RHODE ISLAND 2030

Moving State Government into 2030: A Roadmap for Operations

State of Rhode Island
Department of
Administration

Letter from the Director of the Department of Administration

It is my pleasure to share with you our 2030 Vision for Government Operations. We hope that this report will inspire you, as it has inspired me, as to what the future of government holds and the capacity we will build within state government to further support the services and programs that serve the public and our State. Because we provide services to most state agencies, the Department of Administration is in a unique position to be the focal point for implementing this vision across all state agencies.

As a taxpayer, you expect your state government to operate efficiently and effectively, using current technology. It must provide you with access to timely, accurate information and quality services, which are convenient and accessible to you online. In-person services should provide reasonable wait times and connect you with a knowledgeable staff member to help you with your needs.

The pandemic reshaped our society in many ways. The need for Rhode Island State government to become more agile and responsive to citizens is more important than ever before.

Over the past several months, our team has worked tirelessly to refine a vision of the future of state government operations. This will serve as a roadmap for the development of the technology, human capital, efficiency strategies, and community engagement efforts necessary to meet the changing expectations of constituents and support the work of our sister agencies through 2030.

We have only just begun to do more to ensure government services are distributed more efficiently and equitably, utilizing up-to-date technology. We look forward to building the future of Rhode Island State Government together with you in the years to come.

Sincerely,

James Thorsen
Director
State of Rhode Island
Department of Administration

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2030 Vision for Government Operations

By 2030, the State will modernize Rhode Island's state government infrastructure to provide for greater employee productivity, operational efficiency, constituent experiences, and program performance by investing in four core themes highlighted below and in more detail throughout this report:

Technology
Enabling efficiency through the implementation of secure, modern tech infrastructure

- Investing in employee technical skills
- Redefining project prioritization methodologies
- Modernizing through digitization
- Designing improved databases
- Migrating to the cloud

Cost Savings and Efficiency
Innovating to improve operational performance and data-driven decision making

- Improving data accessibility
- Automating routine procesess
- Investing in employee performance
- Adopting innovative service models and best-practices
- Driving accountability

Human Capital
Developing a highly-skilled, productive, diverse, and engaged state employee workforce

- Increasing diversity, equity and inclusion
- Building employee capabilities
- Leveraging untapped talent pools
- Integrating a new talent management model

Community Engagement
Promoting discourse, incorporating public feedback, and increasing access to information

- Building transparency
- Fostering inclusivity
- Enabling public participation
- Providing timely and complete information

TECHNOLOGY

Core Theme:
Technology

Access to timely data helps leaders make smart, informed decisions. Convenient, remote services that match customer expectations for the 21st century. Automated processes free up employees to focus on analytical tasks. These outcomes are only possible by investing in an organization's information technology, and State government is no exception.

The Division of Information Technology is enabling State government to meet these goals through reliable, innovative, and secure technology solutions that improve access to information, stimulate business activity, and address the needs of all Rhode Islanders.

The pandemic highlighted the Division's critical role in driving State government forward and being responsive to the public. As public health requirements and guidelines limited in-person work and services, the Division quickly enabled more than 3,000 State employees for remote work and assisted State agencies in establishing online and call center services to continue serving Rhode Islanders.

The lessons from this experience – that people, processes, and technology are the ingredients for success – will guide the Division over the next decade. At its core the delivery of information technology tools requires a well-trained, agile workforce, operating processes that are managed with care, and technology solutions that meet customers, both State agencies and the public, where they are.

The Department of Administration's Technology Goals

Investing in Employee Technical Skills

We strive to deliver timely, high-quality service to our customers. This commitment requires further investment in our workforce to ensure the Division has the expertise to secure and support the modern infrastructure, systems, and applications that will be deployed. The Division is analyzing its workforce to identify capacity and competency gaps that will result in a workforce roadmap.

Modernizing State Government through Digitization

Responsible for over 400 software applications, the Division will collaborate with State agencies to assess existing applications to prioritize digitalization efforts that consist of consolidating duplicative applications, retiring outdated and unnecessary applications, and implementing new applications that better meet customer needs.

Enabling Improved Analytics

We will collaborate with State agencies on an enterprise-wide data analytics program that will provide decision-makers the accurate and timely data needed to drive efficient operations.

Transitioning to the Cloud and Providing a Secure Network

Secure, resilient, and accessible information technology resources are fundamental to our goal of supporting State agency and public business activities. We anticipate operating in a hybrid environment (on site and on the cloud) that will provide the greatest flexibility in fiscal and information technology operations. A resilient, redundant, and secure network is required to ensure that information technology resources can be accessed upon request and without interruption. The continued adoption of cloud applications also requires that the risk of network failure is mitigated through the introduction of redundant points of entry with multiple service providers and diversity of network traffic.

