STATE OF NEW HAMPSHIRE
DEPARTMENT OF INFORMATION TECHNOLOGY

27 Hazen Drive | Concord, NH | 03301
Fax: (603) 271-1516 | TDD: (800) 753-2964
doit.nh.gov

Denis Goulet, Commissioner

New Hampshire
DoIT

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September 25, 2025

Her Excellency, Governor Kelly A. Ayotte
　And the Honorable Council
State House
Concord, NH 03301

REQUESTED ACTION

Pursuant to RSA 20:7, authorize the acceptance of the Department of Information Technology's Biennial Report for the period of July 1, 2023, through June 30, 2025, effective upon Governor and Council approval.

EXPLANATION

The mission of the Department of Information Technology is to provide technical leadership and solutions to agency partners securely, transparently and responsibly. I am pleased to present the 2025 Department of Information Technology's Biennial Report, summarizing the department's structure, goals, activities, mission and financial expenditures over the past biennial period.
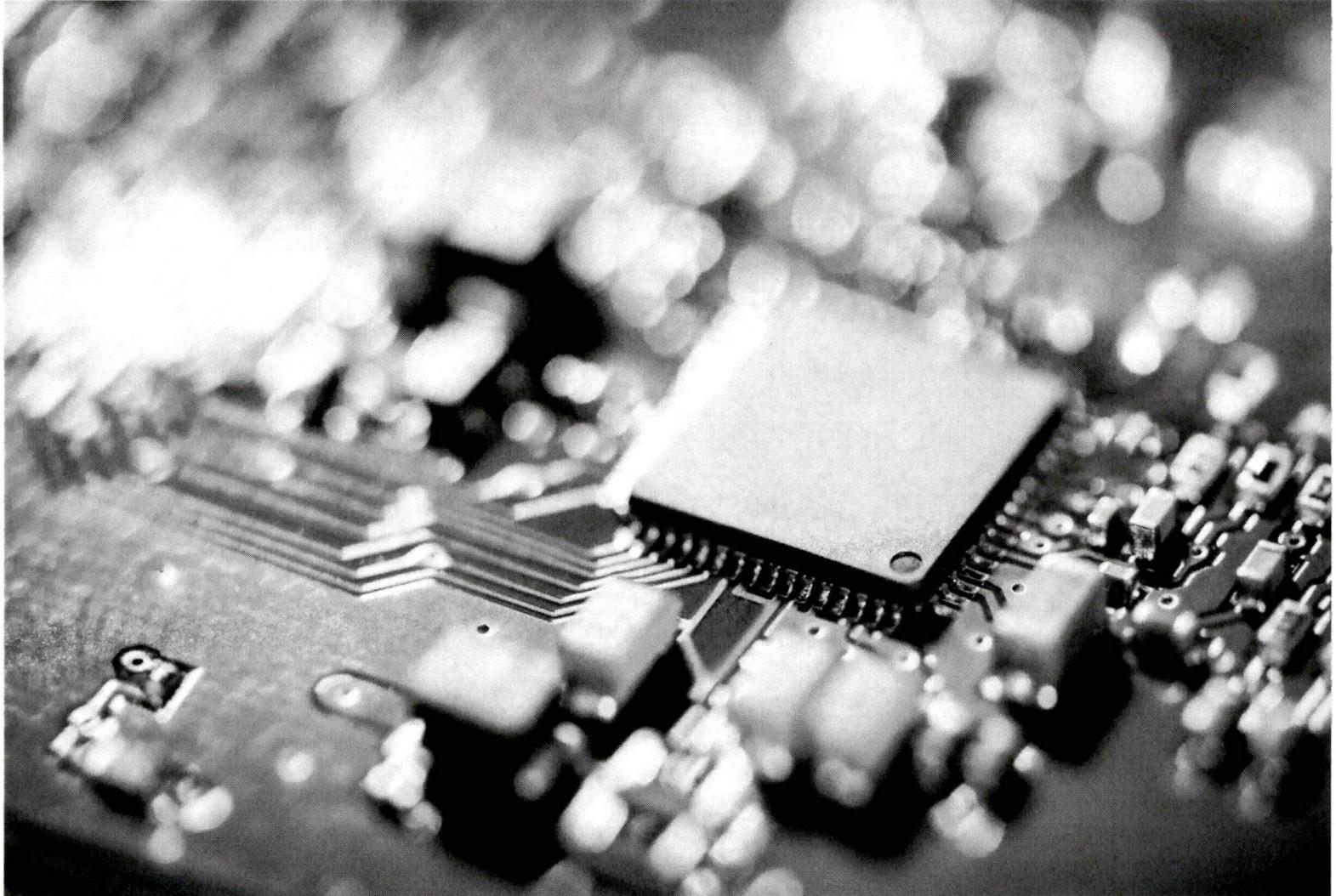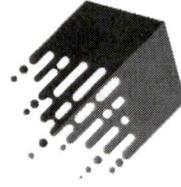
Respectfully Submitted,

