaselined in December 2023 to complete June 2024. In March 2024 it was identified the project was not going complete on time. The latest forecast is expecting the project to complete by Q1 calendar year 2025.			
<b>Budget</b>	Yellow	The baseline implementation budget was \$972,201.63. Actual costs as of October 2024 equal \$732782.39. This represents a total spend implementation budget spend of 75%. The project is in the process of updating the baseline budget for this project to incorporate an approved vendor contract change of \$35,000 and the fee for service internal resource costs.			
<b>Scope Summary</b>					
<p>The LTC Medicaid case management system is designed to streamline the tracking and processing of Long-Term Care Medicaid cases. It features automated data extraction, which pulls application information from the ACCESS mainframe system, and data integration that combines this extracted data with details entered by LTC workers. The system uses Salesforce to generate pre-populated forms that are CMS-compliant, based on the integrated data. Workflow automation simplifies case management and sends alerts to staff as needed, while the reporting function provides insights on key performance indicators and workload metrics. Overall, this system centralizes all LTC Medicaid case data, reduces the need for manual data entry, and improves efficiency in case management. It enhances accuracy and consistency and offers valuable insights to support informed decision-making.</p>					
<b>Schedule Summary</b>					
<p>The original project schedule experienced delays during contract negotiations, which postponed the project kick-off and delayed the start of solution configuration. During the validation of solution expectations, additional challenges were identified, requiring more implementation time. To minimize the impact of these delays, the implementation strategy was revised and received approval through a contract change and AHS Leadership endorsement. As the vendor proceeded with Systems Integration Testing, an extension was granted to allow adequate time to resolve identified issues. This extension was further influenced by resource availability and federal obligatory blackout periods, ultimately pushing the completion of configuration and the promotion to production to the first quarter of calendar year 2025.</p>					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$980,256.48	\$98,025.65	General Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$338,347.85	\$84,586.96	General Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$1,318,604.33	\$182,612.61	General Fund

**AHS DVHA MMIS Long Term Care (LTC) Budget Summary**  
Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

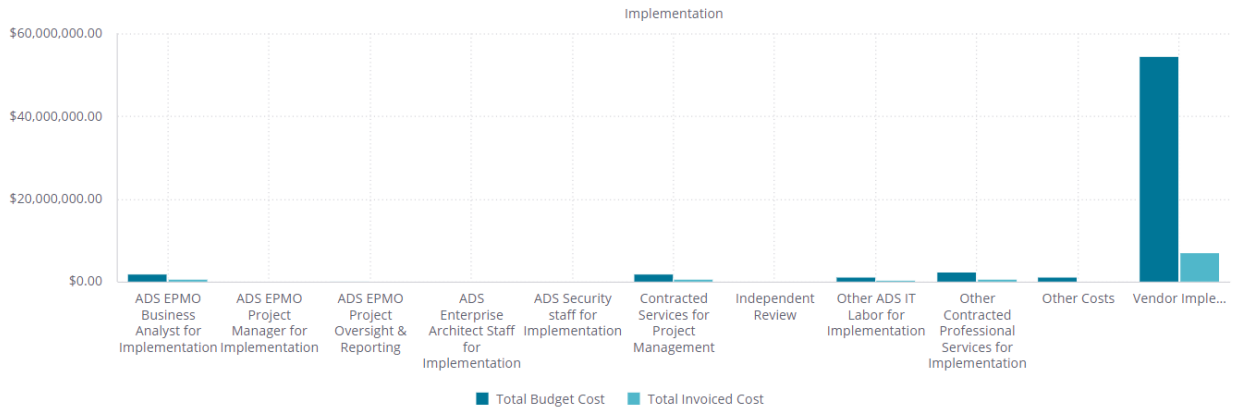


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DVHA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS)				
<b>Agency</b>	Agency of Human Services (AHS)	<b>Report Date</b>	12/2/2024		
<b>Department</b>	Department of Vermont Health Access (DVHA)				
<b>Project Start Date</b>	1/10/2022	<b>Project End Date</b>	12/23/2029	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The Medicaid Data Warehouse & Analytics Solution (MDWAS) is a cornerstone project designed to improve the State’s ability to connect and analyze Medicaid data. The State of Vermont does not yet have a centralized data repository of Medicaid-related data to support a robust reporting and analytics solution. Under the MDWAS project, the Medicaid Data Lake (MDL), Analytics Data Warehouse (ADW), and Data Analytics and Reporting (DAR) solution are being created to unify and integrate information while providing a new interface for stakeholders to access and analyze data.			
<b>Schedule</b>	Green	The project start date was 1/10/2022 and the estimated project end date is 12/23/2029.			
<b>Budget</b>	Green	Total estimated budget for implementation is \$66,250,973.94. Current implementation spend is \$10,558,467.32, representing 15.94% of the total budget.			
<b>Scope Summary</b>					
The AHS DVHA MMIS Medicaid Data Warehouse and Analytic Solution (MDWAS) project is a major initiative to improve how Vermont accesses and uses Medicaid data. This project will create a centralized data warehouse to securely store and manage Medicaid claims, payments, and clinical data, making it easier to access and ensuring data accuracy. A key goal is to provide a user-friendly platform for stakeholders to access and analyze this data, enabling informed decision-making. The project will also enhance data security to protect privacy and comply with regulations. By integrating clinical data, the project will offer a comprehensive view of Medicaid services, improving care coordination and outcomes. Overall, MDWAS will significantly advance the management and use of Medicaid data in Vermont, benefiting service delivery and outcomes for residents.					
<b>Schedule Summary</b>					
Project Design, Development, and Implementation (DDI) is in progress and planned to occur between August 2023 – November 2025. The Medicaid Data Lake (MDL) successfully went live in production as of October 2024. The Data Analytics and Reporting (DAR) solution is anticipated to go live in production in two stages in August 2025 and November 2025. The Analytics Data Warehouse (ADW) will follow the same go-live pattern as the DAR, with go live in two stages, August 2025 and November 2025. December 2025 will initiate project transitional maintenance and operations (M&O) with the anticipated achievement of CMS Certification. DDI project closeout activities and transitional M&O are expected to complete by 12/23/2029.					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$63,513,862.01	\$6,351,386.20	General Funds
Total Operating Cost	Total State Operating Cost	State Fund Type
49627254	\$12,406,813.50	General Funds
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
113141116.01	\$18,758,199.70	General Funds

**AHS DVHA MMIS Medicaid Data Warehouse & Analytic Solution (MDWAS) Budget Summary**  
Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

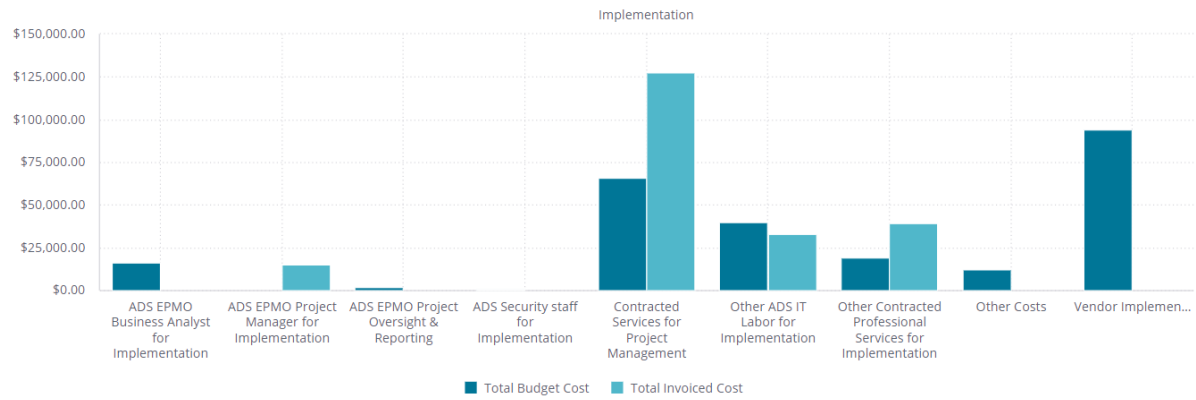


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DVHA MMIS National Eligibility Database (NEDB) Project				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Vermont Health Access (DVHA)				
<b>Project Start Date</b>	1/2/2024	<b>Project End Date</b>	11/15/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope of the project has been achieved and will be completed by November 2024. The solution is in place and will transition any incomplete deliverables to the Maintenance and Operations Team as backlog items.			
<b>Schedule</b>	Yellow	The project started on 1/2/2024 and was baselined to complete July 2024. The status has the project planned for completion by close of November 2024.			
<b>Budget</b>	Yellow	The approved implementation budget is \$248,988.37. As of October 2024, the current expenditure is \$157,300 representing a 63% overall spend.			
<b>Scope Summary</b>					
<p>The integrated system changes aim to ensure that Medicaid only pays when no other insurance is responsible, saving costs. These changes will automate the process of identifying primary insurance, reducing the need for staff to manually check insurance details. This ensures that members' primary insurance information is updated promptly, allowing Vermont Medicaid to act as the last resort payer and avoid unnecessary expenses.</p> <p>The deployment involved four key system integrations: 1. Connects Gainwell's Medicaid Management and National Eligibility Database systems to share member coverage data from insurance providers. 2. Connects Blue Cross Blue Shield of Vermont's system to Gainwell's NEDB to provide member coverage data. 3. Connects Gainwell's MMIS system to Vermont's Globalscope system for data transfer to State application systems. 4. The ACCESS mainframe application system interacts with other systems to define Medicaid-eligible members in Vermont.</p>					
<b>Schedule Summary</b>					
This project was completed in November 2024.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$248,988.37	\$25,898.84		General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$504,660.00	\$126,165.00		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$753,648.37	\$152,063.84		General Fund		

## AHS DVHA MMIS National Eligibility Database (NEDB) Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



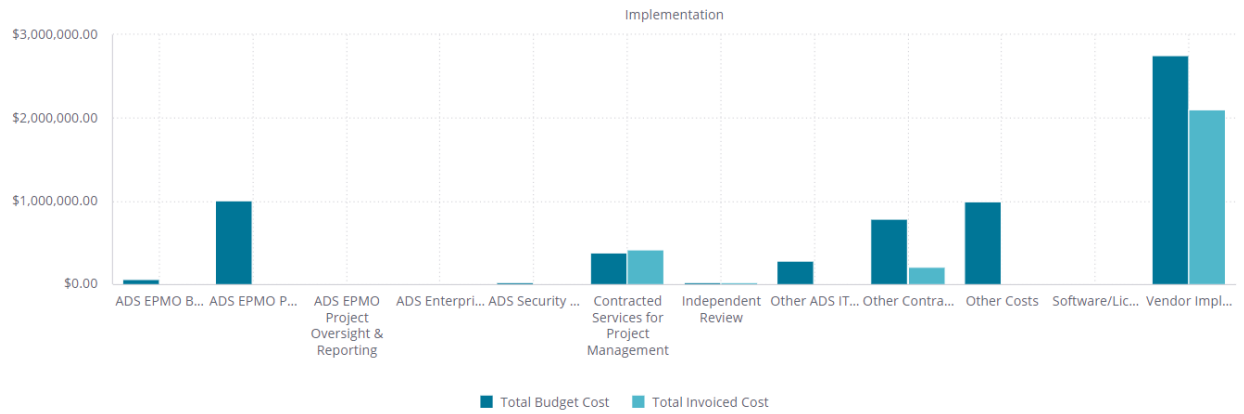
IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DVHA MMIS T-MSIS (Transformed Medicaid Statistical Information System)				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Vermont Health Access (DVHA)				
<b>Project Start Date</b>	7/1/2020	<b>Project End Date</b>	11/12/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The T-MSIS Project scope is complete. However, CMS may request ongoing data enhancements to ensure accurate, high-quality reporting, which could lead to future projects.			
<b>Schedule</b>	Green	The project start date was 7/1/2020 and the actual closure date was 11/12/2024. Completing the project just over two years prior to the last estimated timeline.			
<b>Budget</b>	Green	The baseline budget was established at \$6,309,766.90. Actual costs to date equal \$3,862,401 indicating all funds were not spent. The costs represent 61% of the total spend.			
<b>Scope Summary</b>					
The AHS DVHA MMIS T-MSIS project aims to improve the Medicaid Statistical Information System by sending monthly data updates to the Centers for Medicare and Medicaid Services (CMS). This ensures CMS has current and accurate data for evaluating Medicaid programs. The project concluded successfully due to consistently high-quality data reporting. Ongoing monthly reviews of CMS reports will continue, and any opportunities for further improvements will be identified through separate projects..					
<b>Schedule Summary</b>					
The schedule for T-MSIS includes the accumulation of work from 7/1/2020 through 11/12/2024. All new work on the T-MSIS files and data quality issues will now be handled by the Maintenance and Operations Team.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$6,309,766.90	\$6,309,766.90		General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
0	0		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$6,309,766.90	\$6,309,766.90		General Fund		



# AHS DVHA MMIS T-MSIS (Transformed Medicaid Statistical Information System) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