Rhode Island Department of Administration
Our Plans for Technology by 2030

Expanded Online Service Options

Online, secure and public-facing service options developed in collaboration with State agencies such as the Department of Revenue, Department of Labor and Training, and Department of Business Regulation to make the most popular eligible government services and transactions accessible to the public from anywhere - and complimented by a redesigned, and more efficient DOIT governance process for agencies requesting expanded online functionality.

Digital Government

Adaptable Workstations

Workstations configured for use by multiple employees, pre-loaded with secure cloud based productivity and collaboration tools that provide employee access to their work products and conduct meetings with their teams regardless of where they are located, bookable in advance through shared calendars.

Hybrid Workforce

AI Enabled Cybersecurity

Cybersecurity that protects State data and systems beyond the boundaries of State buildings.   Cloud-based artificial intelligence will analyze and respond to cybersecurity threats on State systems in real-time to add to the layered defense model that keeps the State cyber-secure.

Mobile Applications for Employees

Software in the form of digital mobile applications for employees that can be easily downloaded to mobile devices to enable greater workplace efficiency.

Centralized Service Centers

One-stop-shop service centers that provide the IT hardware components and software suites required for the efficient and timely delivery of constituent services by State agencies.

Electronic Agency Applications

Online applications, as opposed to wasteful and time-consuming paper-based processes, for the licenses and permits that constituents need most, with content controls and digital submission channels that will cut down on review times and make it easier for business owners and residents to file required paperwork with the state.

A New Suite of Remote Work Tools

A freshly minted new set of tools for employees working remotely or in a hybrid capacity, including resources such as remote tech support capability both in the office and at home, "self-service" options, productivity and collaboration tools that can be accessed securely from anywhere and with any device, direct remote access to applications and other computing resources without the need of virtual private networks.
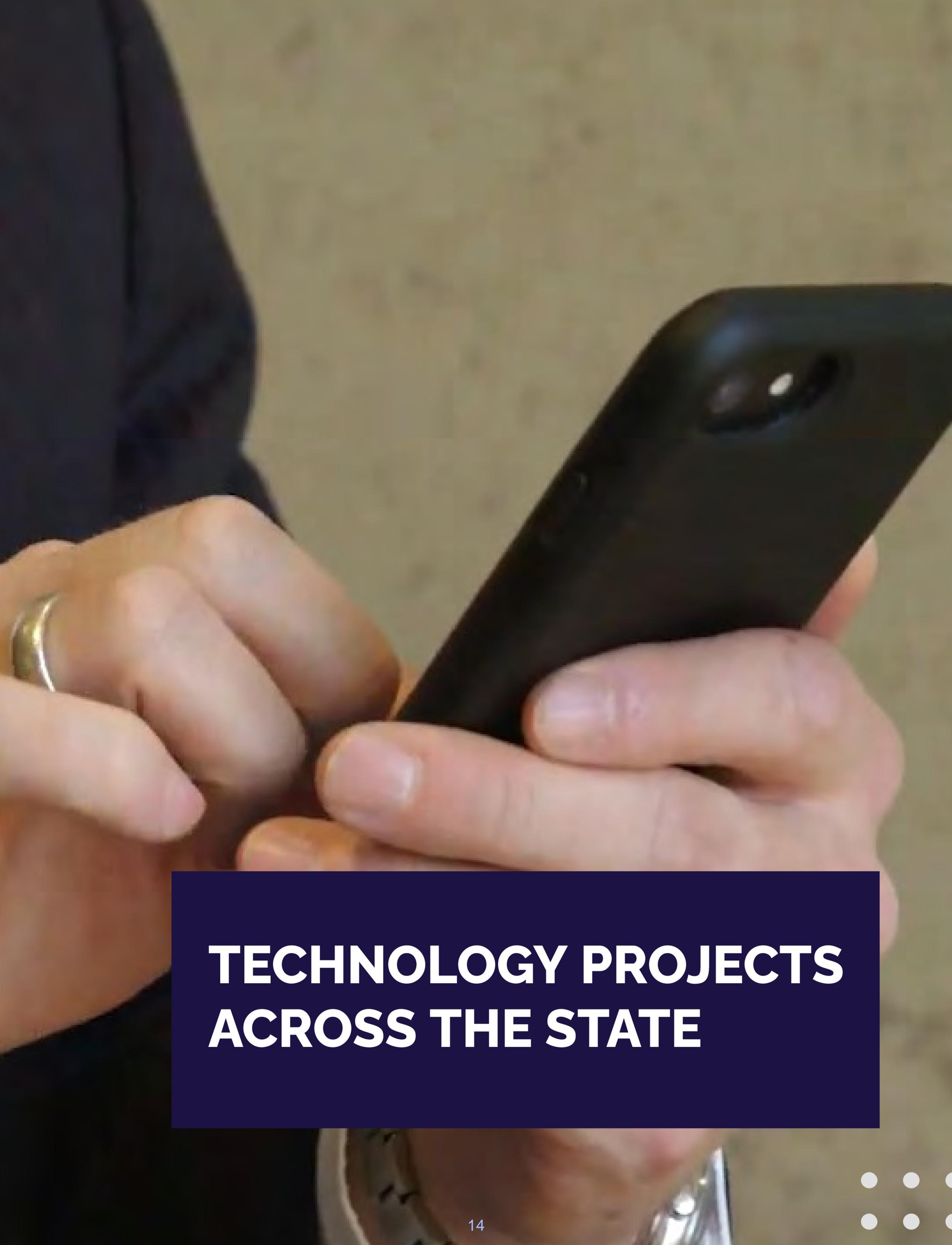
TECHNOLOGY PROJECTS ACROSS THE STATE

