



**Department of Information and Innovation**  
**Strategic Plan**

Planning Period: Fiscal Year 2013 - 2018

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## Message from the Commissioner

As we look toward the future, it is becoming increasingly true that technology makes possible many of the services that each of us, including many citizens throughout the state, take for granted. When technology works, it's invisible, but when it fails, the impact can be large and far reaching. With the recent devastation from Irene so clear in everyone's mind, the reliability and recoverability of our technology infrastructure and services has moved up the list for those items that are critical to the State's business. Yet, our past is littered with examples of critical services not being designed or implemented as critical items.

Technology is a tool to achieve a business objective. To meet that objective, the technology must enhance the value of the business by either driving down operational costs or by making it more useful. This is supported by a statutory independent review requirement, but we must do more. Ensuring the success and value of technology projects requires holistic planning to leverage technology already in place and avoid costly duplication. DII supports this aim through adopting an enterprise project management and enterprise architecture strategy for all high value or high risk projects.

Of course, technology does not come without its own inherent risk, and we must be able to weigh those fairly in order to determine the business value. Technology changes very quickly; the technology life cycle of new mobile devices is changing so quickly that there is a replacement product in 6 months and the useful life is generally limited to about 2 years. For other technologies, the life can be somewhat longer, but 3-5 years is still the norm. Throughout the State, we commonly use technology well past its estimated end of life, sometimes with success and sometimes until failure. However, even when successful, we have not always considered the true business impact to the State.

To assist us with making technology decisions, we consider and weigh multiple factors, including:

- Does the technology help us drive down the cost of doing business or drive up the value of the service it provides?
- Is it reliable and what is its availability to those that use the service?
- Is it green, or more precisely, what is its impact on our environment (power consumption, hazardous recycling, etc.)?
- Does it inter-operate with other services throughout the State?
- What is the sustainability plan and are there adequate resources to make continuous operations practical or cost effective?
- Is it safe and secure?

- And finally, can it be delivered with appropriate quality of service?

It is through these types of questions, and the associated answers, that we can partner with the business units to make appropriate decisions regarding the use of IT in the State. I am very optimistic that through working together, we can help make the future better for future generations.

## Department Overview

The Department of Information and Innovation (DII) was created in 2003 to provide direction and oversight to the state and to help state government make well informed investments in information technology (IT). The state Chief Information Officer (CIO) position was created the same year, and the CIO is also the DII Commissioner. DII provides architecture, design, and hosting services (Infrastructure-as-a-Service) for the underlying systems upon which many business processes and supporting data reside. DII also provides telephone service, access to the internet, enterprise application support (e.g. email), software support, transactional systems such as those used by finance and human resources, datacenters, project management, business analysis, technical security, and web services. DII also hosts an IBM mainframe system which supports many legacy systems throughout the state. DII's budget includes a statewide IT allocation and revenue from various demand services such as telecom and mainframe activities. The overall cost to sustain the infrastructure that supports our mission is about \$19 million annually.

## Department Strategic Planning Process

Our strategic planning process started with a management review of our most recent five year plan. After reviewing the plan, we conducted a series of meetings with subject matter experts and captured our high level goals and priorities. These sessions resulted in documentation we then used to conduct a facilitated discussion with our management team. This discussion included 3 members of the Agency of Human Services technical staff, and we were guided by staff from the Department of Human Resources. By the end of this session, we had updated and validated a vision statement and had prioritized our 5 major goals. We left all of the notes on the wall in the conference room, and over the next week, we received feedback from DII staff members. We incorporated this feedback as appropriate into the goals, strategies, and measures reflected in this strategic plan.

## Department Mission

We support the business needs of State government through the successful and effective use of technology.

## Department Vision, 2015

Achieve cost savings by leveraging technology to drive down the cost of doing business.

## Department Values, 2015

Collaboration  
Communication  
Trust  
Competence  
Teamwork

## Department Goals for the planning period, related to Statewide Priorities

### Goal 1: Healthcare: By 2015, we will have the capability to use technology to replace high cost business processes in healthcare.