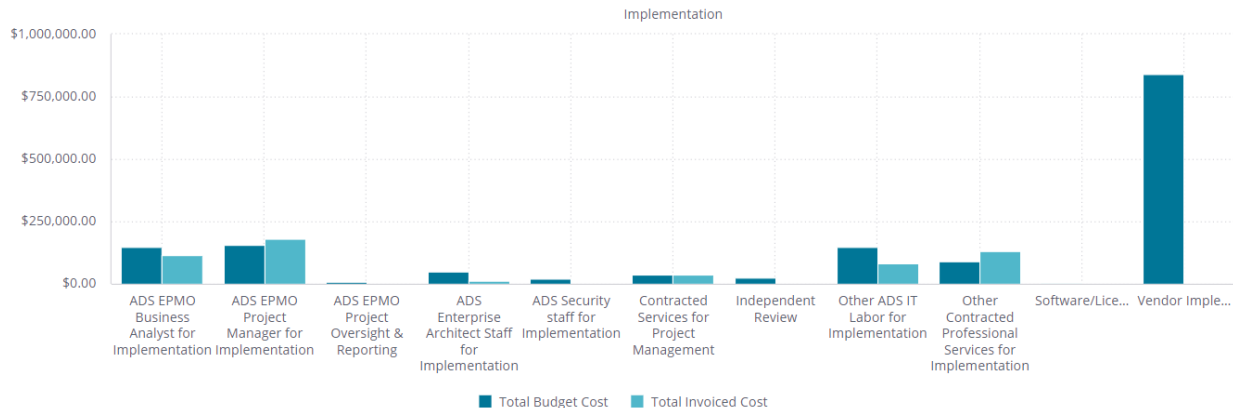


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS IEE Noticing Solution				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Vermont Health Access (DVHA)				
<b>Project Start Date</b>	1/27/2022	<b>Project End Date</b>	6/1/2026	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The project Charter was modified and approved on January 2, 2024, with modifications to the in-scope activities. The expected outcomes for this project are in alignment with the updated Charter.			
<b>Schedule</b>	Yellow	The project continues to make substantial progress, with all major milestones remaining on track.			
<b>Budget</b>	Yellow	The approved implementation budget of \$1,517,355.39 requires refinement following changes to the desired solution architecture and pivot from mandated technologies. The team will update the baseline budget for State approval during vendor contracting. Federal Partners have approved a \$3.75 million dollar vendor implementation expense. Current spend totals \$675,231.25.			
<b>Scope Summary</b>					
The AHS IEE Noticing Solution Replacement Project is an important initiative to upgrade the outdated communication system used by DCF-ESD and DVHA. The current system is unreliable, posing risks to business continuity. By introducing a modern Customer Communication Management System (CCMS), the project aims to improve how we communicate with customers and stakeholders, ensuring timely and accurate information delivery. The project also includes migrating all historical notices to a new platform, OnBase, before shutting down the old system. Additionally, the new CCMS will be scalable to integrate with the Vermont Integrated Eligibility System (VT-IES) in the future. This investment in a modern CCMS will enhance customer satisfaction, streamline processes, and reduce risks, marking a significant improvement in Vermont's eligibility and enrollment process.					
<b>Schedule Summary</b>					
Due to a shift in mandated technology requirements at the beginning of calendar year 2024, a new RFP was requested and the schedule was baselined with an estimated project end date of June 2026. Currently all milestones are on track.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>	
\$1,517,355.39		\$493,140.50		General Fund	
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>	
\$3,612,453.35		\$1,607,541.74		General Fund	
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>	
\$5,129,808.74		\$2,100,682.24		General Fund	

# AHS IEE Noticing Solution Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

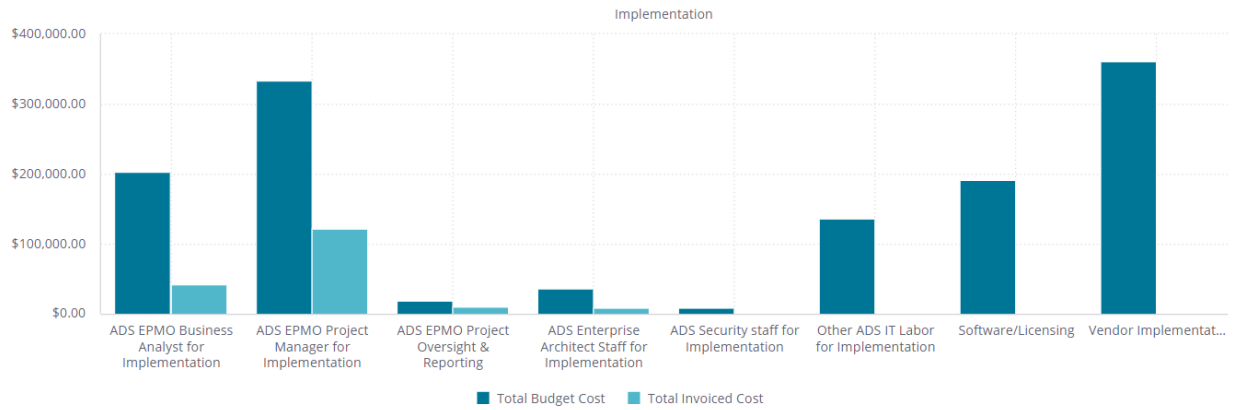


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS VDH Medical Practice Board Licensing Sys Replacement (MBL)				
<b>Agency</b>	Agency of Human Services (AHS)	<b>Report Date</b>	12/2/2024		
<b>Department</b>	Department of Health (VDH)				
<b>Project Start Date</b>	8/14/2023	<b>Project End Date</b>	12/19/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope is defined as part of the Request for Proposal (RFP).			
<b>Schedule</b>	Yellow	Currently the project is in contract negotiations. Execution is estimated to start in December 2024 and go-live anticipated on or before March 1, 2026.			
<b>Budget</b>	Yellow	As of June 2024, implementation spend was \$156,882. Total estimated implementation spend is \$2,710,781.87.			
<b>Scope Summary</b>					
The Agency of Human Services (AHS) Medical Practice Board Licensing (MBL) project is the procurement of a new Software as a Service (SaaS) solution to migrate from the current licensing system to an implementation of a new system that includes all desired features and configuration of the current system to Vermont specific data and workflow requirements.					
<b>Schedule Summary</b>					
The solution needs to be implemented outside of known business blackout periods for processing license applications. Apr 1 - Jun 30: Resident Training (every year) Sep 1 - Nov 30: Physician Renewal (every even year) Nov 1 - Jan 31: Physician Assistant Renewal (every odd year) Currently we are targeting go-live on or before Mar 1, 2026. However, we are still in contract negotiations and therefore this date is notional.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$1,289,383.42	\$1,289,383.42		General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$635,947.35	\$635,947.35		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$1,925,330.77	\$1,925,330.77		General Fund		

# AHS VDH Medical Practice Board Licensing Sys Replacement (MBL) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



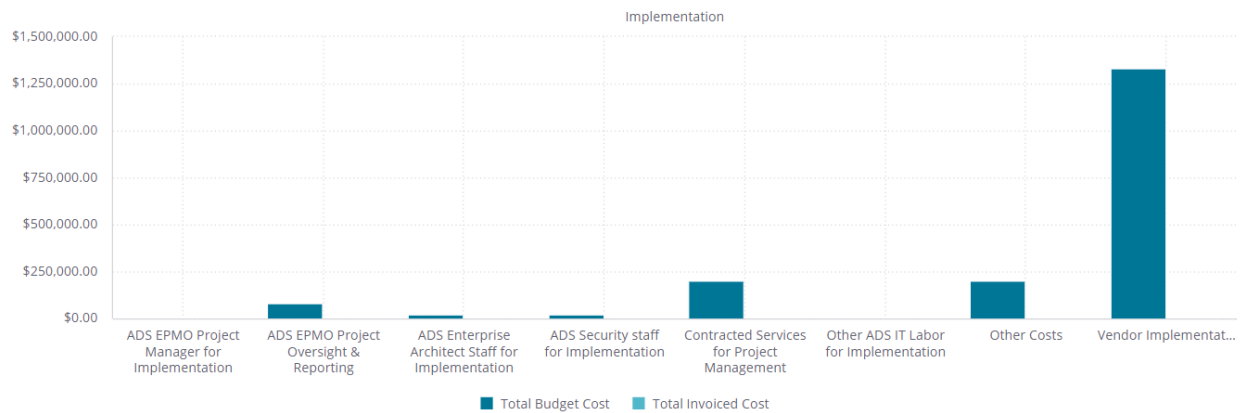
IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS VHIE Collaborative Services -2024				
<b>Agency</b>	Agency of Human Services (AHS)	<b>Report Date</b>	12/2/2024		
<b>Department</b>	Central Office (CO)				
<b>Project Start Date</b>	1/1/2024	<b>Project End Date</b>	12/31/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope is stable and well managed for this project			
<b>Schedule</b>	Green	Duration for the IT projects in the Health Information Exchange Program (HIE) are aligned to the support contract the State holds with Vermont Information Technology Leaders (VITL). In other words the projects end when the current VITL contract ends. Currently the schedule is on track to meet the expectations laid out in the contract terms.			
<b>Budget</b>	Green	Costs for tasks and phases are less than 110% of baseline costs for same.			
<b>Scope Summary</b>					
<p>The AHS VHIE Collaborative Services project is a major initiative to improve health data exchange and interoperability in Vermont. It aims to enhance the Vermont Health Information Exchange (VHIE) as a key part of the state's Unified Health Data Space (UHDS) architecture. This project transitions the VHIE from a basic system for sending and receiving clinical records to a more advanced platform offering a wider range of data types and services. By aligning with the Interoperability Rule, the project ensures Vermont's healthcare system can securely and efficiently exchange health information, benefiting Medicare and Medicaid programs, patient access, and healthcare providers. The project involves careful planning and collaboration with stakeholders like the Vermont Department of Health to build a strong data exchange infrastructure. Ultimately, this project is dedicated to improving healthcare quality and outcomes for Vermont residents by enhancing data sharing capabilities.</p>					
<b>Schedule Summary</b>					
<p>To support the Medicaid Data Warehouse &amp; Analytics Solution (MDWAS), VITL will undertake several tasks as outlined by the DED process for the current year:</p> <ul style="list-style-type: none"> <li>• <b>Development and Integration:</b> VITL will create new functionalities and services to support MDWAS, including designing and integrating the Vermont Health Information Exchange (VHIE) with the State's Medicaid Data Lake and other systems. This involves developing and testing necessary infrastructure like FHIR resources and APIs for data exchange.</li> <li>• <b>Documentation and Collaboration:</b> VITL will provide system documentation and facilitate data transfers to vendors, collaborating with third-party vendors to address any issues affecting data transfers.</li> <li>• <b>Medicaid Extracts:</b> The project will continue work on the VHIE Medical Historical Extract and initiate the VHIE Medicaid Daily Extract process, with potential expansion to include new data types.</li> <li>• <b>Identity Management:</b> VITL will manage the Master Person Index (MPI) for the Unified Health Data Space, ensuring integration of new data sets and resolving patient identities. They will also implement a provider identity resolution solution, ensuring compliance with future standards.</li> </ul> <p>These activities are supported by the contract budget and align with the scope defined by the DED.</p>					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$1,850,299.00	\$259,041.86	Health Information Technology (HIT)
Total Operating Cost	Total State Operating Cost	State Fund Type
0	0	Health Information Technology (HIT)
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$1,850,299.00	\$259,041.86	Health Information Technology (HIT)

AHS VHIE - Collaborative Services -2024 Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



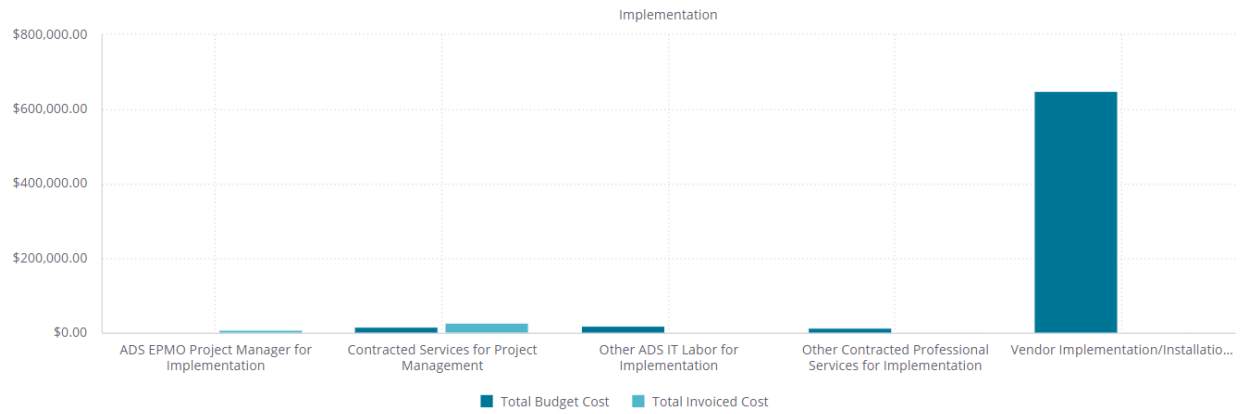
IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS VHIE Promoting Interoperability Program (PIP) 2024				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Central Office (CO)				
<b>Project Start Date</b>	1/1/2024	<b>Project End Date</b>	12/31/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	No outstanding changes that have not been formally approved and logged.			
<b>Schedule</b>	Green	Tasks are starting and ending on time and 100% are on track to meet dates.			
<b>Budget</b>	Green	Costs for tasks and phases are less than 110% of baseline costs for same.			
<b>Scope Summary</b>					
<p>The Medicaid program is working to enhance the use of electronic health records among Home and Community Based Service (HCBS) providers by tracking incentive payments. To support this, a new software system called the State Level Repository, Attestation, and Incentive Tracking system (SLAIT) is needed. This system will manage applications and track information related to eligibility and payments. It will help Vermont employees determine which providers qualify for incentives. By September 30, 2024, up to \$14.9 million in incentive payments may be awarded to eligible HCBS providers to encourage their integration into the Unified Health Data Space (UHDS).</p>					
<b>Schedule Summary</b>					
<p>During the contracted time period with Gainwell the following will be accomplished: 1. Online provider attestation forms emailed upon submission - August 15, 2024; 2. Enhanced attestation forms and internal state tracking of requests - August 15, 2024; 3. Internal reporting and extracts - August 15, 2024</p>					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>	
\$699,374.00		\$69,937.40		Health Information Technology (HIT)	
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>	
0		0		Health Information Technology (HIT)	
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>	
\$699,374.00		\$69,937.40		Health Information Technology (HIT)	



