Vermont Legislative Information Technology

Five-Year Information Technology Strategic Plan

Approved by

the

Legislative Information Technology Committee

May 1, 2008

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STATE OF VERMONT
GENERAL ASSEMBLY

MEMORANDUM

To: Members of the Legislative Information Technology Committee

From: Duncan W. Goss, Director of Information Technology

Date: May 1, 2008

Subject: Five-Year Information Technology Strategic Plan

The attached document is a strategic plan for the long-term development of information technology here at the Vermont state house. It is a blueprint which will guide our future efforts to ensure that the legislature will have the tools required in order for it to fulfill its mission to the people of the State of Vermont.

The strategic plan describes a number of business objectives which have been identified as being critical to the mission of the Vermont legislature, and lists goals to be met to support those business objectives. Finally, strategies are proposed in furtherance of those goals. These strategies are conceptual; specific technologies, tools, and other details are omitted.

The appendix to this document lists current, planned, or contemplated projects intended to implement the defined strategies. Each project is described briefly, and is assigned a priority and a very tentative time frame for completion.

The completed plan was reviewed, discussed, and approved by the Legislative Information Technology Committee at the May 1, 2008 meeting.

The plan will be revised and reviewed annually to take into account changing legislative requirements, new technologies, etc.

VERMONT LEGISLATIVE INFORMATION TECHNOLOGY

Five-Year Information Technology Strategic Plan

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1. MISSION STATEMENT

The mission of the Legislative Information Technology Department is to effectively support the mission of the legislature as set out in the state's Constitution. Chapter II, sections 1 and 2, directs the Senate and the House of Representatives to exercise the "Supreme Legislative power" and directs that, together with the Governor, the Senate and House of Representatives shall "govern the State of Vermont." Chapter I, Article 20, requires that these powers be exercised through direct and unimpeded communication with the people by guaranteeing the peoples' "right to instruct their representatives - and to apply to the Legislature for the redress of grievances…"

2. BUSINESS OBJECTIVES

Business objectives are statements of the several specific requirements which the IT operation must meet in order to fulfill the defined mission.

- ***Quality Information.*** To generate and maintain high-quality information regarding the legislative process, issues under consideration by the Vermont legislature, and the operations of the legislative branch of government, including supporting documents and historical records.

- ***Access.*** To ensure that members and staff have ready access to this information when and where it is required, and to ensure public access to legislative information and legislative history.

- ***Training and Education.*** To ensure that members and staff have the skills and training to effectively utilize legislative information and access the system.

- ***System Reliability***. To ensure the reliability and security of the legislative information system.

- ***System Development***. To develop a formal process to identify and implement new information technology applications for the legislature to operate efficiently and effectively.

3. GOALS AND STRATEGIES

Goals and strategies are specific tasks which must be undertaken to meet and support the defined business objectives. Current and future projects to implement these strategies are listed and discussed in **Appendix A**.

3.1. Business Objective: Quality Information

Goal: Integrated Legislative Automation

Strategy: The quality of information, its management, storage and access will be enhanced through legislative automation software. (Page A-2)

Goal: Improved Records Management

Strategy: Legislative records will be stored in a durable, non-obsolescent electronic format, in a structured, easily accessed database for purposes of legislative and historical research. (A-3)

Strategy: The legislature will move from audio recording in digital format on CD media to recording in digital format on a network-attached storage device. (A-4)

Strategy: The Legislature will continue its efforts to preserve Legislative tape recordings. (A-5)

Goal: Email as a Public Record

Strategy: Email messages received and sent by the members and staff of the Vermont legislature which relate to the legislative process will be retained and managed according to a retention policy based upon statutory and operational requirements rather than technological limitations. (A-6)

3.2. Business Objective: Access

Goal: Member Access

Strategy: The legislature will provide its members with services and tools to efficiently serve the public both during the legislative session and during the interim. (A-7)

Goal: Electronic Distribution of Documents (Paper Reduction)