Statewide Priority this goal serves:

6 – Affordable Healthcare

#### Performance Measure(s)

- The Health Insurance Exchange (HIX) will be in production by 2014.
- We will have a plan in place for modernization of the rest of the healthcare systems (other than HIX) by 2015.

Strategies (Projects, programs, and/or activities designed to implement the goal and achieve its measures)

- Implement internal and outsourced Service Oriented Architecture environments.
- Create Healthcare IT Governance Model with appropriate stakeholders.

### Goal 2: Transparency: Technology throughout state government will show measureable business value for all significant investment.

Statewide Priority this goal serves:

5 – State Government and Employees

#### Performance Measure(s)

- Publish DII budget calculations including forecasted allocated costs, demand costs, and project and architecture costs by April 2012.
- Publish quarterly project status for projects costing \$100K or more, including justifications, scope statements, expenditures, and progress by February 2012; number of projects tracked, ratio of projects with complete information to projects over \$100K.
- Publish expenditures vs. budget for allocated, demand, and project costs by August 1st 2012.
- Publish technology expenditures as a ratio of overall state budget by July 1st 2012.

Strategies (Projects, programs, and/or activities designed to implement the goal and achieve its measures)

- Modify cost models to align services and budget

- Partner with state-wide business units on technology projects using an Enterprise Architecture approach and leveraging centralized Enterprise Architecture (EA), Enterprise Project Management (EPM), Business Analysis and Project Portfolio Management.

### **Goal 3: People: We will maximize business value by appropriately resourcing projects and operations.**

Statewide Priority this goal serves:

- 5 – State Government and Employees
- 1 – The Economy

Performance Measure(s):

- In order to match technology skill sets with planned priority initiatives for the next five years, we must catalog current State Government technologist skill sets by FY14.
- Identify gaps between required skill sets for Information Technologists positions with planned initiatives for the next five years by FY14.

Strategies (*Projects, programs, and/or activities designed to implement the goal and achieve its measures*)

- Inventory Technology Skill sets and capacity (# of people) across State Government to develop a baseline for gap analysis against enterprise project requirements.
- Partner with DHR to complete a gap analysis of skills currently identified in job specifications versus skills to develop a continuous learning program for information technologists – legacy vs. future needs. Title 22 V.S.A. § 901(9).
- Change the DHR process to include a State CIO review of all new Information Technologists job postings to ensure they align the planned priority initiatives.
- Enhance current Internship program with DHR to call out Information Technology Skills that the State could utilize on projects. Include an inventory of specific programs that Vermont colleges and universities are offering that could potentially lead to internships based on need.
- Survey technologists to measure satisfaction with current compensation and benefit packages.
- Partner with DHR to review existing job classifications, compensation assigned to them, and determine whether new classifications would need to be created, or to modify existing classifications, and assign the appropriate compensation to them.
- Develop a Statewide Information Technologists survey with assistance from IT Management across all departments and agencies in order to identify the gaps perceived by staff.
- Review gap analysis and line it up with planned priority initiatives. Identify action items based on gap analysis.

## **Goal 4: Reliability/Availability: We will ensure appropriate business outcomes through technology process and policies thereby enhancing the reliability and availability of appropriate services.**

Statewide Priority this goal serves:

- 5 – State Government and Employees
- 3 – Vermont’s Infrastructure

Performance Measure(s)

- Transition 10 agencies/departments “systems” to sustainable State Private Cloud infrastructure through DII technology optimization projects by 2015. (Administration, Natural Resources, Human Services, Public Safety, Agriculture, Education, Sherriff, misc.). Optimization projects include centralization of data centers, physical/virtual infrastructure, and networking, unifying processes, responsibility and best practices.
- The State of Vermont “systems” listed above will be documented through an Enterprise Architectural review process by 2015. System reliability and availability can only be achieved when systems are sustainable and meet business expectations. DII will document systems to adequately describe Business Value, 5 Year Cost Model, Detailed Design and Security Assessment and Compliance.
- 3. 85% of physical systems will be transitioned to virtual by 2015. Increased Virtualization of systems throughout the State of Vermont will increase reliability and availability through the abstraction of physical infrastructure and the adherence to the States “Virtualization First Policy”.

