

**Rhode Island
Division of Information Technology
& Office of Digital Excellence**

2015 Annual Report

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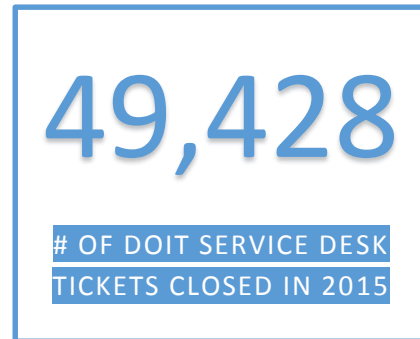
DIVISION OF INFORMATION TECHNOLOGY (DOIT)

The Rhode Island Division of Information Technology had a strong 2015 focused on the implementation of a number of significant new systems which resulted in major efficiency gains across the enterprise. The theme of the year was standardize and upgrade. Major highlights include:

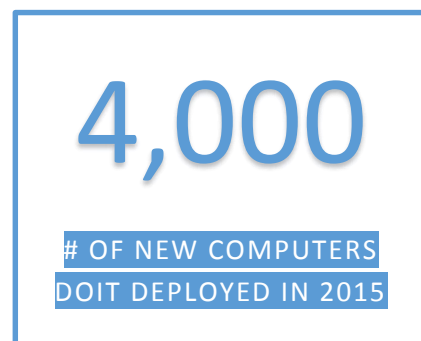


- the consolidation of all email and calendaring systems to a single platform;
- deployment of more than 4,000 new personal computers;
- standardization of all Office software and Anti-Virus versions to the latest release; and
- the upgrade of two legacy systems from largely unsupported hardware and software to modern platforms which are now in compliance.

DoIT successfully completed the rollout of Microsoft Office 365 to all executive branch agencies in 2015, migrating from a widespread mix of outdated Novell Groupwise and Microsoft Exchange systems. The new cloud-hosted, consolidated platform is a modern environment which is vendor supported and enables significant opportunities for cross-agency collaboration. The new system also affords DoIT the opportunity for more efficient backups of data, a standardized approach for records retention, and a secure disaster recovery solution.

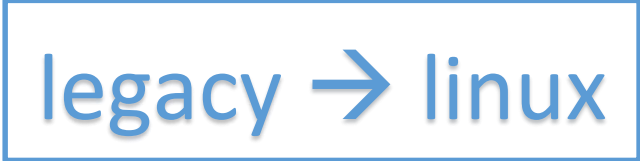


In support of the Office 365 initiative and to address multiple security concerns as well as end-of-life / end-of-support issues with the legacy Windows XP Operating System, the RI Division of Information Technology also performed a 4,000+ client hardware refresh and many operating system software upgrades to move to the Windows 7 platform. The impact on legacy applications was significant, as this project was much more than simply the swap of a desktop, involving countless hours of testing, patching, fixes, developer coordination and infrastructure upgrades to accommodate this more modern hardware and software. DoIT was also able to



standardize software packages and security controls while servicing this many PC's and laptops across the enterprise. The new environment is less complex to support by our desktop technician teams, allowing us to have multiple support teams cross-trained to support more than their individual agency, thereby making the most of limited staff and following through on the consolidated IT vision the Division was tasked by executive order to enforce.

The Division of Information Technology also addressed two major upgrades of legacy systems in 2015 to guarantee uninterrupted operations and increase performance. The



server hardware for the Division of Motor Vehicles had not been upgraded since 1999, which often put the business in a tenuous situation when issues arose. The DoIT team moved the server environment over to a modern Linux platform which considerably increased system responsiveness and eliminated long-standing support issues. This upgrade also puts the DMV in an advantageous position for the RIMS upgrade in the fall of 2016.

The Department of Administration's RIFANS financial system was in better shape than the legacy DMV, however it was still approaching end of vendor support and we were prevented from installing the latest version of the Oracle e-business suite due to hardware and operating system limitations. The DoIT Enterprise Unix team worked very closely with the vendor to build out the new infrastructure, install the OS and convert all of the data. It was a very smooth transition with minimal downtime and netted demonstrative performance gains. We are now on the latest version of the application which affords us the opportunity to implement features that were not possible before the upgrade. The new RIFANS cluster is also much more resilient than before which allows us to fully leverage our enterprise backup and disaster recovery.