Strategy: To reduce the amount of information distributed in hard copy while maintaining legislator, staff, and public access to information. (A-8)

Goal: Wireless Access

Strategy: The Legislature will provide its members, its staff, and the public with wireless computer access throughout the Vermont state house. (A-9)

Goal: Public Access to Documents

Strategy: The legislature will facilitate public access to legislative documents and records via the World Wide Web. (A-10)

Goal: Public Access to the Legislative Process

Strategy: The legislature will facilitate public participation in the legislative process through the distribution of audio recordings of chamber deliberations and committee proceedings via the World Wide Web. (A-11)

3.3. Business Objective: Training and Education

Goal: Member and Staff Training

Strategy: Members of the legislature will have sufficient technical training to allow them to make effective use of the tools and services which it provides. (A-12)

3.4. Business Objective: System Reliability

Goal: Fault Tolerance/Robust Networking

Strategy: The Legislative Information Technology Department will implement redundant systems and other fault-tolerant technologies in order to ensure that the state house computer system will continue to perform even in the event of hardware or software errors. (A-13)

Goal: Disaster Recovery/Business Continuity

Strategy: The Legislative Information Technology System will be available to support the legislative mission at all times and places that are or may be required, regardless of natural or other disaster. (A-14)

3.5. Business Objective: System Development

Goal: Re-evaluation of Email applications

Strategy: The Legislative IT Department will re-evaluate the email application used at the Vermont state house to determine its suitability to support current and future needs. (A-15)

Goal: Enhanced Voice and Video Communications

Strategy: The Vermont legislature will pursue technologies to improve voice and video communication services. (A-16)

Goal: Improved Presentation Infrastructure

Strategy: The Vermont legislature will pursue technologies to improve presentations in committee rooms and elsewhere. (A-17)

Goal: Strategic Planning Process

Strategy: IT projects undertaken by the legislature will be consistent with the goals of the five-year plan, will be appropriate to the need and to the resources available, and will be implemented as efficiently and as completely as possible. (A-18)

APPENDIX A: CURRENT AND FUTURE PROJECTS

For each of the strategies listed above, one or more current and/or future projects are defined. On the following pages, current projects related to each strategy are shown, together with discussion of planned or proposed future projects.

Each project is described briefly, and assigned a priority and a very tentative time frame for completion.

Some of the proposed projects depend upon the completion of other projects; some may require significant investments in hardware, software, infrastructure or staff.

Proposed projects are subject to approval by the Legislative Information Technology Committee and legislative management, and are contingent upon funding as provided by the appropriations committees.

Business Objective: **Quality Information**

Goal: **Integrated Legislative Automation**

Strategy: **The quality of information, its management, storage and access will be enhanced through legislative automation software.**

The legislative process is a complex one, and the information that it produces requires accuracy, strong change management, and ease of access for both legislative and archival purposes. The current state of this process in Vermont relies too heavily on manual processes, duplicate entry of information, and an inadequate archival system.

Current Projects:

Legislative Database Project: The Legislative Information Technology Department, the office of the Clerk of the House, the office of the Secretary of the Senate, and the Legislative Council have undertaken a multi-year project to implement an integrated legislative automation software package from International Roll-Call (IRC) of Mechanicsville, Virginia.

IRC's Legislative Management System (LMS) is a commercial software application currently in use in 14 state legislatures. The system will be customized to meet the requirements of the Vermont legislative environment.

The LMS will replace the locally written and maintained Legislative Information Database (also called the Bill Tracking System), which no longer meets the needs of the Vermont legislature.

The target date for full deployment of the customized LMS system is January 1, 2009.

Joint Fiscal Office Budget System Project: The Joint Fiscal Office is currently undertaking a multi-year project to develop an automated system to produce the legislative budget bills. The JFOBud system is based on an existing budget system developed in the Utah legislature, and is being modified by local staff to work in the Vermont legislative and fiscal environment.

As of April, 2008, the new system is running in parallel with the old manual process. The target date for full implementation is the end of the 2007-2008 legislative session.

