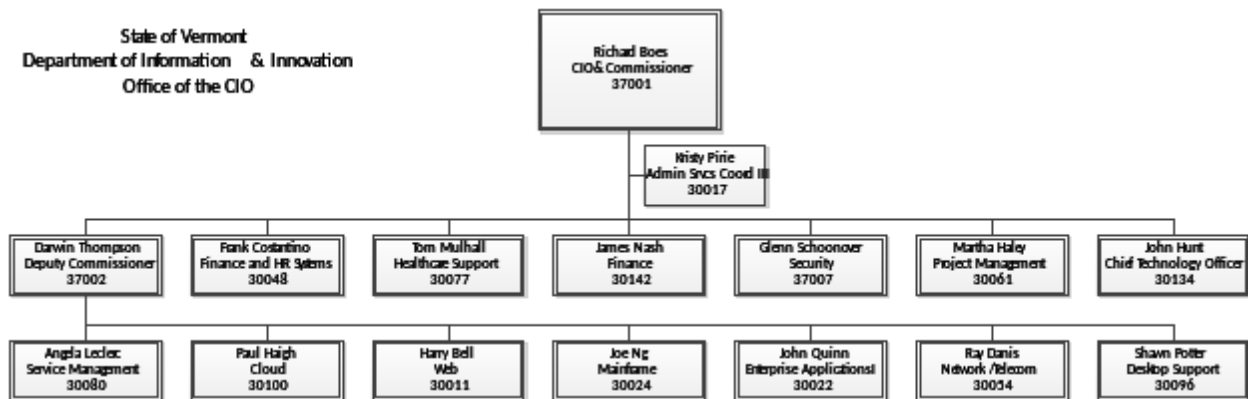


Agency of Administration/Department of Information and Innovation Transition Document

Department Overview

All services delivered by state government to Vermonters are delivered through or facilitated by Information Technology (IT). In recognition of the criticality of IT, the Department of Information and Innovation (DII) was created in 2003 to provide direction and oversight for all IT activities within state government. Direction and oversight reduce risk associated with information technology activities through processes designed to address issues of budget, schedule and alignment of work with appropriate business and IT strategy. Prior to the creation of DII, IT responsibilities were distributed to agencies and departments, where the opportunities for economies of scale or cross-functional coordination were rare. Since 2003, DII has been incrementally consolidating functional areas where a value proposition for consolidated or shared services existed. The effort to create a technology vision and manage it more holistically, and in partnership with departmental and agency leadership, is led by the State CIO, who is also the Commissioner of DII.



DII has 121 FTEs providing: oversight for IT activities within state government; common services such as email and network connectivity; demand services such as application support, cloud hosting and project management, as well as support for healthcare, financial systems, human resources and telecommunications services.

The Office of the CIO provides the leadership and direction for IT within the state and for the department. The primary roles in the office include:

Service Category	FY17 FTEs
Common Services	34.40
Demand Services	62.94
Healthcare	9
ERP	14.66
Total	121

- CIO and Commissioner: provides direction and oversight for all activities directly related to information technology (IT) and security, including telecommunications, equipment, software, accessibility, and networks in State government. See 22 VSA §901.
- Deputy Commissioner: Assists the CIO with strategy execution and manages DII operations
- Chief Technology Officer (CTO): Leads and organizes IT governance efforts and provides oversight of key technology decisions, technical architecture decisions and setting of technology standards.
- Chief Information Security Officer (CISO): provides strategic and tactical information security direction and policy for state government and manages the security operations group
- Director of Finance: Works with agency and department financial leadership on transparency and integration of IT costs. Also manages the internal service fund and IT purchasing