A major defect was found with the APC power unit at the State's primary data center which involved a defective backplane that grew "tin whiskers" between the 10 power module units that lived in the frame. When the whiskers grew long enough they would connect two different power modules together and short out both of them. The data center did have enough designed redundancy to keep the unit operational in the limited capacity between maintenance windows. The enterprise team, along with

all of the Technical Support Managers and a host of facilities personnel worked together to come up with a precise action plan to be executed over 24 hours straight involving a full data center shutdown, a complete power module repair and backplane replacement, configuration reprogramming and testing, and a complete power up. Weeks of planning, preparation and practice paid off with a successful execution of the plan, and the new equipment has been working exactly as designed since installation.



OFFICE OF DIGITAL EXCELLENCE (ODE)

Rhode Island’s Office of Digital Excellence had a number of significant technology achievements in 2015. The team was bolstered by the addition of three talented technology project managers to work on large scale projects across multiple agencies, including the Unified Health Infrastructure Project and Scheduling, Time, Leave & Attendance. The Office of Digital Excellence team also has been deeply involved in numerous LEAN reviews and tasked with implementing process improvements through business reengineering and targeted technology deployment.

Presently, ODE is working on initiatives with the following agencies and departments in Rhode Island state government:

Administration	Commerce RI	HealthSource RI	Taxation
BHDDH	Corrections	Human Resources	Payroll
Builders Commission	DEM	Human Services	Purchasing
Business Regulation	EOHHS	Motor Vehicles	RIEMA
Capital Asset Management & Maintenance	Fire Marshal	Office of Diversity & Equal Opportunity	Office of Management & Budget

ODE has recently initiated a technical intern program as well, to on-board innovative programmers looking for experience in software development and civic technology engagement. We are working with Rhode Island institutions of higher learning to identify talented designers, developers, and business analysts to gain experience with the ODE team.

The RI Office of Digital Excellence has an extensive pipeline of active projects, as well as a slate of assignments to work on over the next decade. These initiatives are sometimes multi-year projects which require the full-time attention of a team, while others last only a few months to launch a proof of concept and learn from usage and adoption of a new venture. The largest of the current projects on ODE’s plate are detailed here.

INTEGRATED TAX SYSTEM (STAARS)

The Rhode Island Division of Taxation's Integrated Tax System project kicked-off on May 7, 2013. Release 1 consisted of 39 Offline Tax Types and went live according to schedule on July 11, 2014. The next release of STAARS launched on December 19, 2014, which encompassed IFTA processing, the International Fuel Tax, as an addendum to the original contract. Bringing IFTA processing in-house has resulted in an annual savings of \$80,000 to the Division of Taxation. STAARS release 2, converting Personal Income Tax off of the mainframe to the new ITS platform, successfully went live on October 30, 2015. Configuration requirements and specifications for development of Release 3 are ongoing. Release 3 consists of converting the Corporate, Withholding and Sales Tax off the mainframe over to the new ITS, a new Taxation web portal for all Rhode Island taxpayers, along with the completion of a new Revenue Accounting system.

\$1.25B

TOTAL DEPOSITS
PROCESSED THROUGH
STAARS SINCE LAUNCH

Technical

- 12 environments, including Model Office where staff is able to perform their daily tasks in the new system before a new software release.
- EMC digital backup – all tape backups were retired and now handled digitally.
- Failover Environment – in the event of a hardware failure or issues with the EOC, Taxation has the technical infrastructure in place to failover the production system to hardware at DOA.
- JAMS – an automated job scheduler has been implemented and many of the manual tasks previously performed by programming and Operations has been automated.

Organizational Change

- Tax Processing was relocated to the ground floor next to the mailroom with all scanning equipment. All documents are scanned and automatically available within STAARS.
- Checks are scanned and deposited digitally to the bank via a daily cash letter file.
- Redesign of 107 forms to optimize data capture
- Establishment of Project Oversight and Development Section (PODS) includes a Product Release Manager, full time trainer and testers.