Future Projects:

The current legislative database project calls for the installation of only nine of the currently available 16 LMS modules. In the future, the legislature may decide to purchase and implement additional modules to support various other aspects of the legislative process.

In particular, we hope to add modules to automate the bill drafting process. These modules are currently in development at International Roll-Call.

Priority: *Medium*
Time frame: *3-5 years*

Business Objective: **Quality Information**

Goal: **Improved Records Management**

Strategy: **Legislative records will be stored in a durable, non-obsolescent electronic format, in a structured, easily accessed database for purposes of legislative and historical research.**

Currently, many of our legislative records are stored in hard copy at the Archives, in Public Records, and at the state house. Much of this data originated in electronic form on our computer system. While we do retain electronic copies of most documents, management of this part of the legislative record is woefully inadequate.

It is difficult (in fact impossible) to consistently locate all on-line documents relating to a particular bill or issue. Organizing and indexing our electronic documents for archival preservation and access is beyond the scope of our current operations.

Current Projects:

None.

Future Projects:

Document Imaging: It is now possible to optically scan documents and store them electronically. Scanned documents can include handwritten notes and other addenda to printed material. When properly indexed, locating a particular document can be a matter of moments, as compared to the hours or days it can take to retrieve a hard copy document from the Archives or Public Records.

We will develop a pilot project to scan, index, and store a subset of the legislative bill files. These files contain the entire history of a bill from the first request from a member for draft legislation, the research and drafting process, the legislative process including committee actions, member and committee amendments, etc. They can be quite extensive, and we do not have space in the state house to store the files from more than one prior legislative session.

The pilot project will duplicate selected bill files in an online form. An online index will identify each document and provide easy access for future reference. Ideally, each file will contain links to related information, such as the bill status data and audio recordings of committee and floor deliberations.

If this pilot is successful, we should plan for a major project to provide for complete imaging and permanent retention of all bill files and other legislative information in electronic format. This project will be undertaken in conjunction with the State Archives and Department of Public Records.

Priority: *Low*
Time frame: *Pilot project: 3-5 years*
Major project: 5-10 years

Business Objective: **Quality Information**

Goal: **Improved Records Management**

Strategy: **The legislature will move from audio recording in digital format on CD media to recording in digital format on a network-attached storage device.**

For the past five years, the Legislature has been recording committee hearings and other meetings in digital format on CD media. This format, while very standardized, is becoming dated, and management of thousands of CDs is a complex task. Centralizing storage of audio recordings on a network-attached storage device would greatly improve the retention of, management of, and access to this critical piece of legislative history.

Current Projects:

None.

Future Projects:

Online Audio Recording: Digital audio recordings are electronic data, fundamentally no different than an electronic document or database record. It is not necessary that they be stored on external media such as a compact disk; they can just as readily be stored on a networked storage device. The only issue is that audio (and video) files are typically much larger than other kinds of data files.

We will begin to develop hardware, software, and procedures to allow digital audio records to be stored directly on a central storage system attached to our computer network. This will allow immediate access to recordings from any network location, and, optionally, any Internet location. This project will be carried out in conjunction with the state archivist to ensure that the recordings conform to archival standards.

Centralized storage of audio recordings will require significant expansion of our current storage systems. It will also require development of systems to index recordings and make it possible to locate not only the recording of a particular day's committee deliberations but also specific testimony within that day's recording. Ideally, this index will connect to other legislative data so that all information regarding a particular bill, whether bill status information, bill file documents, or audio records, could be located in a single search.

Priority: *Medium*
Time frame: *3-5 years*

Business Objective: **Quality Information**

Goal: **Improved Records Management**

Strategy: **Strategic Goal: The Legislature will continue its efforts to preserve Legislative tape recordings.**

The Vermont legislature has abandoned tape as a storage media for audio recordings and is now recording committee hearings and other meetings in digital format.

