

Report Related to the

**IMPLEMENTATION OF A DOCUMENT
MANAGEMENT SYSTEM**

(Required by Sec. 13, Act No. 59 of 2011)

Secretary of Administration

In collaboration with the

**Vermont Department of Information and Innovation *and the*
Vermont State Archives and Records Administration**

January 15, 2012

"The bigger the operation, the more economy there is involved in using electronic machinery. The larger insurance companies have already gotten machines. We [National Life] have been planning on ours for five years. We have three men spending full time planning for what will be three years hence. In the state...is the long range planning function adequately provided for?"

"I feel that this development of electronics, if we could expedite a practical system for planning for it [sic]. You can't just decide you want one. You have got to start way back, getting punch cards lined up so they are useful. We [National Life] had lots of things that had to be done over. It is a long term proposition. The quicker we get started on centralization, the better. It is a field where you are lost without proper advice and preparation."

Governor Deane Davis¹

¹ As recorded in the August 8, 1957 minutes of the Commission to Study State Government (*Vermont State Archives' Record Series A-088, Box 1, Folder 14*)

EXECUTIVE SUMMARY

In 2011, extensive testimony on the effectiveness of Vermont's public records law suggested a diverse practice and interpretation among public agencies that thwarted effective access to public records. Consequently in Sec. 13 of Act 59 (2011) the legislature directed the Secretary of Administration to report on whether a single "electronic documents management system for the creation, management, archiving, redaction, and confidential designation of records produced or acquired by state agencies...should be implemented by state agencies"

The Secretary, in collaboration with the Department of Information and Innovation (DII) and the Vermont State Archives and Records Administration (VSARA), does not recommend implementing a new, single electronic document management system but instead to leverage existing systems and concentrate our collective efforts on addressing the statewide challenges related to our people, our processes and our infrastructure. The return on investment in current technologies can be demonstrated and realized if the State of Vermont commits to a consistent and systematic approach to records and information management.

The following report uses a 2006 preliminary strategic plan for executive branch records as context since it articulated aspects of a statewide (enterprise) record and information system. An enterprise system should be based on consistent support for planning, Records and Information Management (RIM), and information technology (IT). It requires a single authoritative source on RIM issues and standards-based guidelines and best practices.

Most of these 2006 recommendations have been implemented. What is recommended now are:

- **People:** Accountability for an agency's records management program needs to be defined and properly resourced to ensure sound records management practices are built into all agency functions and activities, including IT services.
- **Processes:** A well-defined process, grounded in not only an established methodology but also sound business needs, including recordkeeping requirements, leads to increased effectiveness and increased efficiency, particularly for IT investments.
- **Infrastructure:** There must be a systematic approach to recordkeeping across the state; an information management governance framework or infrastructure constructed through a combination of people and processes under which all public agencies can operate and be supported.

The Secretary of Administration, State Chief Information Officer, and State Archivist will continue to support the Information Strategies Taskforce on Archives, Records and

Technology (*i*START) as a collaborative body able to provide coordinated guidance and support to agencies on RIM, including what technologies best support RIM.

1. Introduction

This report, written in response to Section 12 of Act 59 (2011), addresses whether the Secretary of Administration recommends the implementation of an “electronic documents management system for the creation, management, archiving, redaction, and confidential designation of records produced or acquired by state agencies.” The Secretary of Administration collaborated with the Vermont Department of Information and Innovation (DII) and the Vermont State Archives and Records Administration (VSARA) in preparing this report.

The Secretary of Administration, Chief Information Officer, and State Archivist used as a baseline the 2006 preliminary strategic plan for executive branch records reported to the Legislature in response to Act 71 of 2005. In 2005, the secretary of administration and the state archivist were charged “to jointly develop a comprehensive strategy for the management of all records created by state agencies,” including an analysis of current records management programs required under 3 V.S.A. §218; the use and management of electronic records; and the development of records management training.

This preliminary strategic plan helped drive the management of executive branch records for the past five years. The goals, strategies, and barriers to managing records that were reported in 2006 remain relevant to the question of whether an electronic documents management system should be implemented by state agencies. Understanding the accomplishments achieved since 2006, as well as identifying challenges and opportunities for moving forward, is the foundation for this report.