Release 3 Timeline

- February 2016 – Components to support Letters of Good Standing functionality
- June 30, 2016 – Special Investigative Unit Integration, Field Audit Workbench, Inventory Management, and Estate Tax.
- October 31, 2016 – All remaining taxes (Corporate, Withholding, Sales, etc.) and select components of Revenue Accounting
- December 31, 2016 – Web Portal
- June 30, 2017 – Completion of Revenue Accounting

UNIFIED HEALTH INFRASTRUCTURE PROJECT (UHIP)

The State of Rhode Island's Health Insurance Exchange went live on October 1, 2013, just nine months after the contract was signed in January of that same year. The project is now focused on the second phase, building out the Integrated Eligibility System to replace the 30-year-old InRhodes system, as well as consolidating and creating a single source for customer records. This phase is scheduled to go launch in July 2016. The new Integrated Eligibility System aims to serve individuals and families eligible for Medicaid/CHIP, SNAP, TANF and commercial-based plans (HSRI) through a single technology solution. UHIP is the inter-agency initiative to design and implement the integrated, end-to-end service delivery model for the many related programs. The overarching goals of this endeavor are to enhance the customer experience and significantly improve the State's efficiency to administer these programs.

Health Insurance Exchanges and Integrated Eligibility Systems are complex and provide a broad range of functionalities, from screening and eligibility to online shopping and the aggregation of premium payments. UHIP shall provide this functionality while at the same time meeting the needs of diverse customers and stakeholder groups; these include individual consumers and their families, carriers, employers and employees, navigators/brokers, health care providers, other state social service programs, as well as the federal government.

National Recognition

- Winner of the 2015 Digital Government Achievement Award
- Winner of the Government-to-Citizen State Award by the Center for Digital Government



Since Health Exchange launch in October 2013

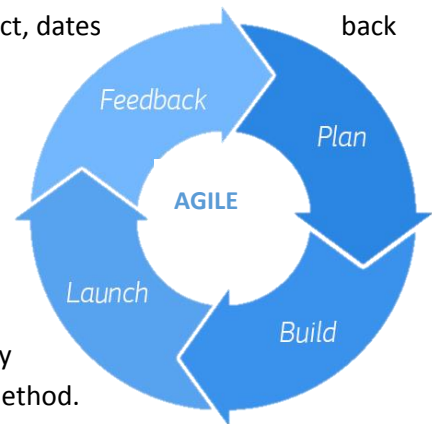
- Rhode Island has gone from the fourteenth lowest uninsured rate in the country in 2013 to one of the lowest in 2015 at 5% uninsured (the national average is 11%)
- Rhode Island has decreased the percentage of children without insurance by 40% since implementing the Health Insurance Exchange in 2013
- Rhode Island spent \$152 million to stand up the Rhode Island Health Exchange as compared to the national average of \$289 million for such exchange systems
- As compared to other state health exchanges, Rhode Island's consists of more functionality – including SHOP, a more robust verification process, and Eligibility for QHP, APTC, and Medicaid
- Since go live, the Health Exchange has had six major enhancement releases in addition to monthly maintenance releases

July 2016 release timeline

- Rhode Island has completed two mock pilots, with two additional scheduled prior to the next release
- Rhode Island has completed eleven test data conversions since June 2014, with three more to go
- User Acceptance Testing (UAT) will begin February 1, 2016. All three agencies actively involved in the UHIP project (DHS, EOHHS, and HSRI) will test in a single location with the vendor onsite to assist

DIVISION OF MOTOR VEHICLES - RIMS

The Division of Motor Vehicles System Modernization, or “RIMS” project, dates to 2007 and has been driven by three different systems integration vendors during that time. The state changed course in May of 2014 with Hewlett-Packard Enterprise recommitting to this project using a new approach. This reboot process addressed the fundamental way the project was pursued, shifting from the outdated “Waterfall” methodology to an “Agile” development model. Agile development is the industry standard methodology for software development, and is proven to generate higher-quality products more quickly, to more likely be under-budget, and to less-likely fail than the traditional Waterfall method.



200 → 574

MEASURE OF DEVELOPMENT
PERFORMANCE AS TOTAL
POINTS PER SPRINT FROM LATE
2014 TO JANUARY 2016

In the Agile development model, the exhaustive work of building an inherently complicated system like RIMS is broken down into manageable, granular, testable bits of progress called “stories.” Each story is of a given size or scope, and is therefore assigned a rough “point” value. The work is also broken down into 2-week “sprint” cycles. The rough measure of team throughput is Points per Sprint.