# AHS VHIE - Promoting Interoperability Program (PIP) -2024 Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



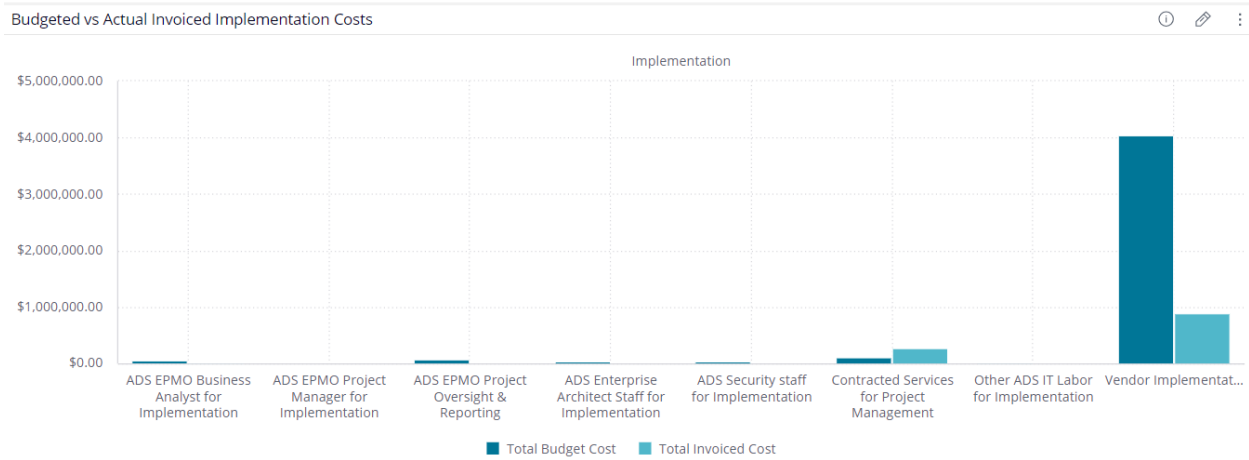
IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DVHA HIE - VHIE Connectivity - 2024				
<b>Agency</b>	Agency of Human Services (AHS)	<b>Report Date</b>	12/2/2024		
<b>Department</b>	Central Office (CO)				
<b>Project Start Date</b>	1/3/2022	<b>Project End Date</b>	12/31/2024	<b>Solution Life Cycle (Years)</b>	2
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope is stable and well managed for this project			
<b>Schedule</b>	Green	Duration for the IT projects in the Health Information Exchange Program (HIE) are aligned to the support contract the State holds with Vermont Information Technology Leaders (VITL). In other words the projects end when the current VITL contract ends. Currently the schedule is on track to meet the expectations laid out in the contract terms.			
<b>Budget</b>	Green	Costs for tasks and phases are less than 110% of baseline costs for same			
<b>Scope Summary</b>					
<p>The AHS VHIE - VHIE Connectivity project is a key initiative to improve access to health data for patients, providers, and other users in Vermont. By enhancing connectivity and expanding data sources, the project aims to make health information more available and useful through the Vermont Health Information Exchange (VHIE).</p> <p>The project will increase the number of data sources contributing to the VHIE, including hospitals, clinics, and laboratories, to provide a comprehensive view of patients' health. This will support better care coordination and informed decision-making by creating a complete and accurate picture of patient health.</p> <p>To improve access to health data, the project will develop a provider portal as a centralized platform for accessing patient information, enhancing efficiency and patient care. It will also establish direct connections to Electronic Health Record (EHR) and care coordination systems, allowing seamless data exchange and real-time access to information, which will improve care coordination and patient outcomes.</p> <p>Additionally, the project will enable patients to access and share their health data through third-party applications, in line with federal interoperability rules, promoting patient engagement and self-management.</p> <p>Overall, the AHS VHIE - VHIE Connectivity project is committed to enhancing the accessibility and usability of health data in Vermont, fostering a more connected and patient-centered healthcare system. By implementing necessary infrastructure like the provider portal and direct EHR feeds, the project advances interoperability and empowers patients and providers with essential information for high-quality care..</p>					
<b>Schedule Summary</b>					
<p>During the contract period with VITL, the following key activities will be completed:</p> <ul style="list-style-type: none"> <li>• SMART-on-FHIR APIs: Develop and implement APIs to provide secure access to clinical data for healthcare organizations and agencies. This includes designing reusable APIs and onboarding initial data contributors.</li> <li>• Healthcare IT Interfaces: Create interfaces for healthcare IT systems to facilitate data exchange, focusing on specific message types and onboarding groups of providers using the same technology.</li> </ul>					

- Recipient Facility Connections: Connect additional facilities to receive results directly from the Vermont Health Information Exchange (VHIE).
- Bi-Weekly Status Reports: Provide the State with regular updates on project status, risks, and timelines.
- Multi-Factor Authentication: Design and implement enhanced security measures for the VITLAccess clinical portal.
- Single Sign-On Infrastructure: Implement tools and infrastructure to support single sign-on for the provider portal, including necessary licensing.
- Streamlined Access: Establish single sign-on connections for healthcare organizations to simplify portal access for their staff.
- Proactive Auditing Tools: Develop tools and workflows to encourage healthcare organizations to audit access to VHIE data.
- Results Delivery Migration: Plan and execute the migration of existing customers to a new results delivery solution.

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$4,360,110.00	\$610,415.40	Health Information Technology (HIT)
Total Operating Cost	Total State Operating Cost	State Fund Type
0	0	Health Information Technology (HIT)
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$4,360,110.00	\$610,415.40	Health Information Technology (HIT)

### AHS VHIE - VHIE Connectivity - 2024 -2024 Budget Summary

Actual Project Costs through September 2024



IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS DVHA HIE - VHIE Data Types - 2024				
<b>Agency</b>	Agency of Human Services (AHS)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Central Office (CO)				
<b>Project Start Date</b>	1/1/2024	<b>Project End Date</b>	12/31/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	No changes to scope have occurred.			
<b>Schedule</b>	Green	The project is on schedule.			
<b>Budget</b>	Green	The project work is on budget.			
<b>Scope Summary</b>					
<p>The AHS DVHA HIE - VHIE Data Types project is a key initiative to improve how health data is collected and reported in Vermont. By refining the Health Information Exchange (HIE) system and incorporating more data types, the project aims to enhance our understanding of people's health and the factors affecting it. This understanding is crucial for improving care quality, coordination, and cost, while also reducing the burden on healthcare providers.</p> <p>The project will streamline data systems to make the HIE more efficient in gathering health data. This will ensure that clinical, claims, social determinants of health, and other sensitive data are accurately captured and integrated, eliminating redundancies and improving data quality.</p> <p>Additionally, the project will develop a reporting system to analyze and utilize the collected data, offering insights into health trends and outcomes. These insights will support Medicaid operations and help in making informed policy decisions.</p> <p>By expanding the types of data collected, including social determinants of health, the project will provide a more comprehensive view of individual health, helping to identify health disparities and improve outcomes for Medicaid recipients.</p> <p>Overall, the AHS DVHA HIE - VHIE Data Types project is committed to using technology and data to enhance healthcare delivery and inform policy decisions, ultimately improving the health and well-being of Vermont residents.</p>					
<b>Schedule Summary</b>					
<p>During the contract period with VITL, the following activities will be completed:</p> <ul style="list-style-type: none"> <li>• Key Performance Indicators (KPIs) Reporting: Report on the VHIE's data completeness and quality metrics as per the Data Completeness Evaluation Plan.</li> <li>• Security Risk Assessment (SRA) Consulting: Provide security risk assessments to Vermont's healthcare providers, supporting the Medicaid Data Aggregation and Access Program. This includes conducting security analyses and reporting on services provided.</li> <li>• Business Process Support: Assist MDAAP-participating providers in onboarding to the VHIE to improve data quality and interoperability.</li> <li>• SDOH Data Integration: Implement the integration of Social Determinants of Health (SDOH) data from CMS tools into the FHIR data repository, making it accessible through VITLAccess and the Blueprint for Health.</li> </ul>					

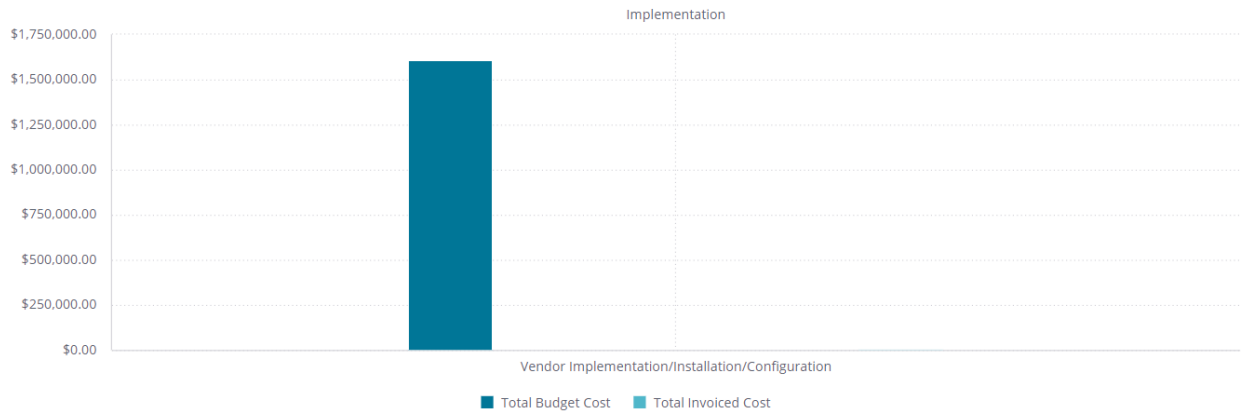
- SDOH Data from VCCI: Integrate and store SDOH assessment data from the State's VCCI care management system into the FHIR data repository.

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$1,610,000.00	\$225,400.00	Health Information Technology (HIT)
Total Operating Cost	Total State Operating Cost	State Fund Type
0	0	Health Information Technology (HIT)
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$1,610,000.00	\$225,400.00	Health Information Technology (HIT)

### AHS VHIE - VHIE Data Types - 2024 Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

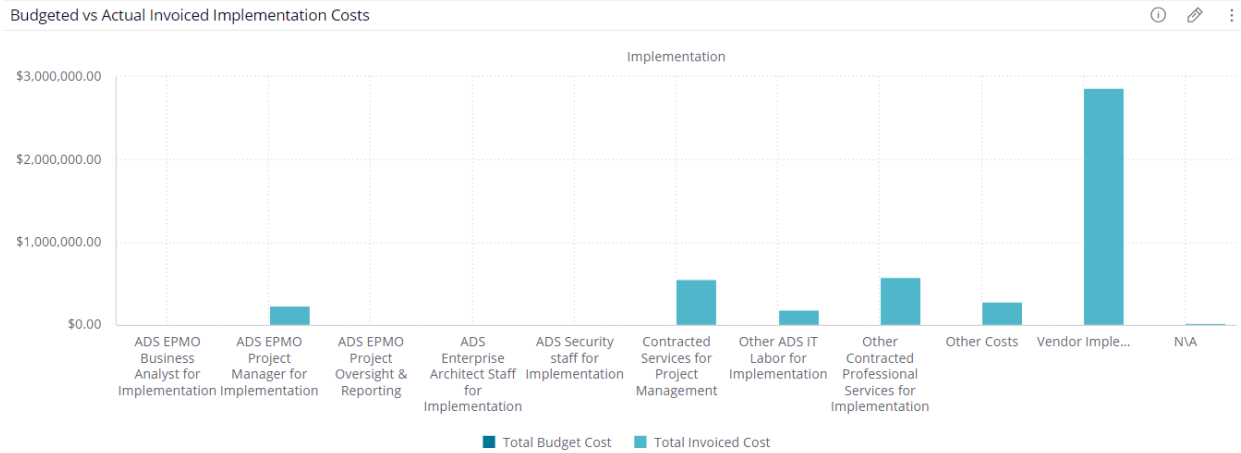


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AHS VHIE Maintenance & Operations - 2024				
<b>Agency</b>	Agency of Human Services (AHS)	<b>Report Date</b>	12/2/2024		
<b>Department</b>	Central Office (CO)				
<b>Project Start Date</b>	1/14/2022	<b>Project End Date</b>	12/31/2024	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	No outstanding changes that have not been formally approved and logged.			
<b>Schedule</b>	Green	Tasks are starting and ending on time and 100% are on track to meet dates.			
<b>Budget</b>	Green	Costs for tasks and phases are less than 110% of baseline costs for same.			
<b>Scope Summary</b>					
<p>The AHS VHIE Maintenance &amp; Operations project is essential for the smooth functioning and security of the Vermont Health Information Exchange (VHIE). This initiative manages the VITL Sole Source Contract for 2024/2025, ensuring VHIE operates effectively. It includes regular system updates, bug fixes, and performance improvements to keep the system running smoothly and minimize disruptions.</p> <p>Security is a top priority, with robust measures in place to protect health information. This involves implementing best practices, conducting security assessments, and adhering to the latest standards to safeguard sensitive data and build user trust.</p> <p>Compliance with CMS OBC requirements is also crucial. By following these guidelines, VHIE meets necessary standards for data exchange and governance, demonstrating our commitment to a reliable health information platform.</p> <p>Overall, the project ensures VHIE receives the support needed for its ongoing operation, benefiting healthcare providers and patients in Vermont by facilitating seamless health information exchange and supporting better healthcare outcomes.</p>					
<b>Schedule Summary</b>					
<p>During the contract period with VITL, the following activities will be completed:</p> <ul style="list-style-type: none"> <li>VHIE System Operations: The contractor will ensure the smooth running of the VHIE by maintaining its technical infrastructure, software, hardware, and architecture. They will meet all service and operational requirements to demonstrate efficient and effective system operation.</li> </ul> <p>2024-2025 Deliverables:</p> <ul style="list-style-type: none"> <li>Connecting Users: Facilitate connections between patients, providers, and other users to access health data.</li> <li>Collaborative Services Architecture: Continue implementing and improving the VHIE Collaborative Services architecture.</li> <li>Public Health Support: Use the Collaborative Services architecture to enhance public health efforts.</li> <li>Medicaid Operations: Improve Medicaid operations by utilizing health data and data services.</li> <li>Population Health Management: Streamline the Collaborative Services architecture and incorporate additional data types to better manage population health and health plan performance.</li> </ul>					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
0	0	Health Information Technology (HIT)
Total Operating Cost	Total State Operating Cost	State Fund Type
\$11,158,343.67	\$32,35,919.66	Health Information Technology (HIT)
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$11,158,343.67	\$3,235,919.66	Health Information Technology (HIT)

### AHS VHIE Maintenance & Operations - 2024 Budget Summary

Actual Project Costs through September 2024



Agency of Natural Resources (ANR)