2. Responsibility for Managing Records and Information

Vermont’s public records law (1 V.S.A. §§315-320) is linked to the constitutional requirement that “all officers of government...are...at all times, in a legal way, accountable to” the people. The provisions of Title 1, which apply to all branches of government, define “public record” and set out the right of, and procedures for, access to public records. Mandates specific to the creation, management, archiving, redaction, and confidential designation of public records are scattered throughout State statutes, administrative rules, and Federal laws and regulations, including exemptions to public inspection and copying beyond those enumerated in 1 V.S.A. §317(c).²

The responsibility for the state archivist for administering and implementing a records management program for state government in accordance with professional records and information management practices and principles is in 3 V.S.A. § 117 and reinforced in 1 V.S.A. § 317a, which prohibits the destruction of public records unless “specifically authorized by law or under a record schedule approved by the state archivist pursuant to 3 V.S.A. § 117(a)(5).”

² The Vermont State Archives and Records Administration (VSARA) compiles and tracks recordkeeping requirements as part of its records analysis process.

The responsibility of executive agency and department heads to manage their records systematically is set out in 3 V.S.A. §218 and begins by stating“(a) *public records in general and archival records in particular need to be systematically managed to preserve their legal, historic, and informational value, to provide ready access to vital information, and to promote the efficient and economical operation of government.*”

3. Accomplishments in Managing State Agency Records (2005-2011)

Several noteworthy steps were taken over the course of the past five years to achieve the following three goals identified by the Secretary of Administration and State Archivist for “comprehensively address[ing] records and information management in state government”³:

- Coordinate with judicial and legislative branches to regularly exchange information on records and information issues and policies in order to support, where practicable, an enterprise (government-wide) approach to records and information flow, policies and practices;
- Establish and support a single records and information management authority function in the Executive Branch; and
- Form an inter-agency records and information management group to coordinate and implement an enterprise (executive branch-wide) approach.;

3.1 Enterprise Project Management Office (EPMO)

The first accomplishment is the creation of the Enterprise Project Management Office (EPMO) within DII in 2006 to support information technology (IT) projects in all three branches of government. The mission of the EPMO is three-fold: (1) to provide a foundation for consistent project success through the use of sound project management and business analysis methodologies; (2) to manage IT projects to a successful conclusion while using and evolving project life-cycle processes; and (3) to facilitate, manage, and establish processes for selecting, funding, and reporting enterprise, or state-wide, IT projects and systems.

Through the help of the EPMO, DII has significantly improved the State of Vermont’s approach to managing IT projects and services. Also fulfilled is one of the goals of the State of Vermont’s Strategic Enterprise Initiative (SEI), which sought to establish a uniform process for not only IT services and management, but also for streamlining business practices. Examples include:

- **Information Technology Service Management:** DII is actively promoting IT service management to ensure IT services are well-aligned with agency needs and core business functions. Using a systematic and professional approach, focus is placed on the entire service lifecycle, beginning first with the identification of needs

³ Vermont Secretary of Administration and Vermont State Archivist. (2006.) *Executive Agency Records Report: Preliminary Strategic Plan; Required by Sec. 5, Act No. 71 of 2005.* (Available at: <http://vermont-archives.org/publications/legislative/pdf/LegReport06.pdf>)

and requirements, through the design and implementation of the service, and finally the monitoring and improvement of the service over time. Within this framework, IT is viewed as a tool that facilitates agency change, transformation, and growth.

- **Methodologies, Standards, and Templates:** Bodies of knowledge, best practices, and generally accepted principles in business analysis, project management, change management, and contract management are now applied to a wide variety of IT projects. The EPMO project managers and business analysts strive to make sure IT projects are successfully managed and business needs, including recordkeeping requirements, are appropriately aligned with project outcomes and deliverables⁴.

Templates to document, communicate, and coordinate project management, business analysis, change management, and contracting activities promote the consistency of methodologies and standards within the EPMO managed projects. The EPMO allows for continuous process improvement from experience gained through each project it supports.

- **Services and Training:** Upon request, the EPMO provides project management and business analysis on agency IT projects. The EPMO also coordinates and offers mentoring and training in project management fundamentals and business analysis. Relative to contracting, services and training are coordinated with the Office of Purchasing and Contracting within the Department of Buildings and General Services (BGS). Also developed with BGS is a set of pre-qualified vendors for a variety of IT services.