Strategies (Projects, programs, and/or activities designed to implement the goal and achieve its measures)

- Complete the iTOP project by 2015
- Establish Enterprise Architecture program, processes and inventories.
- Establish Public/Private Cloud service orientation and Service Delivery, Configuration Management and other unified processes for Centers of Excellence by 2015.
  - Establish Physical Center of Excellence (PCOE) by 2013
    - Unified Equipment service management by 2014
    - Life Cycle Replace Policies by 2013
  - Establish Virtual Center of Excellence (VCOE) by 2013
    - Establish Virtualization First Policy by 2013
    - Target 85% virtualization by 2015
    - Unified Virtual capacity service management by 2014
  - Establish Data Centers of Excellence (DCOE) by 2013
    - Primary Data Center Enhancement by 2014
    - Secondary Data Center relocation/enhancement by 2013

- Establish Network Centers of Excellence (NCOE)
  - Expansion of Redundant Paths
  - Expansion of Wireless connectivity
- Create Master Enabling Agreements with public cloud providers.

## Appendix A: Department Statutory Authority/Relevant Rules & Regulations

### **3 V.S.A. § 2283b Department of information and innovation.**

*The department of information and innovation is created within the agency of administration. The department shall administer the programs and perform the functions assigned to it in [chapter 15](#) (DEPARTMENT OF INFORMATION AND INNOVATION) of [Title 22](#) (Libraries, History, and Information Technology) and is charged with other responsibilities assigned to it by law.*

*Added 2003, No. 31, § 3; 2011, No. 3, § 82, eff. Feb. 17, 2011.*

*From Chapter 15:*

### **§ 901. Department of information and innovation**

*The department of information and innovation, created in 3 V.S.A. § 2283b, shall have all the responsibilities assigned to it by law, including the following:*

*(1) to provide direction and oversight for all activities directly related to information technology, including telecommunications services, information technology equipment, software, accessibility, and networks in state government;*

*(2) to manage GOVnet;*

*(3) to review all information technology requests for proposal in accordance with agency of administration policies;*

*(4) to review and approve information technology activities in all departments with a cost in excess of \$100,000.00, and annually submit to the general assembly a strategic plan and a budget for information technology as required of the secretary of administration by 3 V.S.A. § 2222(a)(9). For purposes of this section, "information technology activities" is defined in 3 V.S.A. § 2222(a)(10);*

*(5) to administer the independent review responsibilities of the secretary of administration described in 3 V.S.A. § 2222(g);*

*(6) to perform the responsibilities of the secretary of administration under 30 V.S.A. § 227b;*

*(7) to administer communication, information, and technology services, which are transferred from the department of buildings and general services;*

*(8) to inventory technology assets within state government;*

*(9) to coordinate information technology training within state government;*

*(10) to support the statewide development of broadband telecommunications infrastructure and services, in a manner consistent with the telecommunications plan prepared pursuant to 30 V.S.A. § 202d and community development objectives established by the agency of commerce and community development, by:*

*(A) purchasing telecommunications services or facilities at rates competitive within the national marketplace;*

*(B) sharing bandwidth with service providers or other users;*

*(C) establishing equipment colocation arrangements with service providers; or*

*(D) making other reasonable arrangements;*

*(11) to provide technical support and services to the departments of human resources and of finance and management for the statewide central accounting and encumbrance system, the*

*statewide budget development system, the statewide human resources management system, and other agency of administration systems as may be assigned by the secretary.*

*Added 2003, No. 31, § 6; amended 2003, No. 164 (Adj. Sess.), § 17, eff. June 12, 2004; 2007, No. 65, § 9b; 2009, No. 1 (Sp. Sess.), § E.100.2, eff. June 2, 2009; 2009, No. 156 (Adj. Sess.), § E.100.2; 2011, No. 3, § 87, eff. Feb. 17, 2011.*