Denis Goulet
Commissioner, Department of
Information Technology

DG/RA
DoIT #2026-032

New Hampshire
DoIT

BIENNIAL REPORT
FISCAL YEARS 2024-2025
RSA 20:7

Department of Information Technology

Commissioner: Denis Goulet
Deputy Commissioner: Kenneth Dunn

27 Hazen Drive, Concord, NH 03301
(603) 223-5744
doit.nh.gov

TO THE

GOVERNOR AND EXECUTIVE COUNCIL

HER EXCELLENCY, GOVERNOR

KELLY A. AYOTTE

THE HONORABLE JOSEPH D. KENNEY

EXECUTIVE COUNCILOR - FIRST DISTRICT

THE HONORABLE KAREN LIOT HILL

EXECUTIVE COUNCILOR – SECOND DISTRICT

THE HONORABLE JANET STEVENS

EXECUTIVE COUNCILOR – THIRD DISTRICT

THE HONORABLE JOHN STEPHEN

EXECUTIVE COUNCILOR – FOURTH DISTRICT

THE HONORABLE DAVID K. WHEELER

EXECUTIVE COUNCILOR – FIFTH DISTRICT

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COMMISSIONER'S REPORT

Strategic Highlights

The New Hampshire Information Technology Strategic Plan outlines the high-level mission, vision, themes, and objectives that drive technology within New Hampshire state government. Strategic planning is a necessity of any organization because it defines where you are now, where you wish to be and what fundamental efforts need to be taken to bridge gaps and ensure success. The 2021-2025 State of New Hampshire information technology strategy focuses on strategic partnerships, modern digital transformation, strengthening cybersecurity posture and awareness, improving system performance and the promotion of effective resource management, and was ratified on November 8, 2021, by the IT Council. Future strategic plans will be posted at the site stated above.

Financial Highlights

The full set of Department of Information Technology (DoIT) responsibilities are outlined in RSA 21-R. The budget is defined on a biennial basis by working with each individual agency. These sessions address unique agency needs (paid for via a direct chargeback method) as well as enterprise needs and services that would benefit all agencies (paid for via shared services chargeback methods). In addition, the statewide telecommunications infrastructure and associated support are maintained through a revolving fund. The revolving fund enables DoIT Telecommunications to define fixed rates to fund ongoing operations and charge agencies for extra services when required and as needed.

Operating Highlights

DoIT is a centralized organization that works with all executive branch agencies. We manage the State's technology infrastructure, products, applications, and procurement processes in a consistent, secure, and cost-effective manner. DoIT also manages statewide telecommunications architecture and service functions.

Current Reflection and Looking Ahead

"Never before have technology and business practices been so interdependent to achieve successful outcomes for those we serve."

Over the last several years, New Hampshire State Government has worked tirelessly to provide value added services through a foundation of enhanced business practices and the use of innovative technology. This has provided New Hampshire with a solid base as the state undertakes future strategic initiatives. Network infrastructure at over 300+ locations have been modernized to take advantage of cloud services, promote adaptability, and strengthen security posture. State websites have been updated with a focus on improving user experience and accessibility. New tools have been added to the State's toolbox to manage projects and portfolios to be more agile and successful. In addition, policy and compliance practices have been updated and continue to be improved in preparation for future compliance audits. New Hampshire is embracing cloud services and taking advantage of the benefits of cloud computing while also implementing smart governance rules to ensure data is adequately protected in a world where security has become a growing concern. Newer technologies such as Artificial Intelligence (AI) and Robotic Process Automation (RPA) are

being evaluated in areas where they can greatly improve productivity and are also being analyzed regarding the potential harm they may cause if used inappropriately. The State understands the role it plays in protecting data and the privacy responsibilities that entails. Technology is ever-changing and the key to success is quick adaptation that requires business and technology partners to work as unified stakeholders where information technology decisions are part of the business solution planning process. In its purest sense, "Digital Transformation is the business."