Rhode Island Department of Administration
Future of Work Initiative

What is the Future of Work initiative?

This project aims to design a workplace which will allow workers flexibility through innovative technology implementation, HR policies around remote work, and strategic real estate planning. Improving technological capability will ensure that workers have the technology they need, that conference rooms are digitally enabled, and that HR has the proper training and resources to facilitate them. The Covid-19 pandemic resulted in a radical transformation of work practices where the majority of office workers transitioned to remote work. This experience demonstrated that in most cases, remote work is effective and convenient for employees, and this suggests a need to transform and rethink how state office spaces are utilized and designed for the future. Many public agencies and private sector firms estimate reducing their real estate footprint by around fifteen percent from pre-pandemic levels, which would lead to cost savings in rent and utilities.

What will it enable?

Adapting the State's workforce to changing technological standards will require a strategic plan of action in terms of technological implementation, allocation of physical space, and capacity of HR to drive this plan. Transitioning to more hybrid work settings requires redesigning physical office settings to minimize unused or underused space. The DOA will experiment with a "hoteling" solution where any employee can use any desk or printer around the office. This requires resources, including the implementation of scheduling software for both in-person and virtual meeting rooms. Similarly, training hosted by HR will be vital to keep employees engaged from home, and policies must be implemented to ensure that productivity remains high even while employees work remotely. These changes will ensure that the State is able to adapt to changing expectations about work and continue to attract talent.

Benefits of the initiative:

- Long-term cost savings with a reduction in facility usage, upkeep, and utilities

- Options in choosing how to work, in-office, at other state sites, or remote at home

- Flexible work arrangements for state workforce that enable the state to remain competitive in workforce trends

- Efficiency enabled by a suite of new remote work tools for employees

- Hoteling options for state employees that enable mobility across worksites and locations of state offices

- Decreased environmental impact with reduction in commutes, office equipment, building energy use, and facility maintenance.

Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH)

Therap Implementation

Since 2017, BHDDH has worked with intellectual/developmental disabilities (I/DD) service providers to implement Therap, a vendor that provides the technological services portal for case management, incident reporting, and employment tracking for individuals receiving services through the I/DD system. Therap replaced the outdated P550 system and functions as the principal interface for I/DD services and program coordination. Implementation of Therap has been the largest IT project at BHDDH to date.

The State of Rhode Island Division of Developmental Disabilities is responsible for planning, funding, and overseeing a community system of services and supports for adults with developmental disabilities. The services within this system may include residential services and assistance with activities of daily living, positive behavior supports, and others, as well as support services to help individuals in the I/DD system obtain and maintain employment.

When fully implemented, Therap will help to support the State's goal of a system that enables individuals with intellectual/developmental disabilities to enjoy life in supportive communities. The enhancements and future monitoring of the Therap system described above will help the State to ease administrative burdens on I/DD service providers, which in turn will potentially help them to reduce administrative costs. Further, full implementation of Therap gives the State access to a range of data that helps inform how to make strategic improvements to I/DD services.