# Agency of Natural Resources (ANR)



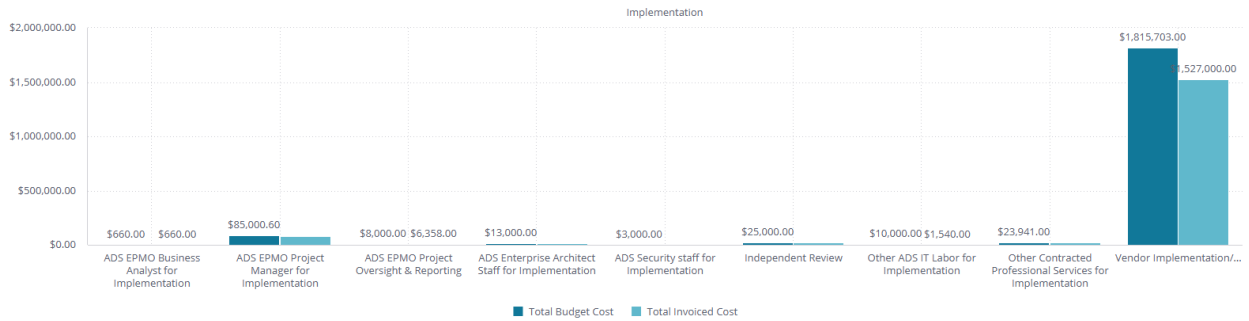
IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	ANR - DEC - State Revolving Fund System Replacement				
<b>Agency</b>	Agency of Natural Resources (ANR)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Environmental Conservation (DEC)				
<b>Project Start Date</b>	3/10/2021	<b>Project End Date</b>	1/30/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Red	After end-to-end (flow) testing in October 2024, the DEC team expressed concerns that the solution did not meet their expectations. ADS performed an oversight review of the project and recommended a complete assessment of the scope, identification of a minimum viable product, and a solution usability review.			
<b>Schedule</b>	Red	The schedule has not remained aligned with the schedule determined at the time of contracting and is not aligned with contract amendment 3. The original public go-live was scheduled for 03/29/2024 and was updated to 10/28/24 with amendment 3. Currently, there is not a reliable public go-live estimate. The increase in time is due to multiple additions to scope, bug fix cycles, and continued DEC concerns with the solution functionality.			
<b>Budget</b>	Red	The project has incurred actual implementation costs of \$1,681,413.00 as of November 2024. With 15% of the estimated implementation budget left, additional budget will need to be allocated to cover the costs necessary to complete the project. This includes costs for adding missing project resources, adding budget to existing ADS resources due to the schedule extension, and increasing vendor costs to address scope and usability changes.			
<b>Need Scope Summary</b>					
<p>The ANR State Revolving Fund System Replacement project is a key initiative to upgrade the current system for managing loans in the State revolving fund program. This project involves moving to a cloud-based application to improve how loans are managed and documented. The new system will offer better accessibility, scalability, and data security, ensuring it meets the evolving needs of the program.</p> <p>The upgraded system will streamline loan management by providing tools for processing applications, managing documentation, and tracking disbursements and repayments. This will lead to more efficient loan processing, better communication with applicants, and accurate reporting. The cloud-based nature of the system allows authorized users to access information from anywhere, enhancing collaboration among stakeholders like applicants, administrators, and financial institutions.</p> <p>Scalability is a major benefit, allowing the system to handle increased loan volumes and adapt to future program needs. This ensures the long-term sustainability of the State revolving fund program. The project demonstrates ANR's commitment to improving loan management and supporting environmental projects in Vermont by implementing a modern, efficient system.</p>					
<b>Schedule Summary</b>					
Exploration and planning activities took place from 2021 to early 2023. Execution began in April 2023. The initial implementation schedule was extended due to a contract amendment which added scope and time. The implementation is date is currently unknown due to delays in the project as described above.					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$1,984,304.60	\$1,984,304.60	Special Fund Type
Total Operating Cost	Total State Operating Cost	State Fund Type
\$1,181,350.00	\$1,181,350.00	Special Fund Type
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$3,165,654.60	\$3,165,654.60	Special Fund Type

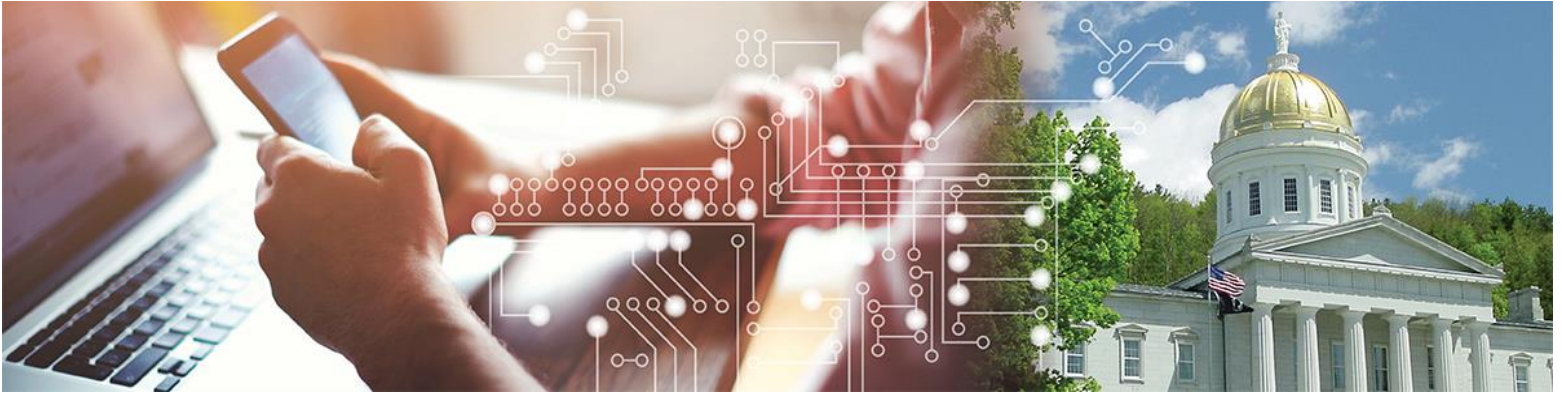
ANR - DEC State Revolving Fund System Replacement Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



Agency of Transportation (AOT)



# Agency of Transportation (AOT)

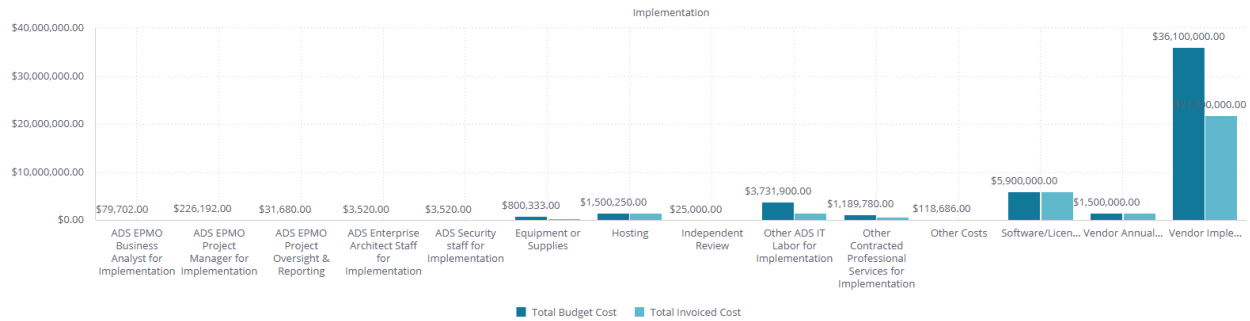


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOT - DMV - Core Systems Replacement				
<b>Agency</b>	Agency of Transportation (AOT)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Motor Vehicles (DMV)				
<b>Project Start Date</b>	7/1/2021	<b>Project End Date</b>	11/11/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The baseline scope for the DMV Core Modernization project includes two releases: Vehicle Services (VS) and Driver Services (DS). VS was completed and went live on 11/13/23, including: vehicle titling, registration, and renewals; impound records; dealer licensing and regulation; plate, decal, temporary and single-use permit inventory management and Point of Sale. The second release is Driver Services. It kicked off 6/15/2024 and is scheduled to be implemented 11/12/2024. Scope will include: issue and maintain driver's licenses and other identification; support fraud detection, investigation, hearings, scheduling, and management, financial responsibility and the admin and reporting of driver restrictions, convictions, and other info related to driver improvement and control.			
<b>Schedule</b>	Green	The project has two roll outs of 18 months each, one for Vehicle Services (VS) and one for Driver Services (DS) . The VS release successfully completed 11/13/2023. The DS schedule is in progress and on track for completion on 11/12/2025.			
<b>Budget</b>	Green	In March 2024 the budget for DMV Core Modernization project (Vehicle Services and Driver Services) was rebaselined to align vendor costs with Lifecycle Analysis Detail. The costs were increased from \$85,180,984.00 to \$97,280,480 to account for Appointment Scheduling, increase in equipment costs. Note: The Lifecycle Costs do not include DMV Staff costs. With Actual costs to date equaling \$33,400,950.13 paid in Vision as of Oct 29, 2024, including DMV Staff costs. The budget is on track and continues to be closely monitored.			
<b>Scope Summary</b>					
The AOT DMV Core Systems Replacement project is a major effort to improve the efficiency and management of the Department of Motor Vehicles (DMV) in Vermont. By updating the core systems, the project aims to streamline operations and enhance the DMV's effectiveness. The new system will cover vehicle titling, registration, and renewals, making these processes smoother for individuals and businesses. It will also manage impound records and dealer licensing, ensuring compliance with regulations. Additionally, the system will handle inventory management for plates and permits, and manage driver's licenses and identification documents, including fraud detection and financial responsibility. This project demonstrates a commitment to improving DMV operations, enhancing data accuracy, and providing better services to the public and law enforcement. Through this initiative, the DMV will gain advanced tools to manage its functions, supporting Vermont's transportation infrastructure.					
<b>Schedule Summary</b>					
The total implementation project duration is 36 months. There will be two roll outs with 18 months for Vehicle Services (VS) and 18 months for Driver Services (DS). VS was successfully implemented on 11/13/2023. For DS, the schedule is 6/5/2024 - 11/12/2025.					

Budget Summary		
Total Implementation Cost	Total State Implementation Cost	State Fund Type
\$51,210,563.00	\$51,210,563.00	Transportation Fund
Total Operating Cost	Total State Operating Cost	State Fund Type
\$46,069,917.00	\$46,069,917.00	Transportation Fund
Total IT Activity Cost	Total State IT Activity Cost	State Fund Type
\$97,280,480.00	\$97,280,480.00	Transportation Fund

AOT - DMV- Core Systems Replacement Project Budget Summary  
Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

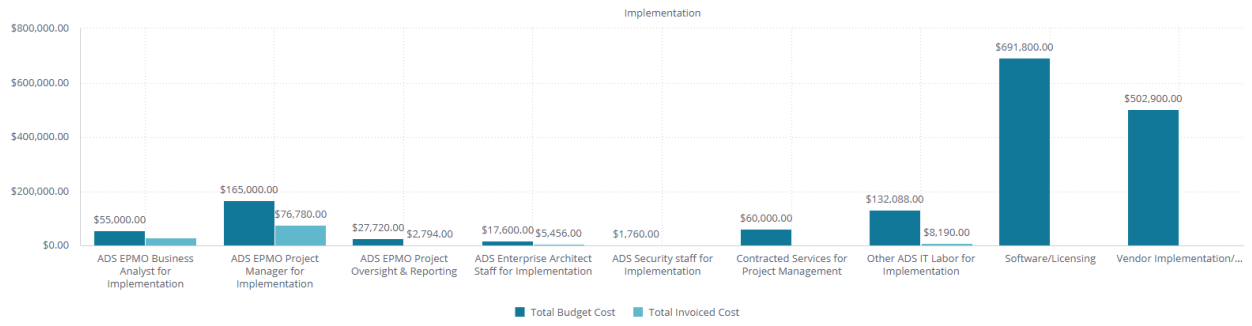


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOT DMV ePermitting 2.0				
<b>Agency</b>	Agency of Transportation (AOT)			<b>Report Date</b>	12/2/2024
<b>Department</b>	Department of Motor Vehicles (DMV)				
<b>Project Start Date</b>	12/20/2022	<b>Project End Date</b>	1/30/2026	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope was established for the RFP in the form of user stories and will be baselined with the execution of the implementation contract.			
<b>Schedule</b>	Green	The project is in procurement. The contract start date is estimated at 12/09/24, and the project is expected to take 12 months. Once there is an executed contract schedule will be created and baselined.			
<b>Budget</b>	Green	Initial estimated costs were \$2,456,923.00. As the contract nears execution, costs are expected to be \$2,379,468. Actual costs to date are \$115,274.56. The project has received a \$2M Federal Motor Carrier Safety Administration (FMCSA) Grant for implementation costs.			
<b>Scope Summary</b>					
The AOT DMV ePermitting 2.0 project is designed to simplify the process of obtaining permits for oversized and overweight commercial vehicles in Vermont. By introducing an electronic permitting system, the project aims to offer the trucking industry a convenient and efficient way to apply for permits online, accessible 24/7. This eliminates the need for in-person visits and paper-based applications, allowing trucking companies to submit applications and make payments electronically. This new system will reduce administrative tasks and ensure timely processing of permits, helping companies comply with regulations and safely transport loads. The initiative reflects a commitment to using technology to enhance the permitting process, supporting the trucking industry while maintaining the safety and integrity of Vermont's highways and roads.					
<b>Schedule Summary</b>					
The project is in procurement. The RFP was posted Oct 2023, and a preferred vendor was selected April 2024. The contract start date is estimated at 12/09/24, and implementation is expected to take 12 months.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$1,653,868.00	\$79,881.82		Transportation Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$725,600.00	\$725,600.00		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$2,379,468.00	\$805,481.82		Transportation Fund/General Fund		

## AOT - DMV- ePermitting 2.0 Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs





IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOT - HD - Construction Management System (CMS)				
<b>Agency</b>	Agency of Transportation (AOT)			<b>Report Date</b>	12/2/2024
<b>Department</b>					
<b>Project Start Date</b>	1/12/2017	<b>Project End Date</b>	7/10/2025	<b>Solution Life Cycle (Years)</b>	8
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	Scope is being controlled within bounds of contract. Out-of-scope items identified during elicitation are managed using prioritization and minimum-viable-product model, with highest priority items approved as enhancements. Eleven Change orders have been executed to date to refactor schedule and allow for needed functionality not included in the base contract.			
<b>Schedule</b>	Yellow	The baseline schedule for CMS was established in 2018 on contract execution and had an expected completion of 2021. The schedule was revised in 2020 to extend the completion date to 2025 based on estimated changes needed to accomplish features not covered in the base contract. The first phase (Contracts and Estimation) had a go-live date of March 2021. The second phase (Construction and Materials) had a go-live date of Feb 22, 2024. The last phase (Civil Rights, Mobile and Enhancements) is expected to go live in the second quarter of calendar year 2025.			
<b>Budget</b>	Green	The contract is currently being extended to ten years, and incorporating all implementation change orders processed to date. These changes will result in an expected implementation cost of \$6,869,417.28 and a total lifecycle cost of \$9,7669,12.11. To date, the state has incurred \$5,049,939.36 in implementation costs and \$6,111,485.53 in total lifecycle costs.			
<b>Scope Summary</b>					
The Construction Management System (CMS) Replacement Project is a long-term initiative to update the software used by VTrans for managing construction activities. This project aims to replace outdated systems with a new, integrated solution. As of July 22, 2024, the Materials and Construction Subsystems became operational with the first contract under the 2024 Spec Book. This marks the beginning of a new process for handling contracts, with more to follow in August. The successful launch is the result of years of work by experts, project managers, and system administrators, with significant support from leadership across the agency. This project represents a major collaborative effort to enhance construction management at VTrans.					
<b>Schedule Summary</b>					
The baseline schedule for CMS was established in 2018 on contract execution and had an expected completion of 2021. The schedule was revised in 2020 to extend the completion date to 2025 based on estimated changes needed to accomplish features not covered in the base contract. The first phase (Contracts and Estimation) had a go-live date of March 2021. The second phase (Construction and Materials) had a go-live date of Feb 22, 2024. The last phase (Civil Rights, Mobile and Enhancements) is expected to go live in the second quarter of calendar year 2025.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>	
\$6,869,417.28		\$6,869,417.28		Transportation	
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>	
\$2,897,494.83		\$2,897,494.83		Transportation	
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>	