Service Goals

The Department of Information Technology top three Agency customer service goals for the next biennium.

1. Provide Technical Leadership, Collaboration, and Partnership to Ensure State agencies can deliver essential government services through agile/adaptive delivery and effective management of statewide technology services.
    - Embrace agile and transformative methods to deliver services.
    - Enable a process improvement culture.

2. Promote secure solutions, efficiencies, and innovative technologies.
    - Integrate security as a critical planning item for all DoIT efforts from procurement throughout the entire lifecycle as a seamless process.
        - Provide ongoing staffing and tool support to adapt to a modern Cloud IT environment.
        - Leverage newer technologies to modernize existing operating models to enhance detection and mitigation of malicious activity.
        - Improve auditing of websites and web-based applications to address and remove barriers to accessibility.

3. Promote modern tools and skillsets to enhance customer service and promote efficient and reliable service.
    - Increase the use of cloud and platform-based services where appropriate.
    - Upgrade to modern application versions.
    - Provide or broker resources to support newer technologies.
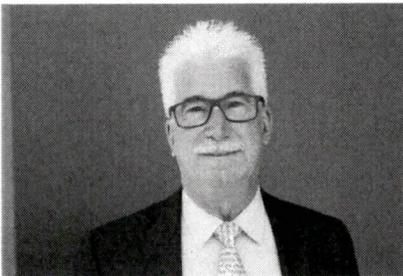
Denis Goulet
Commissioner/Chief Information Officer

MISSION, VISION AND VALUES

Mission

The Department of Information Technology provides technical leadership and solutions to agency partners securely, transparently and responsibly.

Vision

Be a trusted partner to New Hampshire and a key player in driving innovation and efficiency.

Values

Enhancing services for New Hampshire, our values are **CLEAR (Collaborative, Leading, Efficient, Accountable, Reliable)**.
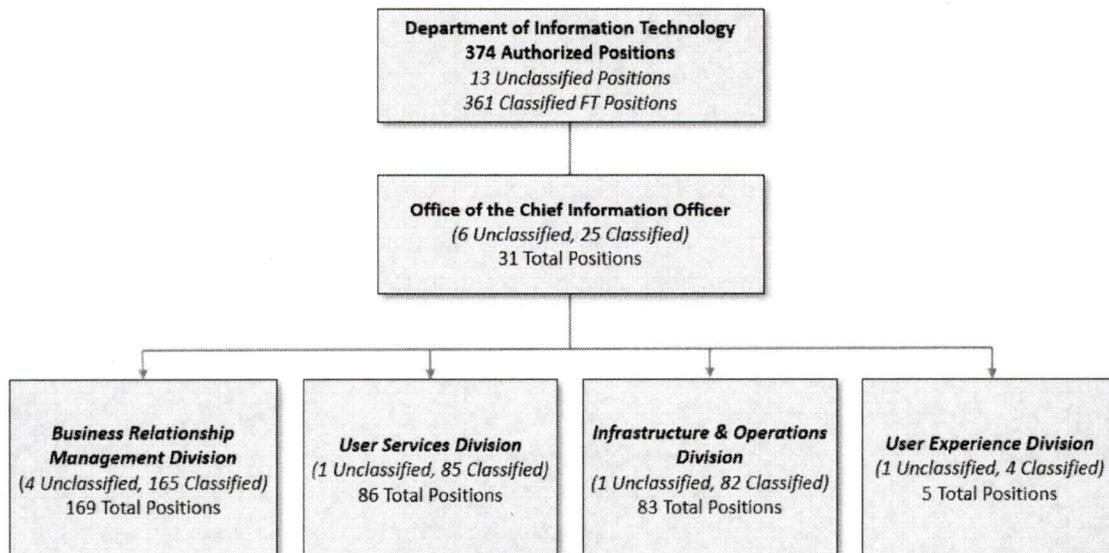
We pledge to:

- Be Collaborative – "work respectfully and productively with others"
- Be a Leader – "provide responsible and informed technology leadership"
- Be Efficient – "proficiently do our job with pride and dedication"
- Be Accountable – "own the work we do to serve others"
- Be Reliable – "do what we say we will do"