However, over the past 25 years, the Legislature has accumulated over 40,000 hours of tape recordings, in both reel-to-reel and cassette formats. These tapes are deteriorating rapidly, and many are no longer usable.

Current Projects:

Tape Conversion: Recently, the legislature began a limited project to convert the oldest existing records to digital format. This project shows promise, but progress is slow. To ensure that the legacy recordings can be preserved, the legislature should devote additional resources to this project, either in-house or through contracted services or both.

Future Projects:

Centralized Storage: Currently, the tape conversion project stores the converted tape recordings on compact disk media. When centralized storage of audio recordings becomes available, these recordings should be copied from the CD media to the centralized facility to ensure their long-term future availability.

Priority: *Medium/High*
Time frame: *3-5 years (See Online Audio Recording Project, Page A-4)*

Business Objective: **Quality Information**

Goal: **Email as a Public Record**

Strategy: **Email messages received and sent by the members and staff of the Vermont legislature which relate to the legislative process will be retained and managed according to a retention policy based upon statutory and operational requirements rather than technological limitations.**

Email messages which relate to the legislative process may be subject to public records laws and should be managed on that basis. Our current practice of deleting email at 90 days is based on limitations in our technology, not on public policy.

The legislature, in consultation with Public Records and state Archives, should develop an appropriate retention schedule for email messages, and the IT department will deploy the appropriate technology to support that schedule.

Current Projects:

At this time, we await the legislature's determination of an appropriate retention schedule.

Future Projects:

When the retention policy is determined, we will undertake to design an archiving methodology that will meet the policy's requirements and to implement that methodology accordingly.

Priority: *Medium*
*Time frame***:** *3-5 years*

Business Objective: **Access**

Goal: **Member Access**

Strategy: **The legislature will provide its members with services and tools to efficiently serve the public both during the legislative session and during the interim.**

While the Vermont legislature operates on a part-time basis, meeting only from January through the end of April (in theory), the members remain members year-round. Representatives and senators require access to the state house computer systems to provide effective constituent service, to research proposed legislation, to coordinate with drafters, etc. This need for access often extends into the interim between sessions.

To facilitate members' use of the state house computer system during the legislative session and during the interim, the legislature should consider the benefits and costs of providing a laptop computer to each member during his or her term of office.

The Legislative IT Department will periodically advise the legislature of the approximate cost of implementing such a program. This report should include costs for hardware, software, support, staffing, etc.

Current Projects:

Remote Access Systems: We currently have several systems in place which provide limited remote access to the state house computer systems. These systems can be used by legislative staff and members. However, the use of these systems is restricted to a small number of users, due primarily to software licensing costs.

Future Projects:

Laptop Computer Project: If at some point the legislature elects to provide laptops to members, we will develop and implement a plan to acquire the hardware and software required, provide ongoing support and training, and periodically replace hardware on an appropriate schedule.

A recent study estimated that providing laptops to the one-third of the membership each year would cost on the order of $200,000 per year in perpetuity. This is exclusive of additional staff and support costs.

Priority: *Low/Medium*
Time frame: *Dependent on legislative action*

Enhanced Remote Access: We will continue to improve the quality of the remote access tools currently available and to expand their use. Again, the limiting factor is the cost of software licensing.

Priority: *Medium*
Time frame: *Ongoing*

Business Objective: **Access**

Goal: **Electronic Distribution of Documents (Paper Reduction)**

Strategy: **To reduce the amount of information distributed in hard copy while maintaining legislator, staff, and public access to information.**

Reducing the amount of paper produced by the legislative process is better for the environment and will save the state money through reduced printing costs.

To the greatest extent practical, the legislature shall move to make documents available in electronic format, through its website, through internal distribution systems, and in other ways, discouraging and discontinuing distribution of paper documents.

Current Projects:

Paper Reduction Trial: During 2008, the House voted to test limited paper distribution of bills to the members. Two-thirds of the body requested that they receive only the daily House calendar on paper, relying on electronic distribution of documents for journals and bills. We await the results of this experiment with great interest.