3.2 Vermont State Archives and Records Administration (VSARA)

The second accomplishment is the establishment of the Vermont State Archives and Records Administration (VSARA) within the Office of the Secretary of State. Act 96 of 2008 consolidated the Division of Public Records and the Vermont State Archives to create a single records and information management authority. Charged with administering and implementing a statewide records management program, including requirements for record retention and disposition, in accordance with professional records and information management principles and practices, VSARA has implemented several services to assist, educate, and train public agencies on managing records. Examples include:

- ***Records Analysis and Policy Development.*** The Records Analysis and Policy Development (RAPD) Unit within VSARA develops records retention schedules (required by law for the destruction of records or transfer of records into the State Archives) and records management guidelines and standards, including the Vermont

⁴ DII applies the following generally accepted principles: Project Management: *Project Management Body of Knowledge* (PMBOK); Business Analysis: *Business Analysis Body of Knowledge* (BABOK); and *Contract Management Body of Knowledge* (CMBOK).

Functional Classification System⁵. The RAPD unit also coordinates the Records Officer and Records Liaison (RO/RL) Program, sets policies and requirements for using the State Records Center for inactive records storage, and collaborates with DII for managing records and information in enterprise systems.

- ***Records Officer and Records Liaison Program (RO/RL)***. The RO/RL program formalized the reporting and tracking of state employees designated as their respective agency's records officer and introduced the ability to appoint liaisons to carry out the agency's records management program.⁶ Currently there are 67 records officers and 629 records liaisons across all three branches of state government.

In addition to monitoring records officer designations and records liaison appointments, educational and training opportunities are offered twice a month in the form of "open houses" and a quarterly newsletter, *Records and Information Management Update*, is distributed to all agency heads, records officers and records liaisons. The newsletter is also published online.

- ***State Archives and State Records Center***. In June 2010, a renovated state records center and new archival vaults were commissioned. The new vault areas can hold approximately 25,000 boxes of paper records which have continuing legal, administrative or historic value and are therefore archived pursuant to 3 V.S.A. § 117. This improvement, coupled with a revamped records management program, allows state agencies to systematically transfer legal and physical custody of their archival records to the State Archives, thus relieving agency staff from storing and managing these records on their own. This is particularly timely in terms of the judiciary as it consolidates courts and makes arrangements for transferring old court records to VSARA's custody.
- ***Targeted Assistance Program (TAP)***. The Targeted Assistance Program (TAP) is designed to assist State and local government agencies in resolving issues or problems with their current records management programs. It is also the program used by the Vermont State Archives and Records Administration to inventory, appraise, and schedule public records in accordance with [1 V.S.A. § 317a](#) and [3 V.S.A. § 117](#).

TAP embraces statewide strategies for managing records and offers a unique opportunity for agencies to partner with VSARA and, where possible, its collaborators, such as the EPMO. Since July 2008, more than thirty state agencies and

⁵ VSARA applies professional archival, records, and information management principles and practices, such as Generally Accepted Recordkeeping Principles (GARP[®]) and International and national records management standards.

⁶ State agency and department heads have been required to designate a records officer since 1975 pursuant to 3 V.S.A. § 218. Historically, the legislative and judicial branches have also designated records officers. Until 2008, there was no formal tracking, monitoring, or training of records officers and designations were generally limited to staff responsible for processing box transfer requests to the State Records Center.

departments have initiated TAP projects to improve their records management programs.

3.3 Information Strategies Taskforce on Archives, Records and Technology (iSTART)

The last and most critical accomplishment is the voluntary formation of a collaborative group within State government to identify and address common concerns and offer consistent advice on records and information management, including electronic records. Originally comprised of representatives from the former Division of Public Records (BGS), DII and the Vermont State Archives (Office of the Secretary of State), this collaborative group was formally established as the Information Strategies Taskforce on Archives, Records and Technology (*iSTART*) in 2007.

Presently, *iSTART* consists of DII and VSARA with representatives from the Attorney General's Office providing legal advice as needed. Absent of an overarching enterprise strategic framework in which to work, *iSTART* strives to define authorities, responsibilities, and accountabilities for information technology and records and information management (RIM). With support from the Secretary of Administration and Secretary of State, *iSTART* develops and distributes information management standards and guidelines that are well-received and widely used by all public agencies. These standards also are included in all IT Requests for Proposals (RFPs) and contracts. Standards and best practices issued by *iSTART* include but are not limited to:

- Records Management
- Recordkeeping Metadata
- Information Security
- Electronic Messages
- Imaging
- File Formats
- Electronic Signatures

Under the umbrella of *iSTART*, the EPMO project managers and VSARA records analysts try to incorporate their respective bodies of knowledge, best practices, and generally accepted principles into all IT and RIM projects. State agencies receiving assistance from the EPMO and VSARA are learning that a critical component to successful IT system is a strong RIM program and, likewise, a critical component to successful RIM programs is a well-planned IT system.