The results of this shift have been profound. More working code has been produced at a higher quality level since May 2014 than in the previous 7 years combined. We are now

able to test the system every two weeks and showcase the code monthly to the entire DMV team.

REMAINING PROJECT TIMEFRAME

Milestone	Projected Date
End of Principal Development	6/17/2016
Release 1: Go-Live	9/30/2016
Release 1.1: Incremental Features, Process Improvements	1/30/2017
Release 1.5: Additional Interface Work	4/30/2017
Release 2.0: Larger Projects, Legislative Requirements	7/30/2017

STATEWIDE E-PERMITTING INITIATIVE

The Rhode Island Statewide e-Permitting project focused on requirements gathering efforts in parallel for all twelve Phase 1 entities, consisting of including the State Fire Marshal, State Building Commission, and the following municipalities: Cranston, Pawtucket, Newport, North Kingstown, North Providence, North Smithfield, Warwick, West Warwick, Westerly and Woonsocket. All building/trades permit applications will be moved online for the twelve entities. Statewide consolidation of systems is a major goal of this project, and because some systems currently being used to process permit applications are also serving other building safety needs (inspections and violation tracking), accommodations will be made to include as much functionality as reasonable so that legacy systems may be shut down, and associated costs eliminated.

The online system will give municipalities improved management and tracking tools and provide applicants a higher level of visibility into the status of their permit applications. The project also acts as a platform for collaboration with state agencies which license trades professionals, including the Contractors Registration and Licensing Board (CRB), Department of Labor and Training (DLT), Department of Business Regulation (DBR) and Department of Health (DOH),. The system is also designed to validate property/parcel information based on each municipality's tax assessment records, improving accuracy and automating the completion of most property-related fields.

Funding from The Rhode Island Foundation has provided critical hardware and software to the State Fire Marshal and Building Commission. Field inspectors will be outfitted with tablets, providing quicker access to information about applicants and allowing for documentation of inspection reports in the field. Large format displays allow inspectors to conduct building plan reviews electronically, and special software will permit markup and annotation of plans to highlight modifications for applicants.

Organizational Change

- The State Building Commission and Fire Marshal are making the move towards a paperless process by accepting digital plans and reducing the number of paper plans from five to one.
- Municipalities and state agencies have been given an incentive and the resources to document and create more lean business processes.
- Municipalities and state agencies will adjust to a higher level of transparency and visibility into application processing for applicants.

Technical Challenges

- Disparate Systems – Licensing is spread out across multiple state agencies, using different technology to manage registrations, multiplying the effort required to share these credentials with the e-Permitting software for validation. Municipalities should collaborate in order to benefit from a uniform system and economies of scale.
- Legacy Data - this is the first permitting system for some municipalities, meaning historical data is on paper. Converting this will be a time consuming effort with no completion date at present.
- Staffing - success of this project will be determined by the users, and having a strong support staff, both technical and customer service, is paramount.

SCHEDULING, TIME, LEAVE & ATTENDANCE (STLA)

The STLA project will modernize how Rhode Island employees will schedule and record hours worked. Executive branch agencies in scope, include approximately 10,000 employees. During the second half of 2015, a vendor was selected and a contract was executed. The project launched in January 2016, with the first agencies going live in early 2017.

Technical Challenges

Integration with a variety of systems, including but not limited to: Payroll mainframe, DOT project costing system, HR management system

Organizational Change

State employees will move away from paper time sheets

Scheduling will become highly automated

Information available to employees about recorded time and leave banks will be more readily available and updated in a more timely manner

What-if scenarios can be run in a mirror system to project costs associated with contract negotiations, back-pay adjustments for large numbers of staff, or any other contemplated changes in compensation.

Challenges

- Few current processes or employee attributes are well documented
- No HRIS (Human Resource Information System) exists to feed employee data directly to this system for user creation
- Staffing – All subject matter experts will continue supporting their current role while being asked to participate in this project.