Future Projects:

Alternate Delivery of Documents: We will continue to investigate tools for improved delivery of electronic documents. Possible alternatives include distribution through personal digital assistants, e-book readers, laptop computers, etc.

Priority: *Medium*
Time frame: *Ongoing*

On-Demand Printing: While we encourage people to download documents from the website before they come to the state house, we recognize that there will always be a need to make paper documents available to the public. We will design and implement a system where a person can request specific documents from a kiosk-style terminal and have them printed while the person waits. Initial estimates indicate that such a system could be funded from savings realized by eliminating copies printed that are never used.

Priority: *Medium*
Time frame: *2-3 years*

Business Objective: **Access**

Goal: **Wireless Access**

Strategy: **The Legislature will provide its members, its staff, and the public with wireless computer access throughout the Vermont state house.**

Current Projects:

State House Wireless System: The state house wireless system has provided wireless computer access to all parts of the Vermont state house and the 1 Baldwin Street building for the last five years. This access is funded through a subscription system; members and staff are provided subscriptions by the Legislative IT department; the public can purchase subscriptions online.

Future Projects:

State House Wireless System Subscriptions: We plan to update the operating model of the state house wireless system to eliminate the subscription requirement. While this will increase our out-of-pocket costs to some degree, eliminating the subscription system will reduce our wireless technical support request by at least 90 percent.

Priority: *High*
Time frame: *1 year*

State House Wireless System Hardware and Infrastructure: The wireless system hardware and infrastructure is approaching five years in service. We will begin exploring options for replacement with our current vendor and develop a phased plan for implementation over several years.

Priority: *Medium*
Time frame: *3 years*

Business Objective: **Access**

Goal: **Public Access to Documents**

Strategy: **The legislature will facilitate public access to legislative documents and records via the World Wide Web.**

Our current website provides significant public access to the legislative process. We are quite proud of what we have managed to make available within the limitations in effect when this system was created.

Nonetheless, there is a good deal more information and access that can and should be made available. For example, we offer bills as introduced, as passed by each body, and as passed by both bodies. These are essentially static snapshots of a complex and dynamic process. We have no way of allowing the public to follow the evolution of a bill as it is marked up and amended. We provide little or no access to supporting information, fiscal analysis, etc.

Furthermore, we are seeing increased demand from committee chairs and others for posting committee-specific information. Fulfilling these requests is difficult within our existing operating model.

Current Projects:

Web Publication of Legislative Documents: We currently publish all legislative bills, calendars, journals, and acts on the legislative website. We hope in the future to improve the selection of documents available and to improve both the timeliness of publication and the selection of formats.

Future Projects:

Website Upgrade: During the summer of 2008, we plan a significant redesign of the legislative website as part of the legislative automation project referenced above. This redesign will (1) improve ease of use, (2) improve access to legislative information, and (3) support additional document types (interim drafts, amendments, reports, study documents, committee information, etc.) and other services.

Priority: *High*
Time frame: *1 year*

Business Objective: **Access**

Goal: **Public Access to the Legislative Process**

Strategy: **The legislature will facilitate public participation in the legislative process through the distribution of audio recordings of chamber deliberations and committee proceedings via the World Wide Web.**

Current Projects:

Web Streaming: At this time, we make use of Vermont Public Radio to provide streaming audio of House and Senate deliberations over its website.

Future Projects:

Web Streaming: While the VPR system is currently working well, the legislature may want to consider other options for providing this service in order to provide additional functionality, such as access to archived recordings of deliberations for future reference. This would be dependent on the implementation of a centralized system for storage of audio recordings.

Priority: *Low/Medium*
Time frame: *4-6 years*

Business Objective: **Training and Education**

Goal: **Member and Staff Training**

Strategy: **Members of the legislature will have sufficient technical training to allow them to make effective use of the tools and services which it provides.**

Current Projects:

Member and Staff Training: We provide an accelerated course in our main applications to members at the beginning of the biennial session and periodically thereafter. We make end-user training available to staff users and IT-specific training to the IT staff.