The Services Delivered Through DII

Service	Description	Value Add
General IT support and assistance via the Call Center	Assist state employees with technology issues and service requests by using a standardized approach to technology support based on industry standards, including service desk and change management	Help with day-to-day technology problems so people are able to do their jobs. Centralized so that there is greater consistency of service across state government, and we are able to smooth over spikes and troughs in demand across departments.
Network Service	Centrally administered statewide connectivity to all state owned and leased buildings and the internet.	People and systems are connected and employees can serve citizens, collaborate and do research. Far more cost-effective, due to economies of scale, to provide this as a single service for all state agencies rather than have each manage their own.
Desktop Support	Support of employee computing devices for 60% of state government	Fix day-to-day technology problems with office computing devices so people are able to do their jobs. We will work with those not currently supported centrally to consolidate as appropriate.
Telecommunications	Centrally administered phones and associated support to the desktop	Phone service is available, and day-to-day problems are fixed so people are able to do their jobs, thus eliminating the expense, duplication, and customer confusion that would come from each department managing its own.

Security Consulting and Support	Provides a high-quality, central resource to ensure protection of state data by providing security advice and services to all state agencies	Protects sensitive information from being disclosed to those who would misuse it and ensures consistency of security across all state IT systems
Cloud Services Broker	"One-stop-shop" for all managed Cloud services for agencies providing best in class and best in price performance.	Constantly evaluates alternatives for hosting IT systems and storing state data, thus eliminating the expense, duplication, and customer confusion that would come from each department managing its own.
IT Contracting Support	Assists state agencies and departments with the procurement of Information Technology (IT) related services through competitive selection and negotiated contracts	Helps employees navigate procurement and contracting rules and optimize price and value when buying IT goods and services. Gain economies of scale by buying in volume as one enterprise rather than each agency buying smaller quantities at higher price.
Web Services	Maintains Vermont.gov and the open data portal.	Provides an entry point for citizens to do business with state government thus eliminating the expense, duplication, and customer confusion that would come from each department managing its own portal
Enterprise Application Support	Central administration of applications that support the email system, file storage, eDiscovery, mobile device management, and remote connectivity	Employees are better able to collaborate and do work with modern automation and software thus eliminating the expense, duplication, and customer confusion that would come from each department managing its own.
Enterprise Resource Planning (ERP) Support Services	Maintain, update and enhance ERP systems and platforms to deliver functionality that enables mission critical Human Resources and Financial Management.	Employees and contractors get paid accurately and timely. State employee recruitment, retention and assistance is administered efficiently thus eliminating the expense, duplication, and customer confusion that would come from each department managing its own.
IT Project management, IT project oversight, and project management training	Assists departments/agencies with the successful completion of Information Technology (IT) projects through project management oversight and the use of standards, templates and	Likelihood of project success is increased and business value is delivered as planned.

	best practices	
Computing (Mainframe) Support Services	Provides computing services for agencies	Government service transactions are available, accurate and secure. We rely on one mainframe thus maximizing efficiency over having each user department have its own at tremendous expense.
Oversight of statewide IT activities	Review and approval of business cases, RFPs and contracts along with ongoing enterprise architecture and project management oversight for large projects.	Projects with a technology component are approved only when there's a distinct business value. Oversight also identifies synergies across government by having visibility into activities in all agencies and departments. <i>Success requires Executive support.</i>

Major and Evolving Issues

Most Important		
The Challenge	The Risk	The Mitigation
Statewide IT costs are not yet tracked consistently across state government. We believe we are tracking about half of IT expenses as IT expenses.	Difficult to measure and find efficiencies and holding departments accountable for operating expenses.	Train and enforce use of new IT chart of accounts.
Upgrade or replace the state government financial management platform (VISION)	A big, expensive project that should provide a commensurate business value. Not upgrading puts us at risk of catastrophic failure.	Strengthen the partnership between DFM, DHR and DII. Use objective analysis of data/alternatives and collaborative decision making to make a decision on the best path forward.
The State relies heavily on older (legacy) systems. We estimate about 60% of our systems fall in the legacy category.	These older systems lack adequate data reporting for informed decision making and are not agile thus making it harder to change them when policy or rules change.	Prioritize and fund legacy system replacement. Identify opportunities to leverage data in legacy systems and deliver access/functionality in different ways when replacement is not practical.
Important		
The Challenge	The Risk	The Mitigation
Using the data in state government systems to our collective (citizens and government) best advantage	Not doing so means decision makers in state government may not be making the best business decisions	Data is an asset that has value. To exploit this concept requires completion of initiatives in progress, such as data governance and records management projects.