**§ 902. Appointment of commissioner; powers and duties.**

*(a) The governor, with the advice and consent of the senate, shall appoint the commissioner of information and innovation who shall be the chief information officer of the state. The commissioner shall appoint a deputy commissioner who shall serve at the pleasure of the commissioner.*

*(b) The commissioner shall serve as the administrative head of the department of information and innovation.*

*Added 2003, No. 31, § 6.*

**902a. Information technology internal service fund.**

*(a) An information technology internal service fund is created to support activities of the department of information and innovation.*

*(b) An agency, department, or division or other state or nonstate entity which receives services of the department of information and innovation shall be charged for those services on a basis established by the commissioner of information and innovation with the approval of the secretary of administration.*

*Added 2007, No. 65, § 283.*

**From Chapter 16 THE VERMONT WEB PORTAL:**

**§ 950. Purpose**

*The purpose of the Vermont web portal is to increase, at no cost to the taxpayer, the ease of accessing needed information.*

*Added 2005, No. 203 (Adj. Sess.), § 1, eff. May 30, 2006.*

**§ 951. Definitions**

*As used in this chapter:*

*(1) "Public information" means any state data that is included within the information deemed to be public pursuant to the Freedom of Information Act and other provisions of law providing for release of information to the public at large or to specified groups or recipients.*

*(2) "Self-funded web portal" means the centralized electronic information system by which public information is disseminated or collected via the internet, supported entirely with fees collected for financial transactions through the portal.*

*(3) "State data" means any information stored, gathered, or generated in electronic or magnetic form by a state agency.*

*(4) "Vermont web portal board" or "board" means the board established in section 952 of this title.*

*Added 2005, No. 203 (Adj. Sess.), § 1, eff. May 30, 2006.*

**§ 952. Vermont web portal; Vermont web portal board; membership**

(a) *There is created the Vermont web portal which shall be governed by a board consisting of 10 members as follows:*

(1) *The commissioner of information and innovation or his or her designee;*

(2) *The secretary of state or his or her designee;*

(3) *The secretary of administration or his or her designee;*

(4) *The state librarian or his or her designee;*

(5) *The court administrator or his or her designee;*

(6) *One member or his or her designee who is an officer of the executive branch as identified in subsection 1003(b) of Title 32, other than of the department of finance and management, the department of information and innovation, and the department of libraries, and who shall be appointed by the governor;*

(7) *Two members appointed by the Vermont state employees' association; and*

(8) *One member of the house of representatives who is also a member of the legislative information technology committee, appointed by the speaker of the house, and one member of the Vermont senate who is also a member of the legislative information technology committee, appointed by the committee on committees.*

(b) *The board shall annually elect one of its members as chair of the board and may also elect a vice chair and a secretary.*

(c) *Six members of the board shall constitute a quorum, and the affirmative vote of six members shall be necessary for any action taken by the board. No vacancy in the membership of the board shall impair the right of a quorum to exercise all rights and perform all the duties of the board.*

(d) *The board shall meet at least semiannually.*

(e) *Members of the board, except for legislative members, shall serve without compensation but shall be eligible to receive reimbursement for mileage and for expenses.*

(f) *Legislative members of the board shall be entitled to the same per diem compensation and reimbursement for actual and necessary expenses as provided members of standing committees under section 406 of Title 2.*

*Added 2005, No. 203 (Adj. Sess.), § 1, eff. May 30, 2006.*

**§ 953. Vermont web portal board; duties.**

(a) *The board shall:*

(1) *Oversee the development of a self-funded web portal and establish charges for the services it provides;*

(2) *Oversee development, implementation, and promotion, in cooperation with the department of information and innovation, of electronic commerce and digital signature applications involving the state of Vermont;*

(3) *Serve in an advisory capacity to the agency of administration and other state agencies regarding the dissemination and collection of state data to and from the citizens and businesses of Vermont;*

(4) *Seek advice from the general public, users of the web portal, professional associations, academic groups, and institutions and individuals with knowledge or interest in computer networking, electronic mail, public information access, gateway services, add-on services, and electronic filing of information;*

(5) Accept gifts, donations, and grants for the support of the Vermont web portal; and  
(6) Oversee drafting and implementation by the department of information and innovation of the contract with the web portal service provider. This contract shall comply with state security and privacy standards.