The risk of failure in both IT and RIM projects is high if there are gaps in the agency's RIM program or IT systems. To prevent breakdowns within IT systems, the EPMO may require agencies to go through VSARA's Targeted Assistance Program (TAP) to update or establish their RIM programs before initiating IT projects. Including agency records officers on IT project teams may also be required. Similarly, VSARA is recommending that agencies assign a project manager and project team to their TAP projects as assurance that project, business, and change management are properly integrated into

their efforts. When necessary, VSARA and the EPMO use their own staff to fulfill the roles of agency records officers, project managers, and business managers; however, the demands and needs greatly exceed their staffing capacities.

4. Single Electronic Documents Management System for State Agencies

The Association for Information and Image Management (AIIM) defines document management as the use of a computer system and software to “store, manage and track electronic documents and electronic images of paper based information captured through the use of a document scanner.” While document management systems allow documents to be modified and managed they “typically lack the records retention and disposition functionality for managing records.”⁷

Electronic records management systems (ERMS) are often integrated with business or document managements systems to manage the lifecycle of the record or information, implement records management controls related to access, retention, and disposition, and demonstrate records and information management policies.

4.1 Current use of documents management systems by state agencies

The State of Vermont has invested in several business, document, and records management systems in the past decade, albeit very few have applied, or effectively apply, RIM capabilities. Due to disparate needs and requirements, individual agencies have made specific agency-wide or program-specific system investments although some systems, like Hyland’s OnBase, have been implemented by more than one state agency. There are also some function-specific systems that are administered by an agency responsible for that function that are used by employees in other agencies and departments. Examples of function-based enterprise systems are PeopleSoft VISION (administered by the Department of Finance and Management) and PeopleSoft Human Capital Management (HCM) system (administered by the Department of Human Resources).

Additional systems, such as Microsoft Exchange, Symantec’s Enterprise Vault, and Microsoft SharePoint Server, are enterprise or statewide systems that are currently being used by all three branches of government. The decision to invest and put into service these three systems was made when the Strategic Enterprise Initiative (SEI) was active and progress was being made on the efficient planning of IT services. Unfortunately, while many agencies articulated RIM and business process improvement goals as drivers for these systems, a comprehensive statewide plan under SEI was never completed. As a result, these systems operate outside of a formal governance plan or integrated IT and RIM infrastructure. This makes requests for changes to the systems or add-ons difficult to evaluate and manage. In addition, the RIM capabilities available in these systems are not widely available or used.

⁷ AIIM. (Undated.) What is Document Management (DMS)? In *Industry FAQs: What is Enterprise Content Management (ECM)*. (Available at: <http://www.aiim.org/What-is-Document-Management>)

4.2 Current State Agency Projects

The EPMO project managers and business analysts are active in several agency projects concerning planning and implementing new IT services. Current projects include:

- Case management systems for the Attorney General's Office, Defender General's Office, State's Attorneys and Sheriffs Department, Public Service Board, and Department of Public Service;
- Human capital management (HCM) system for the Department of Finance and Management and Department of Human Resources;
- Tax management system for the Department of Taxes;
- Business registration system for the Secretary of State's Office; and
- Consolidated business information portal for the Department of Labor, Department of Taxes, and Secretary of State's Office.

Likewise, VSARA records analysts are working with many agencies on establishing or updating their RIM programs. Some agencies and departments, such as the Agency of Commerce and Community Development (ACCD) and Department of Environmental Conservation (DEC), have adopted or received new record retention schedules and their records officers are actively working on policies and procedures for applying them. A few key projects involve both the EPMO and VSARA and are looking toward using – and exploiting – the functionality and capability of existing enterprise systems.

If the EPMO and VSARA are successful in integrating their respective bodies of knowledge, best practices, and generally accepted principles into these projects as hoped, greater efficiencies in records management can be achieved. In particular, this also means that a preliminary framework for using enterprise systems, such as Microsoft SharePoint Server, to effectively manage records may emerge. Ultimately, the quality of services to State employees and members of the public will be higher, faster, and at lower cost if these projects succeed.