Increased security threats	Work stoppage and data loss	We have been successful thwarting most threats and must continue to invest in solutions to protect state resources.
Increase workforce mobility	Today's workforce expects to be able to do their job from anywhere, and being mobile enabled will help efficiency, recruitment and retention efforts.	Develop mobile policy and ensure that older equipment is replaced at the end of its lifecycle.
Employee work trends and expectations indicate the need for a "bring your own device" (BYOD) policy. BYOD is the practice of allowing employees to use their own computers, smartphones, or other devices for work purposes.	Data security risk; Support becomes more complex because of a proliferation of devices/brands/models, etc.	Develop and continuously improve BYOD policy by engaging business units, HR, legal and/or compliance departments, procurement, the finance office, and where applicable, labor unions and work councils as well as IT.
Upgrading telephone system and reduce cost	The Voice over Internet Protocol (VoIP) system will save money and the quicker we implement, the more we save. The risk is leaving savings on the table if we don't execute quickly.	Identify and remove roadblocks early. We need visible executive support and to keep users informed of transition schedules and new processes.
Expand the State Open Data Portal (data.vermont.gov) which supports transparency efforts and has the potential to fill a much greater role in making data and information available both inside state government and to the public.	Not meeting citizen demand for transparency	Work with stakeholders including the Chief Performance Officer to realize the full potential of the system.

Inter-Agency Issues

We intend to centralize the remainder of common and infrastructure services and support a distributed model for management of application development and support, as outlined the right.

Vermont, Information technology professionals in all Branches, Agencies, and Departments of state government work in a “federated” environment with only 24% of the IT work force centralized (DII is the central IT group). Most common services, like email, desktop licensing and internet access are centralized and delivered by DII.

Benefits of centralization of common services and infrastructure include better economies of scale, more resiliency, and better outcomes for citizens by allowing decentralized IT to focus on program specific software applications, such as grants management, case management and permitting/licensing.

Legislation

The definition of Information Technology in Statute 3 VSA §2222 (a) should be updated because it hasn’t changed since 1996.

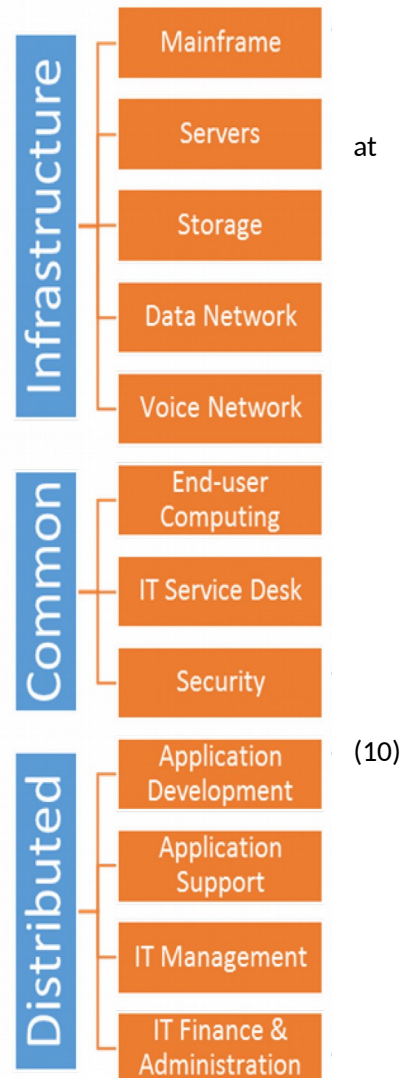
External Groups and Organizations

[National Association of State Chief Information Officers](#)

[National Association of State Technology Directors](#)

General Information

Major Projects -



http://epmo.vermont.gov/sites/epmo/files/Reports/FY17_1stQuarter_Million_Report%202016%200818.pdf