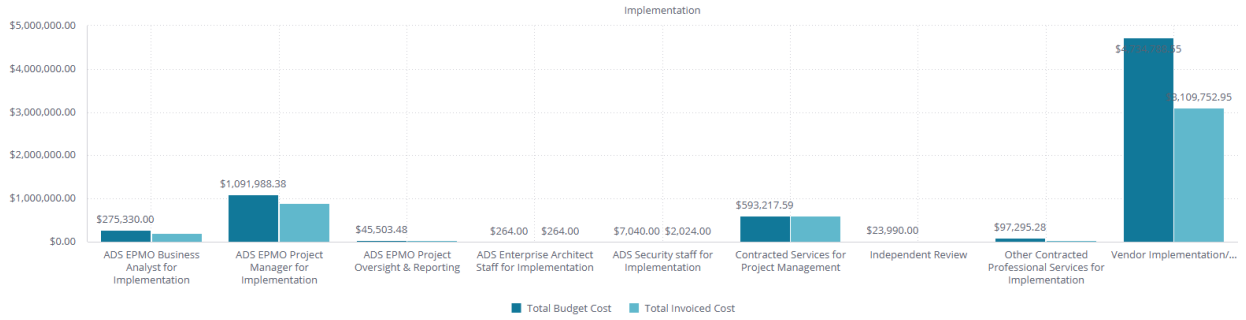
\$9,766,912.11

\$9,766,912.11

TransportationTransportation

AOT - HD- Construction Management System Project Budget Summary  
Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

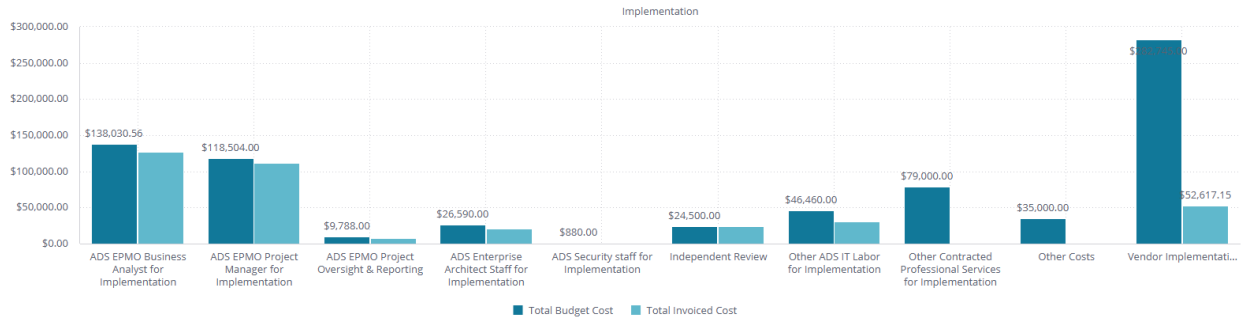


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOT - PPAID - VTrans State Highway Access and Work Permit (S1111) System				
<b>Agency</b>	Agency of Transportation (AOT)	<b>Report Date</b>	12/2/2024		
<b>Department</b>					
<b>Project Start Date</b>	2/20/2024	<b>Project End Date</b>	10/8/2026	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Yellow	The scope of the project is well defined in epics, user stories, and business rules developed with the business during CY 2022, which were included in the contract with GEO.works. Concerns were raised by the vendor that some reported issues may lead to out-of-scope changes, but as of yet, this has not occurred.			
<b>Schedule</b>	Red	Testing during the first half of 2024 revealed development issues that resulted in delaying the expected launch from 5/24 to 2/2025. The project is currently on track to meet this new launch date.			
<b>Budget</b>	Yellow	Budget impacts of the extended schedule were assessed and approved by the sponsor. The revised budget includes all anticipated costs, including additional testing resource needed to maintain revised schedule.			
<b>Scope Summary</b>					
The AOT VTrans State Highway Access and Work Permit (S1111) System project is focused on automating and improving the process for obtaining state highway and access permits. This initiative aims to make the permitting process more efficient and less prone to errors by replacing the current manual system with an automated one. The new system will allow applicants to submit permit applications online, reducing paperwork and simplifying the process. It will also keep accurate records of past permits, making it easier to access historical data and make informed decisions for future applications. Additionally, the system will integrate with existing state authentication, AOT GIS, and payment systems to ensure smooth data exchange and improve user experience. This project demonstrates a commitment to using technology to enhance the permitting process, benefiting both applicants and AOT staff, and supporting Vermont's transportation infrastructure.					
<b>Schedule Summary</b>					
The project was initiated in 07/2021 with a target solution launch of 01/2022. Due to delays resulting from a related project and the procurement process, the schedule was baselined at contracting, with an expected solution launch in 05/2024. Additional delays due to resource constraints and quality concerns, required the project be rebaselined, with a solution launch of 02/2025.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>	<b>State Fund Type</b>			
\$761,497.56	\$761,497.56	Transportation Fund			
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>	<b>State Fund Type</b>			
\$637,517.01	\$637,517.01	Transportation Fund			
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>	<b>State Fund Type</b>			
\$1,399,014.57	\$1,399,014.57	Transportation Fund			

## AOT - PPAID - VTrans State Highway Access & Work Permit (S1111) System Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AOT Vermont Asset Management Information System (VAMIS)				
<b>Agency</b>	Agency of Transportation (AOT)			<b>Report Date</b>	12/2/2024
<b>Department</b>					
<b>Project Start Date</b>	6/15/2018	<b>Project End Date</b>	10/30/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	Phase 1 scope is completed and is operational. Phase 2 of the project is integrating additional assets into the VAMIS system, while also developing the Operations and Management (OandM) component of the system. OandM will provide the Agency with an opportunity to align the work of the Maintenance Districts with our overall investments in our assets across the network.			
<b>Schedule</b>	Green	The project is currently in sprint #36 (10/28-11/29). The project is seeking a third and final contract amendment moving the current project end date of 10/2024 to an estimated end date of 12/2025.			
<b>Budget</b>	Green	The project was envisioned with multiple implementation phases. Cost baseline at contract execution was \$2,395,317. The first vendor contract amendment was approved, and the total project budget increased to \$3,860,939. The second vendor contact amendment was approved to reflect a revised budget of \$12,076,740. A third and final vendor contract amendment is expected to be signed by the end of 2024 reflecting a small budget increase due to continued ADS project oversight labor charges during the remaining implementation activities. The project expenditures are currently running to budget.			
<b>Scope Summary</b>					
The AOT Vermont Asset Management Information System (VAMIS) project is focused on improving how the Agency of Transportation tracks and manages its assets. By introducing a new system, VAMIS aims to make asset management more efficient and effective. This system will centralize data for various assets like railways, pavements, and signs, making it easier to track and analyze them. It will also include tools for detailed analysis, helping the agency make informed decisions about maintenance and resource allocation. The project is designed to enhance the lifespan and performance of transportation assets, reduce costs, and improve system reliability. Overall, VAMIS reflects the agency's commitment to using technology to improve asset management and support Vermont's transportation infrastructure.					
<b>Schedule Summary</b>					
The project was initiated in February 2017. The vendor implementation and support/maintenance contract were executed in August 2019 and the Maintenance / Operation portion of the contract will expire in December 2030. During the vendor contract (implementation portion), the project has executed three contract amendments for phases 2(A), 2(B) and 3, allowing the implementation effort to continue until December 2025, spanning 64 four-week sprints over the life of the contract.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$12,705,399.00	\$2,541,079.80		Transportation Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$5,392,369.00	\$1,078,473.80		Transportation Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		

\$18,097,768.00

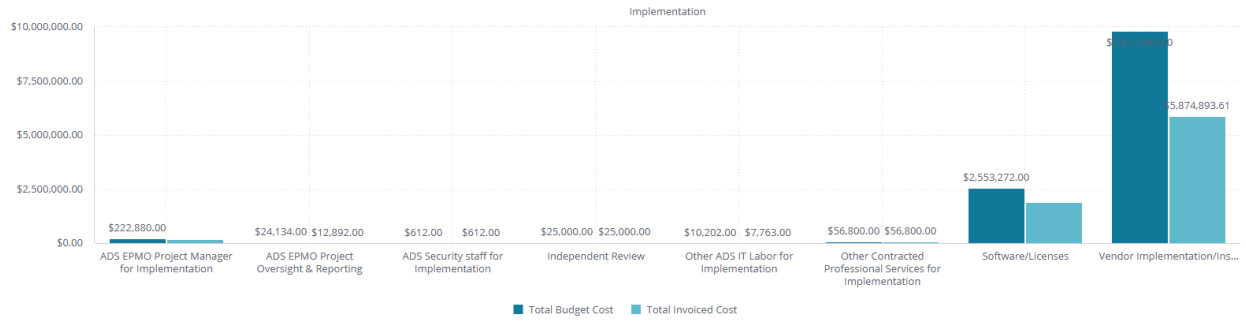
\$3,619,553.60

Transportation Fund

AOT - Vermont Asset Management Information System (VAMIS) Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

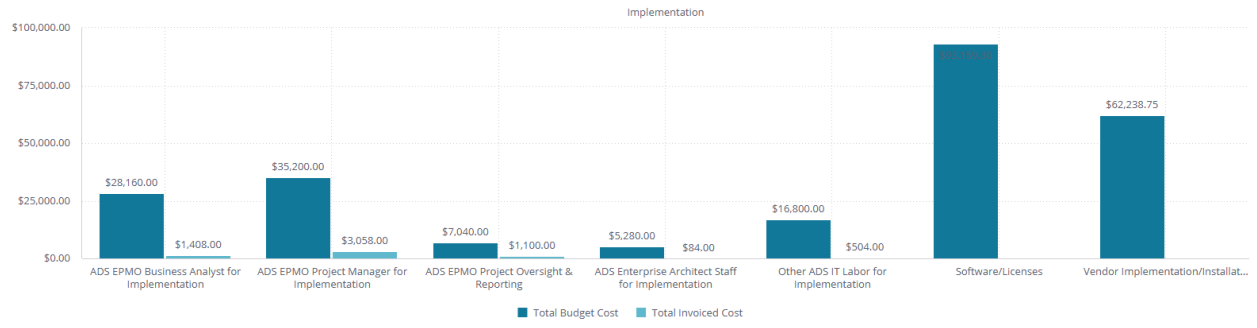


IT ACTIVITY ANNUAL SUMMARY REPORT						
<b>Project</b>	AOT Wrike Implementation					
<b>Agency</b>	Agency of Transportation (AOT)			<b>Report Date</b>	12/2/2024	
<b>Department</b>						
<b>Project Start Date</b>	8/15/2024	<b>Project End Date</b>	5/30/2025	<b>Solution Life Cycle (Years)</b>	5	
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing	
<b>Project</b>	<b>Status</b>	<b>Update</b>				
<b>Scope</b>	Green	The project is currently in the planning phase with no changes to scope as defined in the IT ABC and Charter.				
<b>Schedule</b>	Green	The project is seeing some delays in procurement tasks, however, the overall project schedule is on target to meet the May 30, 2025 completion date.				
<b>Budget</b>	Green	The project is budgeted to cost \$866,880 over its 5-year lifecycle. \$3,434 has been spent as of August 2024.				
<b>Scope Summary</b>						
<p>The objective of this project is to replace the current legacy construction project management platform, Artemis, used by the Agency of Transportation (AOT) Highway Division Project Delivery Bureau with a modern cloud-based platform. Artemis is a decades old, legacy on-prem solution with high licensing costs. Over the past two years, multiple unsuccessful attempts were made to solicit a solution to replace Artemis. When it was announced that the Agency of Digital Services (ADS) Enterprise Project Management Office (EPMO) implemented a solution (Wrike) to replace its Portfolio/Project Management solution, ADS assigned to AOT introduced Wrike to AOT to determine if it could meet the Agency’s needs and possibly replace Artemis. During an evaluation by AOT Project Delivery Bureau Leadership and ADS it was determined that Wrike would meet AOT’s needs and the project was officially launched. The scope of this project is to identify all Statement of Work (SOW) activities to procure Wrike licenses and system implementation professional services for AOT and ensure the successful implementation of the solution for all current users of Artemis.</p>						
<b>Schedule Summary</b>						
<p>The project started on June 28, 2024 and is scheduled to complete on May 30, 2025. No changes have occurred to the baseline overall schedule since project inception.</p>						
<b>Budget Summary</b>						
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>			
\$247,878.05	\$247,878.05		Transportation			
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>			
\$486,020.45	\$486,020.45		Transportation			
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>			
\$733,898.50	\$733,898.50		Transportation			

## AOT - Wrike Implementation Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs





Department of Labor (DOL)



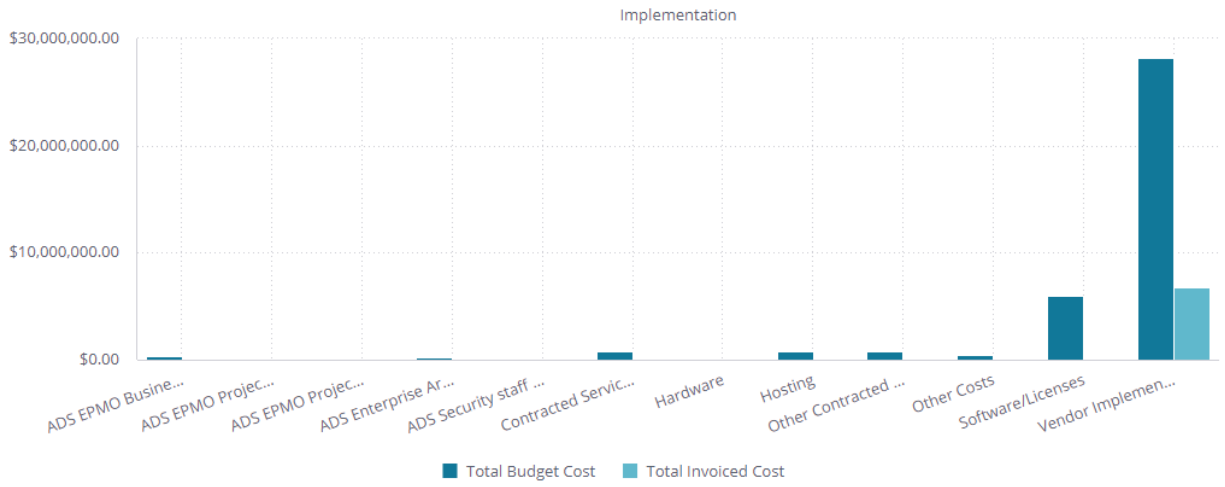
# Department of Labor (DOL)

IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	VDOL - Unemployment Insurance Modernization				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Vermont Department of Labor (VDOL)				
<b>Project Start Date</b>	7/1/2021	<b>Project End Date</b>	2/14/2027	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The baseline project scope is the complete replacement of the existing Unemployment Insurance system on the mainframe which includes the front end of the claimant portal, employer portal, employer registration, and fraud reporting/case management. The only potential addition to the scope is the inclusion of a back-end fraud detection service offered through the same implementation vendor.			
<b>Schedule</b>	Green	The project is currently on schedule with go-live set for May 2026. A decision was made early in the project to rollout UI Tax and UI Benefits together to reduce complexity, saving 4 months on the overall implementation schedule.			
<b>Budget</b>	Green	Baseline implementation costs total \$31,482,942.25. The project is operating within budget. Because the decision to rollout UI Tax and UI Benefits together trimmed 4 months from implementation, a cost savings of \$2.14 million will be utilized for project contingency, post go-live support, or additional integrations. A contract amendment is being drafted to reflect this change that has been agreed in principle between the vendor and State.			
<b>Scope Summary</b>					
The Vermont Department of Labor (VDOL) Unemployment Insurance Modernization Project is a major effort to improve Vermont's unemployment insurance program. By updating outdated systems, the project aims to enhance customer service, cut costs, and meet compliance standards. This initiative combines multiple phases into one streamlined project, allowing for quicker implementation of benefits. The new system will replace costly and hard-to-maintain mainframe systems, offering a flexible platform that can easily adapt to changes and regulations. This will lead to a more user-friendly experience for claimants, making it easier to file claims and receive benefits promptly. Additionally, the modern system will be more cost-effective and reliable, reducing the risk of service disruptions. Overall, this project demonstrates VDOL's commitment to providing efficient unemployment insurance services to Vermonters.					
<b>Schedule Summary</b>					
The implementation vendor contract was signed and the vendor was on-boarded on site in August 2024. The project is in the execution phase and go-live with the unemployment insurance system is set for May 2026.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>	<b>State Fund Type</b>			
\$37,840,862.25	\$37,840,862.25	IT Modernization Fund			
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>	<b>State Fund Type</b>			
0	0	IT Modernization Fund			
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>	<b>State Fund Type</b>			
\$37,840,862.25	\$37,840,862.25	IT Modernization FundIT Modernization Fund			

# VDOL - Unemployment Insurance Modernization (UIM) Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

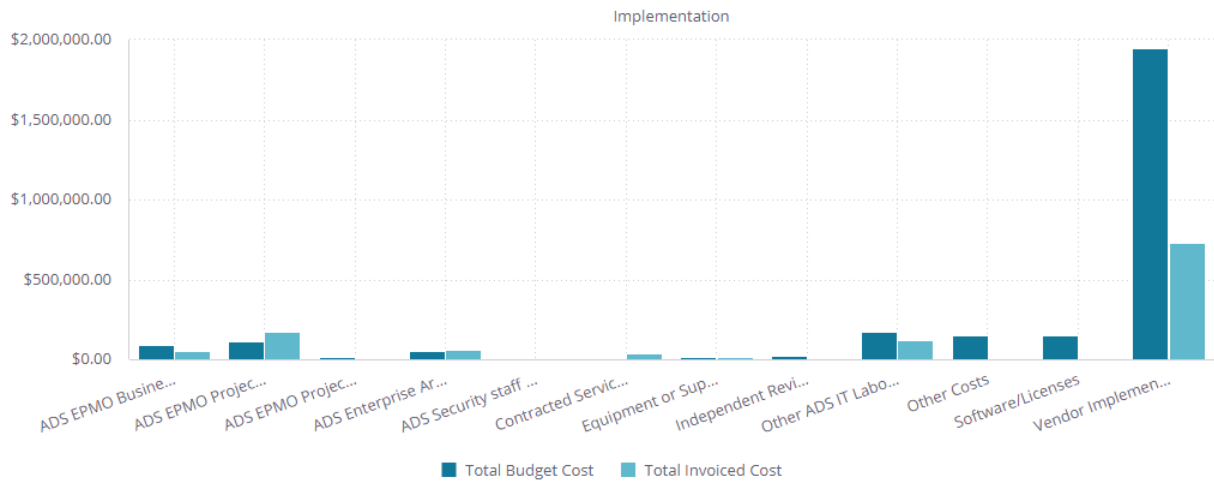


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	VDOL - Workers' Compensation Modernization				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Vermont Department of Labor (VDOL)				
<b>Project Start Date</b>	12/3/2018	<b>Project End Date</b>	7/31/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Red	The baseline scope includes a complete replacement of the Workers' Compensation system utilizing the OnBase platform. The vendor and VDOL have had disagreements on the full scope of the project due to the lack of comprehensive requirements validation early in the project. At this stage with limited time remaining, the contract amendment is focused on delivering a minimum viable product in May 2025, with some functionality pushed until after go-live.			
<b>Schedule</b>	Red	The schedule has overrun the initial baseline by 18 months. Currently the delivery of a minimum viable product is set for May 2025. A shifting of the go-live is limited by the International Association of Industrial Accident Boards and Commissions (IAIABC), as they do not allow multiple states to roll out their systems in the same month.			
<b>Budget</b>	Yellow	\$1.2m of an implementation budget of \$1.9m has been spent to date. The vendor has asked for additional funds in support of additional resources to meet the May 2025 go-live. That amendment is currently being drafted. Overall the project is expected to come in over the original baseline budget due to multiple lengthy delays.			
<b>Scope Summary</b>					
The Vermont Department of Labor's (VDOL) Workers' Compensation Modernization Project is a key initiative to improve how the Workers' Compensation team operates. By introducing a new system, the project aims to make managing cases and documents more efficient and integrate smoothly with other systems. The new platform, OnBase, will help the team manage cases better and process claims more accurately and quickly. It will also allow for secure storage and easy access to documents, reducing paperwork. A major part of the project is integrating with a system for submitting and processing injury reports, which will improve data accuracy and speed up claims processing. Additionally, the project will enable external entities to submit reports directly, further streamlining the process and reducing administrative work. The project is also considering enhancements to ensure it fully meets the team's needs. Overall, this project is a significant step towards providing efficient and fair workers' compensation services in Vermont.					
<b>Schedule Summary</b>					
The baseline project schedule had an original go-live date of November 6, 2023, but was postponed and is now set for May 2025. A contract amendment to outline the major activities to complete the project by May 2025 is being drafted.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>	<b>State Fund Type</b>			
\$2,735,411.67	\$2,735,411.67	21105, Workers' Compensation Administrative Fund			
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>	<b>State Fund Type</b>			
\$439,319.2	\$439,319.20	21105, Workers' Compensation Administrative Fund			
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>	<b>State Fund Type</b>			
\$3,174,730.87	\$3,174,730.87	21105, Workers' Compensation Administrative Fund			

# VDOL - Workers' Compensation Modernization Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs





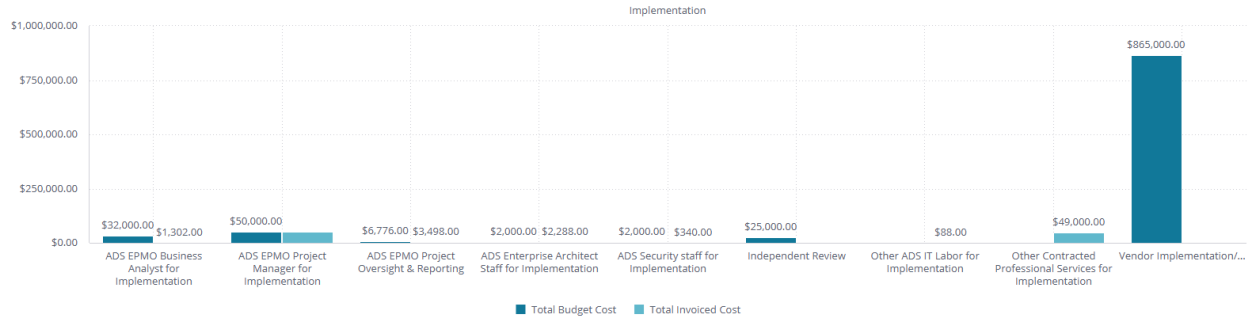
# Department of Public Safety (DPS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	DPS - FS - Fire Safety Records Management System Replacement				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Department of Public Safety (DPS)				
<b>Project Start Date</b>	3/1/2022	<b>Project End Date</b>	11/30/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The project will replace the current record management system with a flexible, modern platform that reduces manual processes, improves public accessibility and security and allows for budgeted costs.			
<b>Schedule</b>	Green	The initial estimate for project completion was July 2023. Due to an extended procurement phase which included multiple repostings of the RFP, the revised implementation estimated end date is December 2025. The independent review was completed in October 2024. The vendor contract is expected to be executed before December 2024.			
<b>Budget</b>	Green	The initial project cost estimate was baselined during exploration at \$2,232,766. During the procurement process the project cost was increased due to change requests and vendor selection. The current project cost estimate of \$3,112,367 will be baselined once the vendor contract is executed which is anticipated to be 12/24.			
<b>Scope Summary</b>					
The DPS Fire Safety Records Management System Replacement project is focused on modernizing how fire safety records are managed in Vermont. The current system, in use since 1985, is outdated and lacks essential features like digital document management and online services. This project aims to replace it with a modern platform that will streamline processes, improve accessibility, and enhance security. The new system will allow for easy digital document management, reducing the need for physical storage and minimizing the risk of document loss. An online portal will provide a user-friendly way for partners and customers to access records and make payments securely. Additionally, it will support the management of continuing education for fire safety professionals. This initiative is a significant step towards improving the efficiency and effectiveness of fire safety services in Vermont, ensuring that stakeholders have the tools they need to manage records and meet regulatory requirements.					
<b>Schedule Summary</b>					
This project procurement process was delayed due to repeated postings of the Request for Proposal (RFP) because of low response rates and issues with the vendor response bids. Initial bidder selection commenced in August 2023, and a preferred vendor was identified. It is expected the contract will be executed before December 2024, and implementation will commence shortly after.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
1435882	1435882		IT Modernization Fund, General Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
1676485	1676485		IT Modernization Fund, General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
3112367	3112367		IT Modernization Fund, General Fund		

## DPS - FS - Fire Safety Records Management System Replacement Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



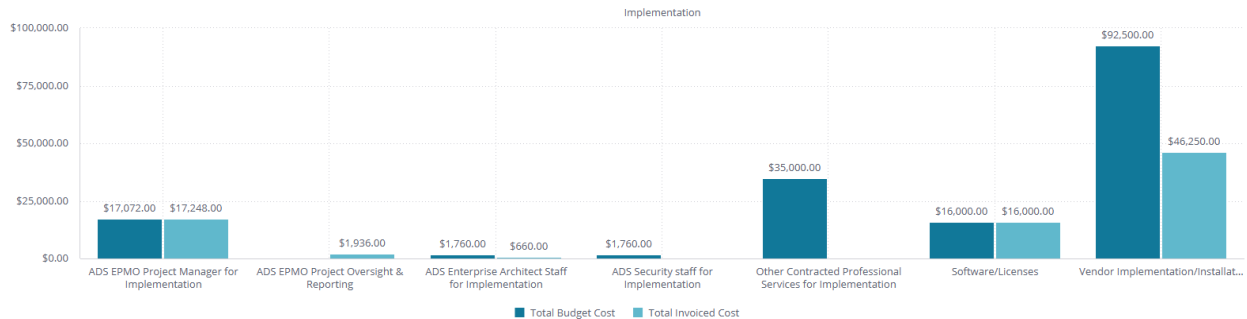


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	DPS - VFL LIIMS				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Department of Public Safety (DPS)				
<b>Project Start Date</b>	10/3/2022	<b>Project End Date</b>	5/30/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The scope of the project was defined in the contract and aims to replicate all existing forensic data storage and reporting that is in the current on-premise system with a cloud based system. The project is currently executing within scope with no expected changes needed before project closure.			
<b>Schedule</b>	Yellow	The project is currently scheduled to be completed by Dec 30 2024, with a go-live date in late November 2024.			
<b>Budget</b>	Green	The original project budget during exploration was expected to be \$351,000 based on assumed costs for the solution and rapid implementation. The lifecycle cost was revised to \$721,740.65 in October of 2023 to account for increases in State costs due to delays in contract execution as well as revised licensing and implementation costs finalized during contract negotiation and execution. Currently project costs incurred are \$81,764 and are within the overall approved budget.			
<b>Scope Summary</b>					
The Vermont Forensic lab (VFL) is the only forensic laboratory in the State of Vermont and provides services to the entire criminal justice system. The VFL uses an older on-premise Laboratory Information Management System (LIMS) from Caliber, Inc called Forensic Advantage. The use of LIMS is a requirement for VFL to maintain its accreditation and is used to record all forensic data associated with cases that are handled at VFL. The scope of this project is to upgrade the current on-premise LIMS with a cloud-based solution from Caliber (the current vendor). A cloud based solution offers greater continuity in the event of a disaster and aligns with ADS's Cloud first strategy.					
<b>Schedule Summary</b>					
The initial IT ABC signed on 9/30/2022 defined the project schedule as starting on 10/1/2022 and ending on 12/30/2022. Issues with contract negotiations relating to changes in State standard Terms and Conditions from an existing contract between the selected vendor and the state caused extensive delays. The contract was executed on 11/2/2023 with implementation starting shortly thereafter. Issues in implementation of legacy reports and delays in getting vendor staff access to systems required the completion date to be revised to Dec 30, 2024.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>	<b>State Fund Type</b>			
\$164,092.00	\$55,594.37	General Fund			
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>	<b>State Fund Type</b>			
\$457,648.65	0	n/a			
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>	<b>State Fund Type</b>			
\$621,740.65	\$55,594.37	General Fund			

## DPS - VFL LIMS Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



Secretary of State (SOS)