DOIT ORGANIZATION CHART

FY 24-FY25 DoIT Organizational Chart

Department of Information Technology
374 Authorized Positions
13 Unclassified Positions
361 Classified FT Positions

Office of the Chief Information Officer
(6 Unclassified, 25 Classified)
31 Total Positions

Business Relationship Management Division *(4 Unclassified, 165 Classified)* 169 Total Positions	**User Services Division** *(1 Unclassified, 85 Classified)* 86 Total Positions	**Infrastructure & Operations Division** *(1 Unclassified, 82 Classified)* 83 Total Positions	**User Experience Division** *(1 Unclassified, 4 Classified)* 5 Total Positions

CIO's Office

- Finance and Administration, and Human Resources
- Governance and Strategic Planning
- Cybersecurity

Business Relationship Management Division

- DoIT liaison to the agency
- Agency line-of-business applications and some targeted Enterprise applications

User Services Division

- Desktop, Help Desk and Email services
- Enterprise Applications and File/Print support

Infrastructure & Operations Division

- Server and Data Center support
- Network Engineering and Services, providing security, internet access and telecommunications

User Experience Division

- Website management and hosting
- Agency SharePoint intranet development support, and digital accessibility training and monitoring

FINANCIAL SUMMARY

Throughout FY24-25 the state invested in hardware, software, and services including cloud-based platforms and consulting services to:

- Modernize the states infrastructure and web sites.
- Restructure the organization to better align with constituent needs.
- Strengthen and make transparent enterprise policy and compliance.
- Strengthen cybersecurity programs.
- Embrace cloud platforms and enterprise applications.

Various information on the State's expenditures can be found at the following website, which supports the open and transparent sharing of government financial data expenditures and funding sources: Where The Money Goes | TransparentNH.
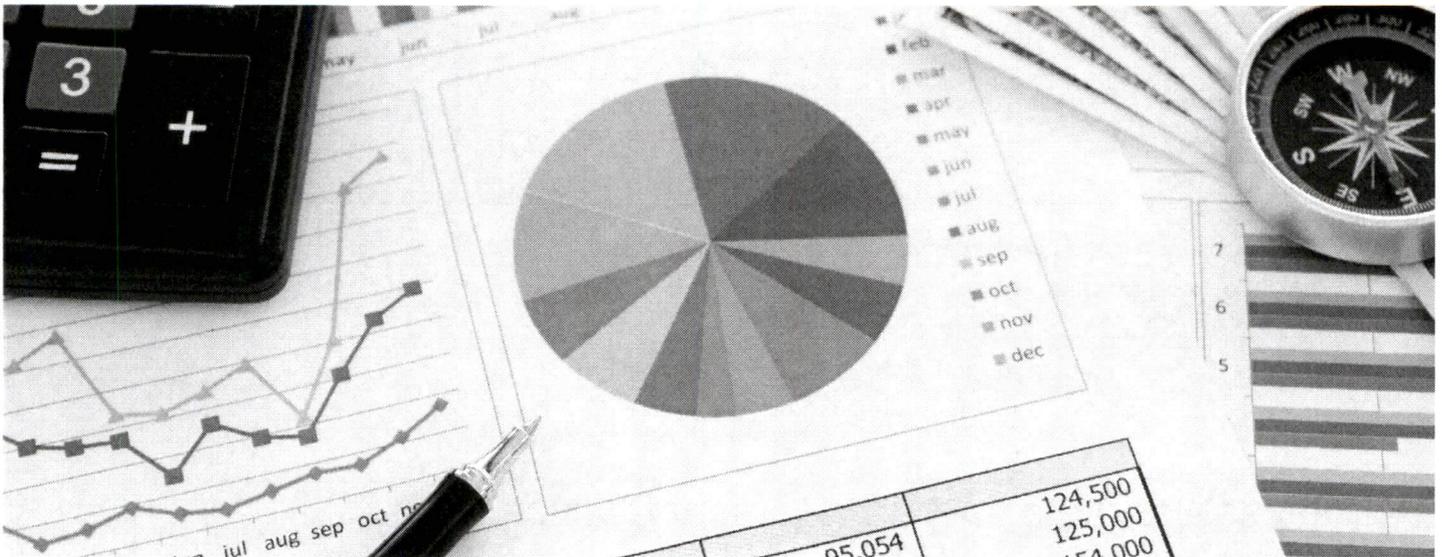
DoIT FY24/25 Budget and Expense Summary

The tables below have been provided to outline summary expenditures for the DoIT FY24-25 biennium by accounting unit as well as sub-areas (by class) within the budget. Also depicted is a summary of the top 7 agencies which comprised more than 90% of the DoIT Budget.