Future Projects:

Expanded Training Options: While the members' busy schedules preclude much more in the way of formal training during the actual session, we plan to expand the training options available outside of the session, either through classroom-based training, self-study, or online services.

Priority: *High*
Time frame: *Ongoing*

Business Objective: **System Reliability**

Goal: **Fault Tolerance/Robust Networking**

Strategy: **The Legislative Information Technology Department will implement redundant systems and other fault-tolerant technologies in order to ensure that the state house computer system will continue to perform even in the event of hardware or software errors.**

Current Projects:

Virtual Server Technology: We have recently implemented virtual server technology, which allows our various network servers to run on any of several hardware devices. In the event of a hardware failure, the servers automatically migrate to the other device.

Future Projects:

Server Clustering: We plan to duplicate our most critical servers within our virtual server system. Setting up a server cluster for our SQL database server, for example, will allow SQL services to continue uninterrupted even if one servers suffers a software or hardware fault.

Priority: *High*
Time frame: *1-2 years*

Wide-Area Network Connectivity: Currently, the state house is connected to the GovNet wide-area network (and, hence, the Internet) by a single fiber-optic connection to 133 State Street. GovNet is planning to provide at least a second, independent connection to some other location to ensure that the failure of one connection need not impact state house operations.

Priority: *High*
Time frame: *1-2 years*

Business Objective: **System Reliability**

Goal: **Disaster Recovery/Business Continuity**

Strategy: **The Legislative Information Technology System will be available to support the legislative mission at all times and places that are or may be required, regardless of natural or other disaster.**

The Vermont legislature does not operate on an eight-hour day and 40-hour week. Our systems must therefore be available for use 24 hours a day, 365 days a year. It is also critical that we have plans and procedures in place to deal with any outages whether caused by failure, accident, malice, or acts of God.

Critical systems and data should be replicated offsite so that services can be restored quickly when needed. Our systems need to be documented to the point that we could continue to provide service even after the loss of a vital staff person.

Current Projects:

Disaster Recovery Phase I: During FY 2007 we implemented the first phase of a major disaster recovery project. This phase involved consolidating our servers onto new hardware in a virtual server environment. The virtual server environment ensures that we can migrate the core of our system to new hardware fairly quickly and easily.

Future Projects:

Disaster Recovery Phase II: We have planned a second phase of the disaster recovery project. This phase will replicate our core hardware, software, infrastructure, and data at a remote location to ensure that we can resume IT operations within 48 hours or less of an incident at the state house.

NOTE: *Funding for Phase II was requested during the FY 2009 budget process. However, the current version of the FY 2009 budget bill as passed by the House does not include this project.*

Priority: *High*
Time frame: *1-2 years*

Business Continuity: Ensuring the survival of the IT systems is only part of the planning that is required to ensure continuity of government in the event of a disaster. The legislature needs to create a plan to ensure a smooth transition of all legislative operations (including House and Senate deliberations, committee meetings, staff and support operations, etc.) to a defined alternate site if the state house is no longer available.

This is not a task for the Legislative IT department alone; it should be undertaken by the legislative leadership and legislative management, with support from the legislative IT department and other interested parties.

Legislative management must also address the issue of replacing key personnel, including both members and staff, quickly so that the mission of the legislature can continue following a major disaster. Statutory or even Constitutional changes may be required.

Business Objective: **System Development**

Goal: **Re-Evaluation of Email Application**

Strategy: **The Legislative IT Department will re-evaluate the email application used at the Vermont state house to determine its suitability to support current and future needs.**

The email application currently used at the Vermont state house is Novell GroupWise. While this product meets our current requirements for email service and collaboration, it has been suggested that the legislature might benefit from migrating to a different application, such as Microsoft's Exchange server and Outlook client software.