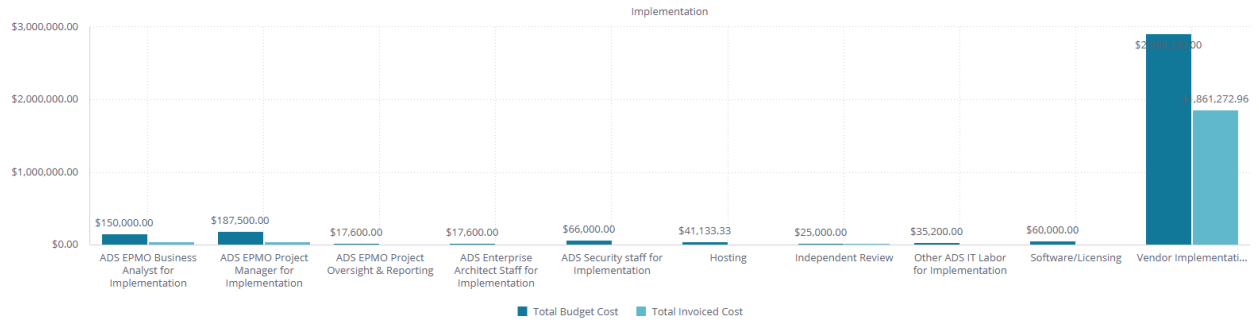
# Secretary of State (SOS)

IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	SOS Business Filing System				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Secretary of State				
<b>Project Start Date</b>	1/31/2025	<b>Project End Date</b>	1/31/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The baseline scope includes full replacement of the VT Secretary of State's business services platform including uniform commercial code, and temporary officiant processing. There is one change request to utilize the vendor's Azure Cloud for document management instead of the State's OnBase instance.			
<b>Schedule</b>	Green	The project is on track to meet the baselined go-live timeframe of 12/15/2024.			
<b>Budget</b>	Green	The baseline budget at contract was established at \$4,790,303.76. A Change Request is in process and will increase the overall budget by 4.83% to \$5,021,503.76. The actual cost to date equal \$1,456,627.00. The budget continues to be monitored.			
<b>Scope Summary</b>					
The SOS Business Filing System Project is an important initiative to modernize and improve business services offered by the Vermont Secretary of State's Office. By updating the current platform, the project aims to make managing business filings more efficient, accessible, and secure. It will introduce new applications for document management and electronic filing, allowing businesses and individuals to handle their filings online, reducing paperwork and simplifying processes. The project focuses on using the latest technology to ensure the system is reliable and can be easily updated in the future. A key priority is incorporating strong cybersecurity measures to protect sensitive business and personal information, maintaining public trust. This new system will make it easier for users to search, retrieve, and track documents, providing real-time updates and notifications. Overall, the SOS Business Filing System Project is a major step towards enhancing business services in Vermont, supporting a thriving business environment.					
<b>Schedule Summary</b>					
The project includes one implementation phase that will be divided into multiple Sprints. The implementation dates are 3/11/24 to 12/15/24. The project is on schedule to be implemented 12/15/24.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$3,508,272.33	\$3,508,272.33		21928 - SOS Service Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$1,780,931.00	\$1,780,931.00		21928 - SOS Service Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$5,289,203.33	\$5,289,203.33		21928 - SOS Service Fund		

## SOS - Business Filing System Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

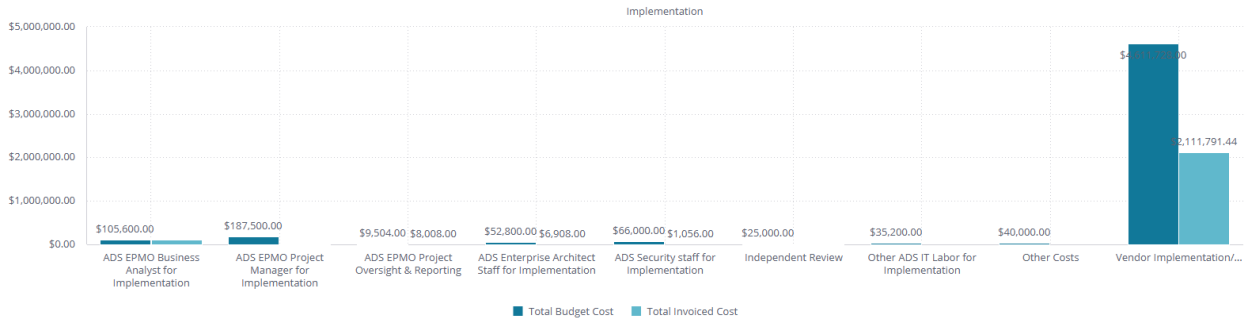


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	SOS - Elections System Replacement				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Secretary of State				
<b>Project Start Date</b>	10/10/2022	<b>Project End Date</b>	6/6/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	There have been no significant changes to the scope of the project during its duration.			
<b>Schedule</b>	Yellow	The schedule has been re-baselined to reflect a change in go-live from February 2025 to April 2025, but the project is currently on track with the updated schedule. Delays have been requested by the Secretary of State's office to ensure their staff have time for sufficient testing and training in the new system. SOS staff availability has been impacted by the election, and they have worked with ADS and the vendor to rebaseline. There have been no implementation cost impacts to the 2-month pushback of go-live from February 2025 to April 2025.			
<b>Budget</b>	Yellow	The structure of the payment milestones for the project were changed to better protect the State and ensure completed deliverables, however, there has been no change to the cost of the project. To date, \$2,270,206.44 has been spent out of an implementation budget of \$5,133,332.20.			
<b>Scope Summary</b>					
<p>The SOS Elections System Replacement Project is a transformative initiative that seeks to modernize and streamline election management processes in Vermont. By replacing the current election management system, the project aims to enhance efficiency, transparency, and accessibility in managing elections, campaign finance, and lobbying activities. The project scope includes a full replacement of the existing election management system, ensuring that the new system is equipped with robust features and capabilities. This comprehensive approach will enable the Secretary of State's Office to effectively manage all aspects of elections, including voter registration, ballot management, candidate filing, and result reporting. The SOS Elections System Replacement Project is driven by the goal of enhancing efficiency and accessibility for both election officials and the public. The new system will provide user-friendly interfaces and streamlined workflows, making it easier for election officials to manage elections and for candidates to navigate the campaign finance and lobbying processes. This initiative reflects the 123 commitment of the Secretary of State's Office to uphold the integrity of elections.</p>					
<b>Schedule Summary</b>					
<p>A vendor has been onboarded to implement the main election system replacement. Development for the new system is 90% complete, the bulk of the remaining activities is the user acceptance testing to be conducted by SOS as well as extensive training. The system is expected to go live in April 2025, with project closeout in May 2025.</p>					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$5,133,332.00	\$1,026,666.40		21928 - SOS Service Funds		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$1,567,500.00	\$313,500.00		21928 - SOS Service Funds		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$6,700,832.00	\$1,340,166.40		21928 - SOS Service Funds		

## SOS - Election System Replacement Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs





# Other Executive Branch Projects

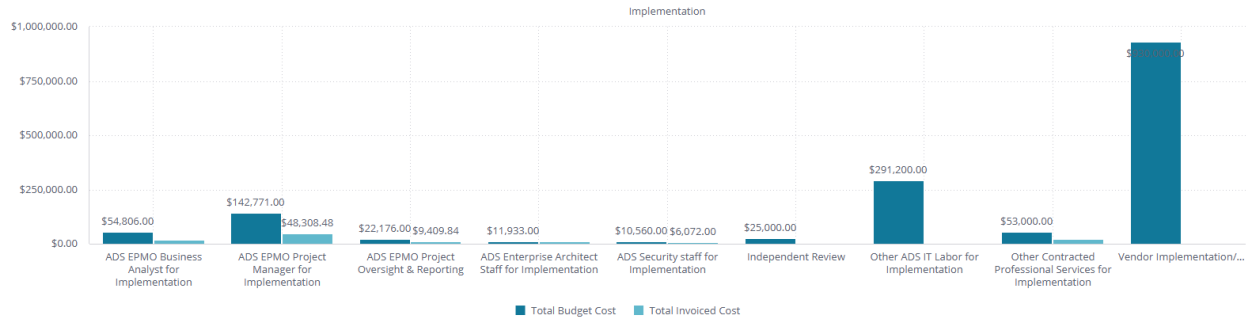


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	AGO - Case Management System Project				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Attorney General's Office				
<b>Project Start Date</b>	7/1/2022	<b>Project End Date</b>	1/30/2026	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The project scope remains unchanged from the initial requirements collection. Scope will be baselined upon contract execution with the selected vendor.			
<b>Schedule</b>	Green	The project is currently in contract negotiations. The schedule will be baselined once the implementation vendor contact is executed.			
<b>Budget</b>	Green	Based on drafted contract with the selected vendor implementation costs will be \$1,516,446.00.			
<b>Scope Summary</b>					
The AGO Case Management System project is a key initiative to improve how legal cases are managed within the Attorney General's Office. By introducing a new system, the project aims to enhance user experience, boost productivity, and improve information sharing and reporting across all divisions. This centralized platform will serve staff from various agencies and programs, streamlining processes and fostering better collaboration. The system is designed to be intuitive and user-friendly, reducing the learning curve and maximizing efficiency. It will also enhance the ability to track and report on case outcomes, supporting comprehensive analysis and communication. This project underscores the AGO's commitment to using technology to improve legal services for Vermont, ensuring the system meets staff needs and aids in delivering effective justice.					
<b>Schedule Summary</b>					
Project kickoff occurred in October 2022. Negotiations with multiple RFP bidders has prolonged the procurement phase of the project. The team is nearing the end of contract negotiations with a second bidder, but still awaiting a project schedule. Due to this, there is no estimated go-live date at this time.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$1,541,446.00	\$1,541,446.00		ADS IT Appropriation Funds		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$1,675,000.00	\$1,675,000.00		General Funds		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$3,216,446.00	\$3,216,446.00		ADS IT Appropriation Funds/General Funds		

## AGO - Case Management System Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

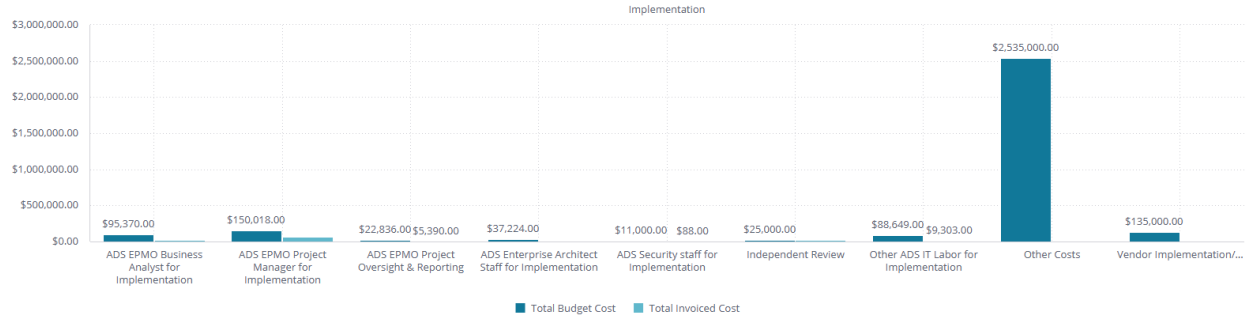


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	DLL - Business 2 Business eCommerce Website				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Department of Liquour and Lottery (DLL)				
<b>Project Start Date</b>	4/1/2022	<b>Project End Date</b>	11/30/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	Scope was established in the form of user stories and acceptance criteria and have been approved by the business and outline in the executed contract. In order to complete the scope for the eCommerce solution, the department's existing D365 inventory system needs extensive updates. The teams are working on that coordinated scope now.			
<b>Schedule</b>	Green	The schedule has been outlined through execution and to reflect the post-implementation support period through April 1, 2026, with a solution go live date of November 26, 2025.			
<b>Budget</b>	Green	The updated IT ABC for implementation costs from the selected vendor and state implementation costs of \$540,097.00. A preliminary cost estimate received for updates of the D365 solution to include an additional \$2,535,000.00.			
<b>Scope Summary</b>					
The Liquor Division's new B2B eCommerce website is set to transform how licensed establishments, like restaurants and bars, purchase from 802Spirit stores. This online platform will make ordering more efficient by allowing licensees to browse a comprehensive catalog, place orders, and make payments online, eliminating the need for paperwork and reducing administrative tasks. The website features an inventory search and store locator, helping establishments quickly find and restock the spirits they need. If a product is unavailable, the site will suggest similar alternatives. Additionally, licensees can schedule convenient pick-up times, ensuring a smooth process. This initiative aims to enhance cost efficiency and streamline operations for licensees, supporting the growth of Vermont's liquor industry.					
<b>Schedule Summary</b>					
The execution phase of this project, kicked off on July 8, 2024. Vendor implementation is expected and is on schedule to be completed by November 2025 with dependencies of required updates to the inventory (D365) solution being available.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$3,100,097.00	\$3,100,097.00		Enterprise Fund		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$709,200.00	\$709,200.00		Enterprise Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$3,809,297.00	\$3,809,297.00		Enterprise Fund		