STLA PROJECT TIMEFRAME

Milestone	Projected Date
Requirements Gathering & Software Development	10/30/2016
Release 1 Testing	01/27/2017
Release 1 Training	02/24/2017
Phase 1 Rollout to BHDDH, DOA, DOC	04/10/2017

HUMAN RESOURCES ON-BOARDING

The Department of Human Resources currently uses Neogov's Insight platform. The Insight product automates the hiring process, allowing HR to post jobs, accept online applications, and filter candidates, while eliminating paper. Neogov's Onboarding product is the next step in transitioning to an electronic filing system for new hires. Onboarding consists of a central location for all forms, agreements, and disclosures a new hire needs to complete prior to beginning employment with the State of Rhode Island. All documentation is stored along with their original application and is accessible to the new hire throughout their time with the State.

The Onboarding project started in June 2015. There are four (4) phases to completion. The first is the project kick off and preparation of all data. The HR team gathered all current onboarding documentation and spent time reviewing, consolidating, and updating as necessary. A list of all Onboarding users was also created. The second phase is reviewing the forms in the Onboarding system, configuring the Welcome page, and creating checklists. The checklists denote which forms will be provided to new hires joining certain positions, agencies, etc. These are completely customizable and can be changed by the HR staff. The third phase is user acceptance testing. This is an opportunity for the HR team to test the system they have created and ensure it functions as expected. The fourth phase is go live. The State of Rhode Island will review the system with the Neogov team and the production site will be made available.