The direct agency IT budget consists of those items allocated 100% to a particular agency (AU 76070000 thru 76970000 and AU 7702000).

DoIT FY24/25 Budget and Expense by Accounting Unit

DoIT Budget	FY24 Adusted Authorized Budget[1]	FY24 Actual Expense [2]	FY25 Adjusted Authorized Budget[1]	F25 Actual Expense [3]
Direct Agency IT Budget (AU 7607-7697, AU 7702)	$63,957,006	$56,586,578	$63,194,893	$59,477,235
Central IT Services and Operations (AU 77030000)	$15,908,684	$13,819,999	$15,941,138	14,538,753
IT Salaries and Benefits (AU 77080000)	$46,201,897	$46,209,871	$51,535,121	47,474,542
Statewide Telecomm (AU 52130000)	$6,145,117	$5,208,349	$6,508,081	7,217,744
TOTAL DoIT Budget	**$132,212,704**	**$121,824,797**	**$137,179,233**	**$128,707,274**

[1] As reflected in the FY24-FY25 approved HB1 Budget

[2] FY 2024 Expenditures $121,824,797 plus $16,689,595 encumbrance carry forward for a FY 2024 Total $138,514,392

[3] FY 2025 Expenditures $128,707,274 plus $18,705,878 encumbrance carry forward for a FY 2025 Total $147,413,152.

DoIT FY24-25 Expense by Class

DoIT Expense by Class	FY 2024 Actual Expense	FY 2025 Actual Expense
10-Personal Services-Classified	$29,228,736	$30,348,577
12-Personal Services-Unclassified	$1,288,502	$1,378,026
18-Overtime	$816,500	$777,241
20-Current Expenses	$160,211	$181,071
22-Rents Other than State	$11,575	$9,633
25-State Owned Equip Usage	$21,042	$26,507
26-Organizational Dues	$15,200	$16,000
28-Transfer to Plant and Property	$705,223	$949,913
30-Equipment	$26,018	$102,183
37-Technology-Hardware	$11,091,182	$13,065,397
38-Technology Software	$34,807,124	$36,757,607
39-Telecommunications	$2,855,349	$2,626,274
42-Additional Fringe Benefits	$1,993,707	$1,250,730
46-Consultants	$23,680,565	$25,129,223
49-Transfer to Other State Agencies	$13,581	$14,380
50-Temp Part Time	$410,837	$453,596
57-Books	$0	$0
59-Temp-Full Time	$45,137	$44,804
60-Benefits	$14,313,376	$15,312,642
62-Worker's Comp	$69,634	$61,661
66-Training	$193,406	$147,362
70-In State Travel	$33,340	$20,338
80-Out of State Travel	$14,328	$3,885
89-Transfer to DAS Maintenance Fund	$30,224	$30,224
TOTAL DoIT Expense	**$121,824,797**	**$128,707,274**

DoIT FY24/25 Budget for the Top 7 Agencies

Top Seven Agencies:	FY 2024	% Agency-FY 2024 DoIT House HB 1 Direct Budget	FY 2025	% Agency-FY 2025 DoIT House HB 1 Direct Budget
Department of Health and Human Services	$31,520,920	49.48%	$32,621,933	51.66%
Department of Safety	$12,446,608	19.54%	$12,342,624	19.55%
Department of Transportation	$4,650,412	7.30%	$4,103,705	6.50%
NH Liquor Commission	$2,849,212	4.47%	$2,845,122	4.51%
Department of Revenue	$2,417,168	3.79%	$2,546,297	4.03%
NH Employment Security	$1,967,002	3.09%	$1,951,618	3.09%
Department of Corrections	$1,901,212	2.98%	$2,012,746	3.19%
Top Seven Agencies Total Direct Budget	**$57,752,534**	**90.65%**	**$58,424,045**	**92.52%**
Total Direct Budget - All Agencies [1]	**$63,707,006**		**$63,144,893**	

[1] As reflected in the FY24-FY25 approved HB1 Budget