4.3 Recommendation of the Secretary of Administration

The recommendation is not to implement a new, single electronic document management system but instead to leverage existing systems and to concentrate our collective efforts on addressing the statewide challenges related to our people, our processes and our infrastructure. The return on investment in current technologies can be demonstrated and realized if the State of Vermont commits to a consistent and systematic approach to records and information management. To optimize the use of existing systems, it is important to address the challenges and opportunities in managing state agency records.

5. Challenges and Opportunities in Managing State Agency Records-2012

Records and information are as important to Vermont state government as people, technology, and capital and, like other assets, need to be managed. Records and information management (RIM) uses a combination of policies, procedures, and tools to align a state agency's records and information to its business functions and needs. To do this, focus is placed on the life cycle of the records or data. The *records life cycle* is comprised of three general phases, all of which are interrelated: (1) creation or receipt; (2) maintenance and use; and (3) disposition.

By incorporating RIM into workflow, state agencies have an appropriate and cost-effective way to manage their information and records as assets. This means that:

- Information valuable and important to the agency and its business functions is created and received;
- The right people have access to and use of the right information at the right time;
- Information vital to the agency and its functions is retained and readily available;
- Information appraised as archival is preserved; and
- Non-permanent information is destroyed when its retention requirements have been met.

A comprehensive agency records management program, one that aligns RIM with business functions, should be a goal of every public agency. In fact, every public employee is responsible and accountable for the lifecycle management of records and information in his or her custody. Therefore a sound records program is to everyone's benefit. Yet, despite the accomplishments made over the past five years, challenges remain.

The proper and timely management of agency records and information is not merely some worthy but nebulous aspirational goal. Real hazards, such as loss of records and loss of productivity exist but increased risks and increased costs, are solid reasons for having effective and efficient records management programs. Yet there remains a persistent lack of resources, commitment, and understanding for appropriately managing records and information across state government. As a result, recordkeeping practices and the use of IT among state agencies, although improving, are neither controlled nor consistent across state government. The challenges facing state agencies have been isolated into three areas: People; Processes; and Infrastructure.

5.1 People

Accountability for an agency's records management program needs to be defined and properly resourced. Ideally, agencies should have a senior-level staff member to oversee the agency's records management program, delegate responsibility to appropriate

individuals, adopt policies and procedures to guide staff, and ensure sound records management practices are built into all agency functions and activities.

Challenge: Agency heads are required to designate a member of his or her existing staff as agency records officer. However, the authority and influence of designees vary immensely ranging from administrative assistants to business managers to staff attorneys, and turnover is frequent. Records officers are charged with administering their agency or department's records management program do so in addition to their "regular" duties without formal or professional records management education and training.⁸ Consequently there are numerous demands and legal risks, but few incentives for records officers, even after the role of records liaison was introduced by VSARA to help records officers create an internal support network for records management. Without better education, training, and incentives there is a heavy reliance on external resources, primarily VSARA's three (3) records analysts, to support agency records management programs.

Opportunity:

Agency partnerships with VSARA have provided some preliminary foundation work as well as education and awareness in records and information management to agency records officers. Agencies that recognize the strong legislative commitment to accountability and recordkeeping and understand the importance and benefits of RIM have expressed interest in and need for a full-time, senior-level records manager.

The Secretary of Administration, in collaboration with VSARA and the Department of Human Resources, will develop a job specification for professional records managers to support agencies with the resources and means to establish a professional position. Pursuant to 3 V.S.A. § 218, the Secretary of Administration will also reiterate to state agencies the value and importance of designated agency records officer as well as a network of records management staff throughout the agency (as evidenced through VSARA's Records Officer/Records Liaison Program).

5.2 Processes

Records management programs should ensure that agency records and information are: authentic and reliable; protected from accident or malicious destruction, modification, or disclosure; in compliance with applicable laws, regulations, and agency policies; retrievable in a timely, efficient, and accurate manner; retained for an appropriate time and in accordance with established record retention schedules; securely and appropriately

⁸ Records and information management is a recognized professional field. Education and training are generally in the form of master's degree or post-bachelor's certificate from an accredited information science or information management program or certification from the Institute of Certified Records Managers, an international certifying organization of and for professional records and information management managers.

disposed of when their retention requirements have been met; and reasonably documented for agency staff and appropriate parties.