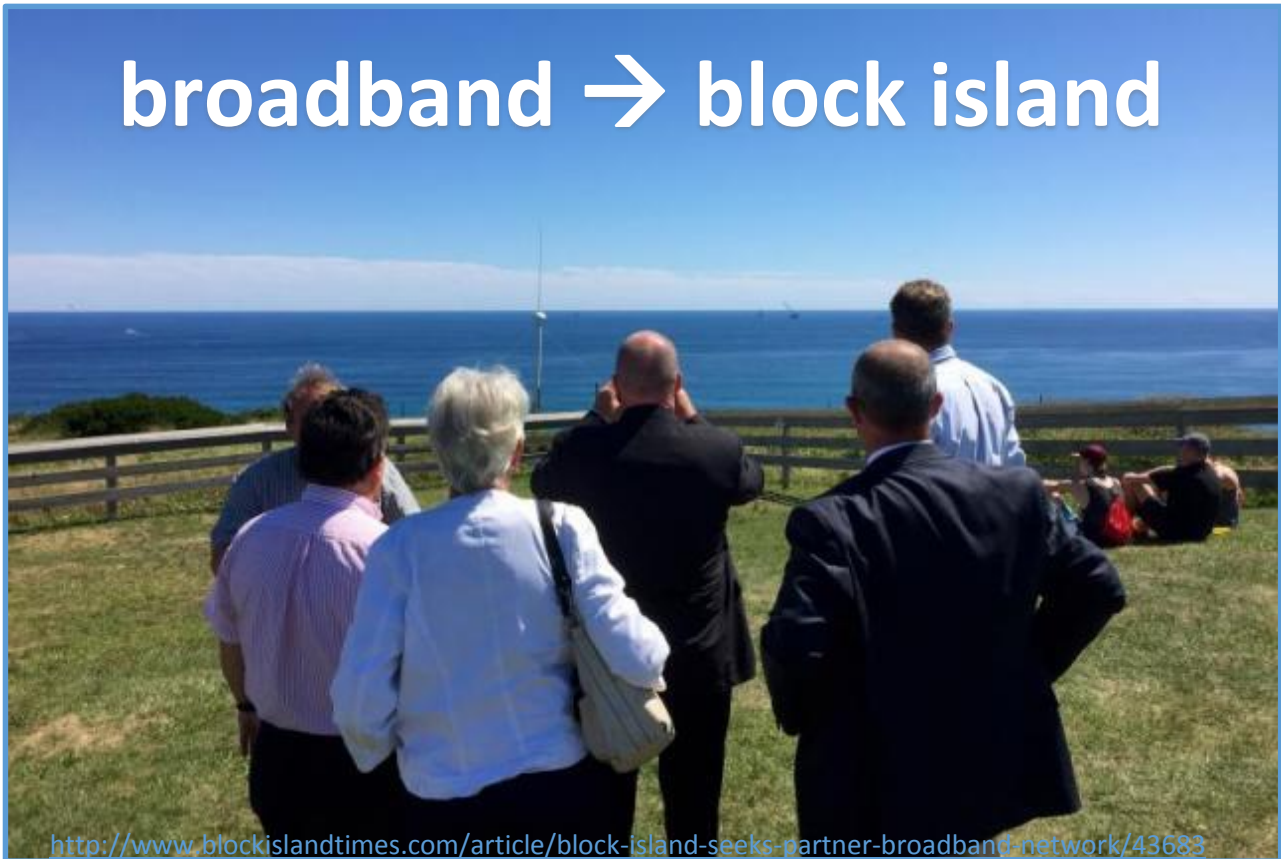
Accomplishments

- Consolidation of all documentation for 13 agencies
 - DOT, DEM, DOA, DOR, DBR, DHS, OHHS, BHDDH, DCYF, DOH, DLT, DOC, EMA
- Central location for all forms
 - 83 documents submitted and available in Onboarding system
 - Approximately 15 additional forms will be added to the Onboarding system prior to go live

Challenges

- Location of Documentation – Much of the documentation was not accessible electronically and were photocopies of photocopies. This resulted in the recreation of some forms. Gathering documentation from 13 agencies took more time than expected as documents came in waves.
- Outdated Documentation – Some documentation was no longer current and needed to be updated prior to use in the Onboarding system.
- Staffing – Three (3) Human Resource staff members are assigned to this project in addition to their current day-to-day responsibilities. Finding time to complete tasks can be challenging.
- The change to onboarding electronically is significant. There is some hesitation around the use of this system and how it will change the way the State of Rhode Island handles onboarding today.

broadband → block island



On August 28, 2015, the Rhode Island Office of Digital Excellence presented to the New Shoreham Town Council the details of a landmark broadband internet agreement. The agreement enables the arrival of broadband internet to the island to serve the residential, commercial, municipal, educational, and public safety needs of the community.

ODE worked diligently with New Shoreham Town Manager Nancy Dodge, Attorney Alan Shoer, and National Grid for more than a year to secure for Block Island the exclusive use of eight strands of fiber as part of the undersea cable to be laid for the Deepwater Wind project. The fiber may be used by the town for the delivery of telecommunications services through a municipal, non-profit, or commercial provider by way of a subcontracting agreement. The fiber is capable of carrying transmissions of voice and data, affording the town the right to enter into an agreement with a provider of their choice. The initial term of the agreement is in place for twenty years at a cost of twenty dollars to the residents of Block Island.