## DLL - LC - B2B eCommerce Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

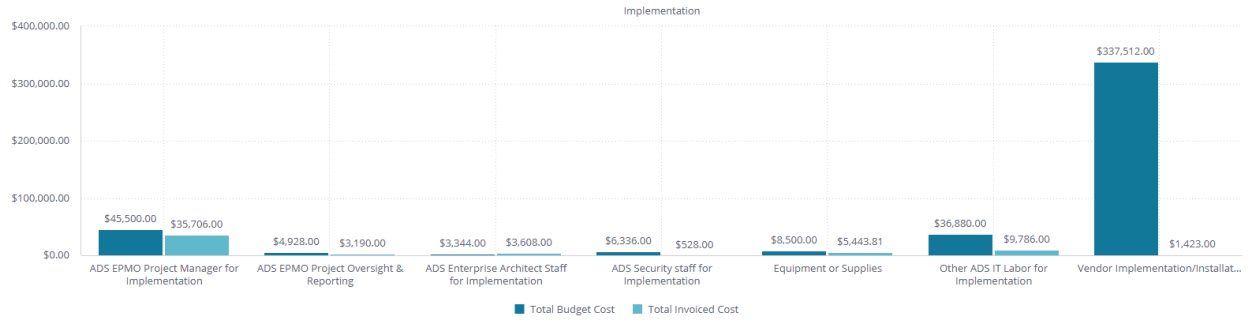


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	NRB - Act 250 Scanning				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Natural Resources Board (NRB)				
<b>Project Start Date</b>	7/1/2021	<b>Project End Date</b>	11/27/2026	<b>Solution Life Cycle (Years)</b>	3
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	The baseline scope includes scanning St. Johnsbury and Essex, VT facilities paper legacy permit folder files and making those newly digitized files accessible to public and staff online. The contract with the scanning vendor is structured as a not to exceed amount, allowing the NRB to scan the maximum amount of files for the appropriated project budget. It is unclear at this time if all files will be able to be scanned for the total budget amount of \$500,000, which includes other costs in addition to the scanning vendor.			
<b>Schedule</b>	Green	The contract was executed on 10/17/2023. The Proof of Concept phase started 11/17/2023 with the initial pick-up of boxes. There are no known schedule issues at this time. Due to ARPA funding the money must be expended by June 2026.			
<b>Budget</b>	Green	The baseline budget was established at \$500,000, actual cost to date equal \$59,684.81, which indicate we are on track. The budget continues to be monitored. This project will utilize ARPA funding (\$500,000) which was authorized by the legislature. ARPA Funds must be obligated by end of 2024 and expend by end of June 2026.			
<b>Scope Summary</b>					
The Natural Resources Board (NRB) Act 250 Scanning Project is an important initiative to digitize and preserve land use permit documents in Vermont. By converting records from 1970 to 2017 into digital format, the project aims to improve access and ensure these valuable resources are preserved for the long term. This effort covers documents from the St. Johnsbury and Essex facilities, capturing a significant portion of Vermont's land use history. Once digitized, these records will be easily accessible through a public database, promoting transparency and informed decision-making. The project also reduces the need for physical storage, saving space and resources, while protecting documents from damage. Overall, the Act 250 Scanning Project supports the NRB's mission to manage land use efficiently and transparently, engaging the public and safeguarding Vermont's natural resources for future generations.					
<b>Schedule Summary</b>					
This digitization effort is divided into the three major stages: Stage 1: State prepares paper documents and boxes and engages in custody transfer. Stage 2: Vendor engages in digitization, digital file upload, box transport, and custody transfer, which includes Proof of Concept with two boxes of materials. Stage 3: State engages in post-scanning processes. The project is anticipated to be completed in June 2026.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>		<b>Total State Implementation Cost</b>		<b>State Fund Type</b>	
\$443,000.00		\$443,000.00		ADS IT Appropriation Funds	
<b>Total Operating Cost</b>		<b>Total State Operating Cost</b>		<b>State Fund Type</b>	
\$57,000.00		\$57,000.00		ADS IT Appropriation Funds	
<b>Total IT Activity Cost</b>		<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>	
\$500,000.00		\$500,000.00		ADS IT Appropriation Funds	

## NRB - Act 250 Scanning Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

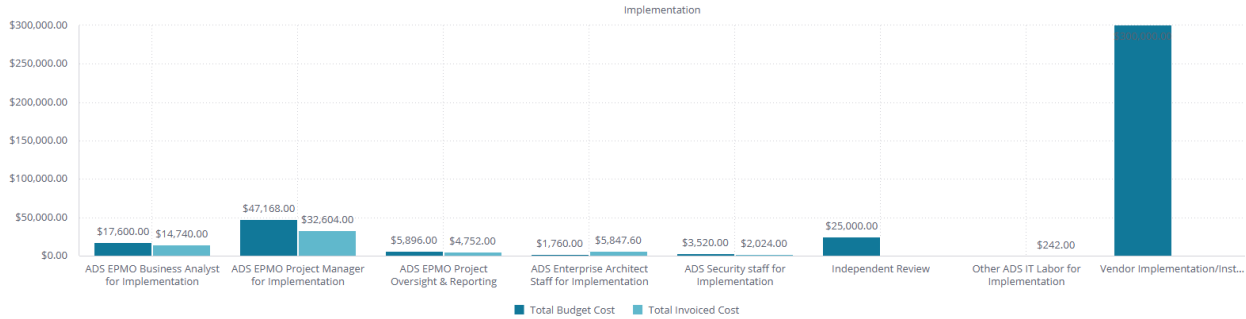


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	PUC-PSD Case Management System				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Public Service Department (PSD)", "Public Utilities Commission (PUC)				
<b>Project Start Date</b>	8/2/2021	<b>Project End Date</b>	3/31/2025	<b>Solution Life Cycle (Years)</b>	2
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	Scope is being reviewed for any significant updates to requirements since the first RFP release in 2022. Updates will be incorporated into the revised RFP.			
<b>Schedule</b>	Green	The project team is working on a revised RFP and plans to have it released prior to the end of 2024.			
<b>Budget</b>	Green	The approved initial estimate for project implementation budget is \$400,944. This project has been inactive pending contracting agreement.			
<b>Scope Summary</b>					
<p>The PUC/PSD Case Management System Project is an important initiative to improve how the Public Utility Commission and Public Service Department in Vermont handle cases and manage records. By introducing a new case management system, the project aims to make processes more efficient and accessible. Key features will include docket and matter management, records management, electronic filing, scheduling, and advanced search capabilities. These tools will help the PUC and PSD manage their workloads more effectively, track case progress, and ensure timely resolutions. Additionally, the project will expand the system's capabilities for the PSD, allowing for a more tailored approach to their needs. This initiative is focused on enhancing collaboration, transparency, and accountability, ultimately providing better regulatory services to the people of Vermont.</p>					
<b>Schedule Summary</b>					
<p>This project schedule has been severely impacted due to an inability to come to agreement with the selected vendor during contracting. Both the Attorney General's Office and ADS leadership had been involved in negotiations. The initial procurement was ended without award due to the failed negotiations. The project team is currently working on a revised RFP to obtain new bids to move the project forward.</p>					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>	<b>State Fund Type</b>			
400944	400944	PSD: Special Fund - 21698 PUC: Special Fund - 21709			
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>	<b>State Fund Type</b>			
893550	893550	PSD: Special Fund - 21698 PUC: Special Fund - 21709			
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>	<b>State Fund Type</b>			
1294494	1294494	PSD: Special Fund - 21698 PUC: Special Fund - 21709			

# PUC-PSD Case Management System Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs



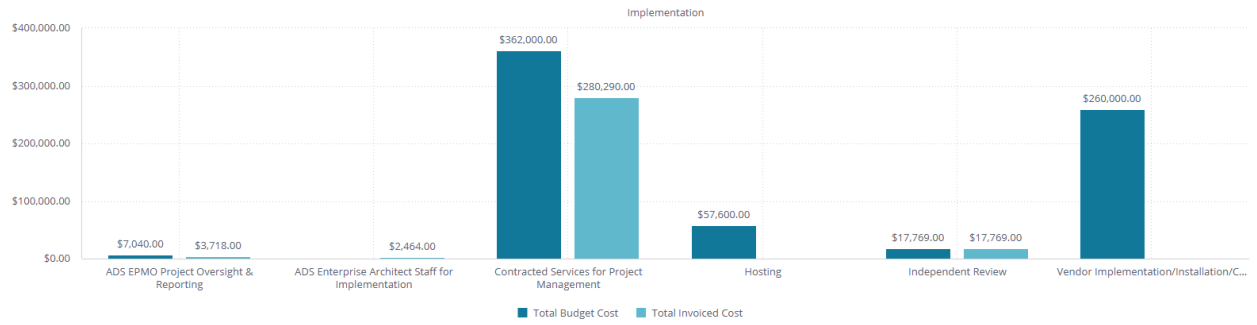


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	SAS - Case Management System (CMS)				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	State's Attorney's and Sheriffs				
<b>Project Start Date</b>	11/1/2021	<b>Project End Date</b>	5/3/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	Scope is on track for implementation.			
<b>Schedule</b>	Red	There is current schedule risk due to unknowns with the integration required with Judiciary. The team is working with Tyler Technologies to review requirements and provide schedule and cost estimates. Effort has been transferred from configuration to integration to mitigate this risk.			
<b>Budget</b>	Yellow	Costs are largely on track with estimates with the exception of unknown costs for Tyler Technologies API programming for integration with Judiciary.			
<b>Scope Summary</b>					
The SAS Case Management System (CMS) Project is an important initiative to modernize how the State's Attorneys and Sheriffs Department in Vermont manage cases. By introducing a new, user-friendly system, the project aims to improve efficiency and collaboration. The CMS will connect with the VT Judiciary Odyssey system, allowing seamless access to court records and updates, enhancing coordination with the judiciary. It will also integrate with Valcor's Crosswinds system, providing access to law enforcement data like incident reports, which will improve coordination with law enforcement agencies. This project is a significant step towards better data integration and streamlined processes, ensuring the SAS can effectively manage cases and provide efficient legal services to the people of Vermont.					
<b>Schedule Summary</b>					
This project is currently in execution. Based on Matrix's current iteration of the project schedule, implementation is expected to complete in May of 2025.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
\$704,409.00	0		n/a		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
\$1,333,906.95	\$813,683.24		General Fund		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
\$2,038,315.95	\$813,683.24		General Fund		

## SAS - Case Management System (CMS) Project Budget Summary

Actual Project Costs through September 2024

Budgeted vs Actual Invoiced Implementation Costs

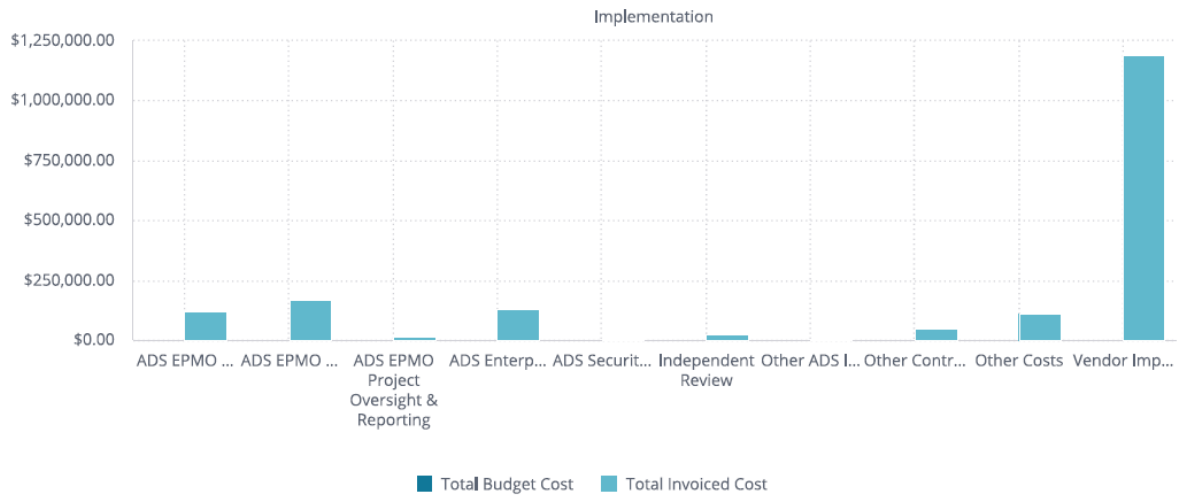


IT ACTIVITY ANNUAL SUMMARY REPORT					
<b>Project</b>	VCCB - Cannabis Control Board Application				
<b>Agency</b>		<b>Report Date</b>	12/2/2024		
<b>Department</b>	Vermont Cannabis Control Board (VCCB)				
<b>Project Start Date</b>	11/15/2021	<b>Project End Date</b>	11/30/2025	<b>Solution Life Cycle (Years)</b>	5
<b>Current Project Phase</b>	Exploring	Initiating	Planning	Executing	Closing
<b>Project</b>	<b>Status</b>	<b>Update</b>			
<b>Scope</b>	Green	For Phase 1 the scope was determined at the beginning of the project with additions identified throughout the project and via additional legislation. Four milestones were added and executed via changes orders and amendments. The last milestone to be added (Milestone 10) was originally designed to be Phase 3, but it was decided that it was more suitable for an amendment to Phase 1A. For Phase 2 the scope was submitted for an SOW RFP and the vendor has been selected.			
<b>Schedule</b>	Yellow	The schedule has been modified to reflect multiple delays and additional milestones added to the project. The project is back on track to conclude in November 2025. Phase 1A will conclude in November 2024 and it will include previous phase 3. Phase 2 is scheduled to be done by November 2025.			
<b>Budget</b>	Green	The original baseline budget for implementation was \$2,092,231.00. Additional scope, via new Statements of Work (SOWs) and SOW amendments, has increased implementation to \$3,297,097.00. The total project budget was updated to \$4,227,022.00 . The actual costs to date are at \$1,851,149.00.			
<b>Scope Summary</b>					
The Cannabis Control Board Application Implementation project is a key initiative to improve how cannabis licensing and regulation are managed in Vermont. This project aims to make the process more efficient, transparent, and compliant. It is divided into two phases: Phase 1 focuses on licensing, product registration, and inventory tracking, including the new Propagator License. Phase 2 will add features for managing medical cannabis programs, enforcement, appeals, and a public registry. The application will serve as a central platform for all stakeholders, streamlining workflows and improving communication. This project is committed to supporting the cannabis industry's growth by ensuring regulatory processes are up-to-date and effective, adapting to legislative changes and industry needs.					
<b>Schedule Summary</b>					
Initial application was split into multiple phases; Phase 1 (License) was completed at the beginning of 2023, and Phase 1A (Product Registration and Inventory Tracking) is 95% done. The baseline due date for Phase 1 was October 2023, but with the additional scope created (Propagator License), the conclusion of Phase 1A was pushed to November 2024. For Phase 2 a vendor was selected (November 2023) and the expectation is that the execution phase will start in January 2025 and be concluded by December 2025.					
<b>Budget Summary</b>					
<b>Total Implementation Cost</b>	<b>Total State Implementation Cost</b>		<b>State Fund Type</b>		
2167230.92	2167230.9200000004		General		
<b>Total Operating Cost</b>	<b>Total State Operating Cost</b>		<b>State Fund Type</b>		
181275	181275		General		
<b>Total IT Activity Cost</b>	<b>Total State IT Activity Cost</b>		<b>State Fund Type</b>		
2348505.92	2348505.9200000004		GeneralGeneral		

# VCCB - Vermont Cannabis Control Board Budget Summary

Actual Project Costs through September 2024

## Budgeted vs Actual Invoiced Implementation Costs






## 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

### 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

### 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 2025
- 12 cabinet-level agencies and departments with technology risk evaluation report cards by 2024
- Standard Service model of IT support of all Core Enterprise Services delivered by 2024
- 5 data sets available for analysis in the new data environment by 2024
- All Dashboards and analytics available through PowerBI by 2024



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 2024
- 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



### For More Information

See the ADS website at <http://digitalservices.vermont.gov/>  
 See the EPMO website at <http://digitalservices.epmo.vermont.gov/>  
 General project inquiries should email [ads-epmo@vermont.gov](mailto:ads-epmo@vermont.gov)  
 EPMO Director: [Stacy.Gibson-Grandfield@vermont.gov](mailto:Stacy.Gibson-Grandfield@vermont.gov)