The Legislative IT Department will study the costs and benefits of such a migration, paying particular attention to the issues of interoperability with other applications, support for personal digital assistants and other mobile devices, standardization with other state government departments, availability of third-party add-ons, etc.

The Legislative IT Department will also review the costs and benefits of maintaining our own email system as compared to outsourcing email service to the central email system maintained by the Department of Information and Innovation. It should be noted, however, that concerns about this option have been raised regarding legislative confidentiality and separation of powers.

This project has implications for several other planned or contemplated projects, including electronic distribution of documents, email archiving, and web site development.

Priority: *Low*
Time Frame: *To Be Determined*

Business Objective: **System Development**

Goal: **Enhanced Voice and Video Communications**

Strategy: **The Vermont legislature will pursue technologies to improve voice and video communication services.**

Current Projects:

Videoconferencing: The Legislative IT Department has undertaken several experiments in web-based videoconferencing. These include video interviews with candidates for the Chief Council position, and also very limited webcasts conducted in conjunction with public-access cable channels.

Interactive Television: Various legislative committees make use of Vermont Interactive Television to conduct public hearings which may be attended by the public at VIT installations around the state. These hearings have proven popular.

Future Projects:

Videoconferencing: The Legislative IT Department plans to meet with the several state house departments to explore the need for web-based videoconferencing. It has been suggested that the legislature could make use of videoconferencing to take testimony from remote locations, to conduct webinars to inform the public, etc. If there is sufficient interest, we will select an appropriate vendor to provide these services and train local users in using this technology.

Priority: *Low/Medium*
Time frame: *1 year*

Interactive Television: The Legislative IT department has recommended to the legislature that it consider the possibility of establishing a Vermont Interactive Television studio at the state house.

Priority: *Low*
Time frame: *Dependent on legislative action*

Voice Over IP: The Legislative IT department has been given the responsibility for the state house telephone system as of FY 2009. During FY 2009, the IT department will begin investigating the costs and benefits of migrating to a Voice Over IP telephone system. This will be done in consultation with the Department of Information and Innovation to ensure that systems considered for the state house will be compatible with systems used elsewhere in state government. The department will report on its findings to the Legislative Information Technology Committee for further action.

Priority: *Medium*
Time frame: *Study: 1 year*
Implementation: Dependent on legislative action

Business Objective: **System Development**

Goal: **Improved Presentation Infrastructure**

Strategy: **The Vermont legislature will pursue technologies to improve presentations in committee rooms and elsewhere.**

Committee Room Paper Reduction: The incoming Chief Counsel of the Legislative Council has raised the possibility of conducting a pilot project to improve bill markup by projecting bill drafts on a screen in the committee room. This would allow members to see the effects of proposed language changes without having to generate multiple paper copies, most of which will likely be in the trash before the committee adjourns for the day.

Priority: *Medium*
Time frame: *To Be Determined*

Presentation Infrastructure in House Chamber: There has been a significant increase in the number of requests for major presentations in the House Chamber. Our current presentation technology is not adequate for such a large venue. We plan to review this location with outside experts to develop a project plan to provide for a presentation infrastructure that is clearly visible and audible from all or most locations within the chamber, and which is easily supportable with existing technical and clerical staff.

Priority: *Medium*
Time frame: *To Be Determined*

Business Objective: **System Development**

Goal: **Strategic Planning Process**

Strategy: **IT projects undertaken by the legislature will be consistent with the goals of the five-year plan, will be appropriate to the need and to the resources available, and will be implemented as efficiently and as completely as possible.**

Ongoing Project:

This strategic plan document will be revised and reviewed annually to ensure that changing institutional requirements, user requirements, new technologies, and other changes are reflected and accommodated within the plan guidelines.

The Legislative Information Technology Committee should continue to seek input from all constituent groups within the state house, within state government, and from the public to ensure that the strategic plan remains as inclusive and up to date as possible.

A short-term plan for the forthcoming fiscal year will be developed each year, based on the goals expressed in the strategic plan.

Priority: *High*
Time Frame: *Every year*