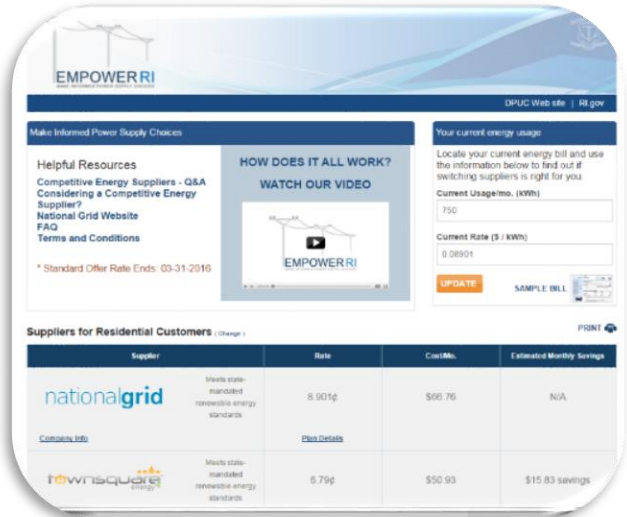
20/20

TOTAL # OF YEARS AND
DOLLARS FOR THE BLOCK
ISLAND FIBER AGREEMENT

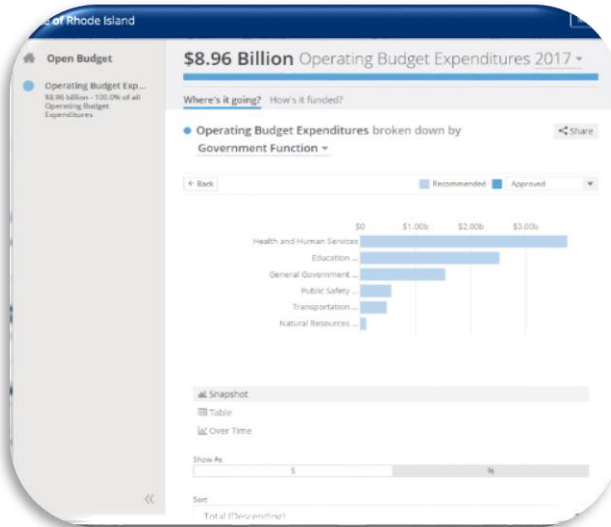
NEW & REDESIGNED WEBSITES



REDESIGN – WWW.RI.GOV



NEW – EMPOWER RI



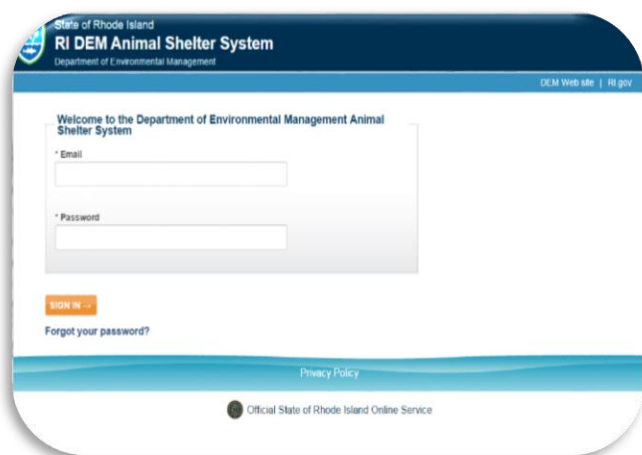
REDESIGN – OPEN BUDGET RI



REDESIGN – DEPT OF REVENUE



REDESIGN – HUMAN SERVICES



NEW – DEM ANIMAL SHELTER TRACKING

RI.GOV HIGHLIGHTS

In 2015 the RI.gov portal processed 1.7 million transactions and collected \$48,274,648 in statutory funds on behalf of the state entities served. Rhode Island Interactive (RII) also accommodated the secure transfer of over \$1.2 billion in various tax payments.

Popular citizen based services continue to be DMV license renewals (40,796), Vehicle Registration renewals (114,979) and online fishing licenses (50,334). Popular business services included online business tax payments (342,558), agriculture product filings (14,089), and professional licensing.

Areas of strong growth were payment processing for the Narragansett Bay Commission (up 22%) and Temporary License Plates for the DMV (up 9%). The sale of Driver History Records – the largest source of funding for RII continued to fall, down 4% from 2014 and down 13% over 2010 actuals.

1,000,000 Transactions for the RI Vehicle Registration Renewal Service: On June 30th 2015 at 8:18 PM, a citizen from Burrillville, RI completed the renewal of her motorcycle registration committing the 1,000,000th online renewal. The extremely popular service was launched in February of 2003 and was among Rhode Island’s first eGovernment services and remains one of the most popular. Each year, over 100,000 vehicle owners turn to RI.gov to save the time and effort required to mail in their paper renewal forms with a check. The service is offered by RII with no additional costs to the consumer as part of the portal’s self-funded model.

RI.gov Honored as Best of Web Finalist: For the eighth time in ten years, the RI.gov Portal has placed in the top ten as a finalist in the Best of the Web competition by the Center for Digital Government. The team credits their new minimalist design in earning the honor. Other 2015 awards include:

- Horizon Interactive Awards, Government Agency Websites, [RI.gov](#)
- Horizon Interactive Awards, Mobile Apps, [RI.gov](#)
- W3 Silver Winner, Government Website Design
- The Communicator Awards, Award of Distinction for Government Websites, [RI.gov](#)
- The Communicator Awards, Award of Distinction for Home Page, [RI.gov](#)
- The International Academy of Visual Arts, Davey Award, RI Interactive

NEW ONLINE SERVICES

The team at RII launched seven new or improved services and implemented three additional instances of their Over-the-Counter Payment system.