Challenge: Without clear direction and support from a senior-level records officer, agencies cannot readily develop, implement, or sustain the necessary policies, procedures, or tools to effectively and efficiently manage their records and information. This often means agencies lack documentation and understanding of their recordkeeping requirements, which strongly impacts their abilities for improving business processes, meeting legal requirements, and effectively choosing, implementing, and applying information technology.

The common assumption that technologies “automagically” resolve RIM issues with minimum or no planning is false and undermines effective management. Overlaying technology on arbitrary or undefined processes often complicates the agency’s management problems rather than solving them. When required to review IT Requests for Proposals (RFP), DII’s project managers and business analysts are, in some cases, unable to link goals with documented and defined business needs and requirements. This requires backtracking project and business management processes to fill in the gaps created by an inefficient process.

Opportunity: VSARA and DII have incorporated generally accepted principles in project management, business process management, change management, contract management, and RIM into their agency programs and services. Agencies who have partnered with VSARA and DII have grown to understand that a well-defined process, grounded in not only an established methodology but also sound business needs, including recordkeeping requirements, leads to increased effectiveness and increased efficiency, particularly for IT investments.

Pursuant to 3 V.S.A. § 218 and 3 V.S.A. § 2222, the Secretary of Administration will reiterate to state agencies the value and importance of agency records management programs and provide support for ensuring that agencies have well-defined processes in place for managing their records regardless of format. In collaboration with VSARA, DII, and BGS, the Secretary of Administration will also develop a plan for integrating and formalizing generally accepted principles for project management, business process management, contract management, and RIM into all purchasing and contracting requirements related to the procurement of records and information services and products, including IT activities, by state agencies.

5.3 Infrastructure

The State of Vermont needs to manage its records and information in a disciplined and coordinated manner. There must be a systematic approach to recordkeeping across the state; an information management governance framework or infrastructure constructed through a combination of people and processes under which public agencies can operate and be supported. Guided by legislation, policies, and standards and best practices, a common approach to RIM and IT allows for greater integration, coordination, and

cooperation with state agencies and across all three branches of government. A State of Vermont information management governance framework or infrastructure will build confidence in integrating and managing business processes, records, and IT and demonstrate the efficient operation of government,

Challenge: VSARA and DII have interrelated statewide or enterprise mandates when it comes to RIM and IT and they have formed a collaborative workgroup to provide a consistent and sound information management framework to support all public agencies. Yet their efforts are often stymied by the lack of coordination within state agencies and among the executive, judicial and legislative branches for the systematic management of records and information.

Within their respective mandates, VSARA and DII have minimal authority to require agencies to use best practices and guidelines. Agencies trying improve their RIM programs through the effective use of IT do not have a common approach to follow because the state does not have an integrated management structure for RIM and IT. Current and pending legislation, policies, and practices support agency autonomy and the creation of information ‘silos,’ even when there are clear requirements or expectations for records and information to be consistently shared, exchanged, and managed within or across agencies and branches, or with the public.

Opportunity:

In 2006, the Secretary of Administration and State Archivist articulated a number of strategies in their report to the Legislature. Through DII and VSARA, most of these strategies have been implemented. Public agencies, ranging from municipalities to the three branches of state government, appreciate the information management standards and guidelines developed and distributed through VSARA and DII’s collaborative workgroup, Information Strategies Taskforce on Archives, Records and Technology (*iSTART*).

The Secretary of Administration will continue to support *iSTART*’s efforts to coordinate and implement an enterprise (statewide) approach to information management, and use its authority as the principle administrative aide to the Governor pursuant to 3 V.S.A. § 2222 to issue policy statements concerning IT and RIM best practices and guidelines.

The coordinated planning and implementation of an enterprise information management governance framework or infrastructure, however, cannot reside only within the executive branch. Therefore the Secretary of Administration will confer with representatives from the judicial and legislative branches to identify potential opportunities for collaboration that will further the goal of an enterprise approach to records information management.

6. Conclusion

The Secretary of Administration, in collaboration with the State Chief Information Officer and State Archivist, does not recommend implementing a new, single electronic document management system but instead to leverage existing systems and concentrate our collective efforts on addressing the statewide challenges related to our people, our processes and our infrastructure. The return on investment in current technologies can be demonstrated and realized if the State of Vermont commits to a consistent and systematic approach to records and information management.