(b) All state agencies shall cooperate with the board in providing assistance as it may request for the achievement of its purpose. Services and information to be provided by any agency shall be specified pursuant to a written agreement between the board and the agency.

(c) Any charges created or changed by the board shall be approved as follows:

(1) All such charges shall be submitted to the governor who shall send a copy of the approval or rejection to the joint fiscal committee through the joint fiscal office together with the following information with respect to those items:

(A) the costs, direct and indirect, for the present and future years related to the charge;

(B) the department or program which will utilize the charge;

(C) a brief statement of purpose;

(D) the impact on existing programs if the charge is not accepted.

(2) The governor's approval shall be final unless within 30 days of receipt of the information a member of the joint fiscal committee requests the charge be placed on the agenda of the joint fiscal committee or, when the general assembly is in session, be held for legislative approval. In the event of such request, the charge shall not be accepted until approved by the joint fiscal committee or the legislature. During the legislative session, the joint fiscal committee shall file a notice with the house clerk and senate secretary for publication in the respective calendars of any charge approval requests that are submitted by the administration.

*Added 2005, No. 203 (Adj. Sess.), § 1, eff. May 30, 2006; amended 2009, No. 146 (Adj. Sess.), § B16.*

#### **§ 2222. Powers and duties; budget and report.**

(a) In addition to the duties expressly set forth elsewhere by law the secretary shall...

... (9) Submit to the general assembly concurrent with the governor's annual budget request required under 32 V.S.A. § 306, a strategic plan for information technology which outlines the significant deviations from the previous year's information technology plan, and which details the plans for information technology activities of state government for the following fiscal year as well as the administration's financing recommendations for these activities. All such plans shall be reviewed and approved by the commissioner of information and innovation prior to being included in the governor's annual budget request. The plan shall identify the proposed sources of funds for each project identified. The plan shall also contain a review of the state's information technology and an identification of priority projects by agency. The plan shall include, for any proposed information technology activity with a cost in excess of \$100,000.00:

(A) a life-cycle costs analysis including planning, purchase and development of applications, the purchase of hardware and the on-going operation and maintenance costs to be incurred over the expected life of the systems; and a cost-benefit analysis which shall include acquisition costs as well as operational and maintenance costs over the expected life of the system;

(B) The cost savings and/or service delivery improvements which will accrue to the public or to state government;

(C) A statement identifying any impact of the proposed new computer system on the privacy or disclosure of individually identifiable information;

*(D) A statement identifying costs and issues related to public access to nonconfidential information;*

*(E) A statewide budget for all information technology activities with a cost in excess of \$100,000.*

*(10) The secretary shall annually submit to the general assembly a five-year information technology plan which indicates the anticipated information technology activities of the legislative, executive, and judicial branches of state government. For purposes of this section, "information technology activities" shall mean:*

*(A) The creation, collection, processing, storage, management, transmission, or conversion of electronic data, documents, or records;*

*(B) The design, construction, purchase, installation, maintenance, or operation of systems, including both hardware and software, which perform these activities.*

*....(g) (1) The secretary of administration shall obtain independent expert review of any recommendation for any information technology activity initiated after July 1, 1996, as information technology activity is defined by subdivision (a)(10) of this section, when its total cost is \$500,000.00 or greater. Documentation of such independent review shall be included when plans are submitted for review pursuant to subdivisions (a)(9) and (10) of this section. The independent review shall include:*

*(A) An acquisition cost assessment;*

*(B) A technology architecture review;*

*(C) An implementation plan assessment;*

*(D) A cost analysis and a model for benefit analysis; and*

*(E) A procurement negotiation advisory services contract.*

*(2) The secretary of administration may assess the costs of such reviews to the departments making the information technology recommendations....*

[Agency of Administration Bulletin 3.5 Contracting Procedures](#)

[ACT 59 - An act relating to establishing a government transparency office](#)

**Appendix B: Action Plans for Each Goal in the Strategic Plan**

TBD by March 2012