Animal Tracking System: Each year, over 12,000 dogs, cats, ferrets and other pets pass through the various municipal animal control facilities, shelters, brokers and rescues licensed by the RI Department of Environmental Management (DEM). These shelters must report monthly to the DEM all activity in their animal population. Historically, reporting has been done using carbon-paper handwritten forms which were then retyped into a spreadsheet in order for the DEM to produce a series of rudimentary reports. The development of the service took nearly eight months and involved substantial stakeholder input, testing and research. The new system has been custom designed to completely replace the former paper workflow with a robust set of features that will track the entire cycle of an animal as it passes through each of the State's eighty licensed facilities in the state.

Registration Reinstatement Payment Service: The Rhode Island Division of Motor Vehicles (DMV) has partnered with Rhode Island Interactive to develop a secure online method for citizens to reinstate a rescinded registration record. Recently, the DMV initiated a validation of the state's mandatory insurance laws. Those citizens whom had either never properly insured their vehicle, or let their insurance lapse are now programmatically identified. The citizen is sent a series of warnings before the DMV rescinds their registration. The new RI.gov service allows those citizens to validate their identities, attest that they have secured a valid insurance policy and pay their \$251.50 reinstatement fee using a credit card.

Empower RI: In the final days of 2015, the RII team launched Empower RI in partnership with the Rhode Island Division of Public Utilities and Carriers (DPUC) and the Office of Lt. Governor Dan McKee. Empower RI will allow both residential and business consumers to compare products available from a growing number of energy suppliers. Users will have the ability to compare rates and terms against the current "standard offer" and directly enroll in the program of their choice. The site also offers a number of pages designed to educate consumers as to how to fairly evaluate plans to find the best fit for their current and future needs.

RI.GOV 2015 TRANSACTIONS

Rhode Island Agency or Entity	# Transactions	Total \$ Collected	Remitted \$ to RI
Dept. of Business Regulation	10,962	\$ 3,274,126.60	\$ 3,163,438.78
Dept. of Environmental Management	59,527	\$ 3,602,644.81	\$ 3,421,828.75
Rhode Island Municipalities	18,023	\$ 5,449,014.77	\$ 5,366,963.13
Dept. of Labor and Training	4,405	\$ 635,335.00	\$ 608,576.00
Secretary of State	59,069	\$ 2,955,608.41	\$ 2,805,639.75
Divison of Taxation	396,238	\$ 176,946.15	\$ 16,720.00
University of Rhode Island	6,927	\$ 1,082,493.00	\$ 1,061,712.00
All Others	479,234	\$ 13,909,641.11	\$ 13,766,582.55
Division of Motor Vehicles	666,979	\$ 18,890,467.34	\$ 18,063,188.02
Totals	1,701,364	\$ 49,976,277.19	\$ 48,274,648.98

IT INVESTMENT FUND

The Information Technology Investment Fund (ITIF) was established in 2013 under section 42-11-2.5 for the purpose of acquiring information technology improvements and services which were not budgeted for in the capital plan and could have a significant positive impact on the operations of an agency or across the enterprise.

Since 2013, the IT Investment Fund has approved 73 projects for enterprise-wide solutions, agency specific needs, and citizen-facing initiatives totaling \$22,177,787. The categories and related budget for the larger projects are in a variety of areas:

Agency	Project Name	Approved \$
DOA – IT	Technology Infrastructure improvements	\$1,971,764
DOA – IT	Enterprise software for new initiatives	\$1,286,660
DCAMM	Facilities Asset Management system	\$417,343
DEM	PLOVER expansion to include Wetlands	\$333,400
Dept. of Transportation	Hardware and Network Infrastructure	\$660,483
Dept. of Corrections	Networking Equipment and Storage	\$945,000
DMV	Queue Management system	\$282,571
DLT	Imaging and Workflow system	\$850,000
Human Resources	Online Recruitment & Hiring; Scheduling, Time, Leave and Attendance system	\$4,266,660
Enterprise	Office 365 implementation	\$4,596,340
Enterprise	PC equipment refresh and new purchases	\$1,596,284
Enterprise	Statewide E-Permitting Platform	\$1,020,000
EOHHS, DHS, BHDDH, DEA	Hardware and Software upgrades; Case Management System; Occurrence Reporting system; Ventilation Management Equipment	\$2,554,997
Judiciary	Case Management system	\$934,221
RIDE	Software Upgrades and Licensing	\$415,750