Rhode Island Department of Health (RIDOH)

New State Health Lab

RIDOH State Health Laboratories (RISHL) play a critical role in the State's efforts to investigate and mitigate life-threatening diseases, inclusive of the current COVID-19 pandemic. The current COVID-19 pandemic situation illustrated the extraordinary importance of having laboratory resources to accurately diagnose the first cases in the state and guide all subsequent response phases. RISHL provides a large array of important laboratory services for State and municipal agencies to ensure the safety of drinking water, food, local shellfish and dairy products; to monitor pollution of air and water; and to aid public safety and criminal investigations through police officer training, DNA testing and illegal drug identification. Rhode Island citizens benefit directly from RISHL services when they receive care from Federally Qualified Health Centers, request testing of their private well water, or reside in a long-term care facility needing COVID-19 testing. By 2030, the Rhode Island Department of Health (RIDOH) will provide enhanced public health

laboratory services in a state-of-the-art laboratory facility. Leveraging dedicated federal funding, a new facility will improve the department's ability to respond to emerging health threats while anchoring a biotech cluster in the state.

The new facility would also house a newly created section of the RISHL dedicated to the sequencing of SARS-CoV-2 and other pathogens for viral strain/variant surveillance. Prior to completion of the new state health laboratory building, RIDOH (with the BHDDH state hospital) will seek solicitations for a new laboratory information management system (LIMS), an important element in making the building state-of-the-art.

111,683

COVID-19 tests. were completed by the RIDOH State Health Laboratories in 2021

The LIMS will be a web-based laboratory information management system with features that support modern laboratory operations. Key components will include the capability for submission of patient demographic and testing ordering, workflow and data tracking support, and data exchange interfaces, fully supporting its use in regulated environments. The new LIMS system will provide improved accuracy, user interface, and timeliness to the laboratory's internal data handling and client data reporting and billing.

Department of Environmental Management (DEM)
Expansion of Online, Self-Service Options

Eliminating paper documents and digitizing existing ones for electronic use will improve customer service, increase efficiencies, and reduce waste. DEM environmental public records are critical to the completion of due diligence for commercial property transactions, including sales, refinancing, and capital investments. Financial lending institutions require complete and detailed reviews of environmental records on properties subject to financing to understand the potential liabilities that need to be managed in the event of default or foreclosure. Complete and timely responses to these public records requests are necessary to support these transactions, and DEM has been working, with strong support from the business community, to convert the needed records to electronic format and deliver them efficiently online. Other benefits of online records include:

• Increased operational efficiencies – The single electronic submission may be simultaneously processed by many programs under different authorities.

- Ease of access – Increased ability to respond to APRA/FOIA requests.
- Document preservation and security – Many permitting files have permanent retention schedules (50+ years); digitization preserves the integrity of the paper documents and improves the searchability success rate. Also, PDF/A files are less likely to have pages or documents removed from the file or destroyed.
- Decision-making transparency – Online records are readily available to DEM's partners and stakeholders for federal, municipal, and other decision-makers with permitting dependencies (Local building permits, CRMC, Army Corps).
- Promoting higher level of environmental protection and increasing compliance with long-term operation and maintenance requirements (OWTS, Stormwater BMPs, Site Remediation caps, and soil management plans and air monitoring).

DEM's goal is to require the electronic submission of all records and digitize all existing records by 2030. Providing the technology needed will improve the constituent's interaction with the department, as well as deliver a more smooth and consistent process flow between the various programs that operate within DEM. This will improve the constituent's experience by providing self-service options in addition to face-to-face public access within the department. The pandemic has identified the most crucial and much-needed systems to better service our constituents on a day-to-day basis while providing 24-hour self-service access to the department.

Department of Labor and Training (DLT)
UI Online

Throughout the Covid-19 pandemic, the Department of Labor and Training (the Department or DLT) worked tirelessly to ensure that workers displaced from their jobs were able to apply for and collect unemployment insurance benefits. The Department communicated with claimants consistently and through a variety of media channels. Still, the ability of claimants to track their unemployment insurance claims was a confusing, labor-intensive process.

592,743

Initial unemployment claims received by DLT in calendar year 2020. DLT received 55,962 initial unemployment claims in calendar year 2019

Lack of transparency for the claimant is frustrating. Lack of transparency and reliance on outmoded forms of communication with filers is more than frustrating for DLT; it provides an opportunity for widespread fraud. The Covid-19 pandemic resulted in not only an exponential increase in the number of regular UI claims received by DLT, but also a rise in fraudulent claims. Over the remaining years of this decade, DLT's vision for unemployment includes building the capacity to adapt systems to changing, and increasingly complex benefit programs.

Using its pandemic experiences, DLT has developed and will launch a new user interface for its unemployment insurance system, called UI Online, in the coming months. UI Online is an end-to-end modern, cloud-native digital platform that can be accessed through the Department's website. In addition to improving the claimant experience, UI Online is a key part of DLT's long-term strategy to prevent fraudsters from filing claims and collecting weekly benefit payments. It will secure Rhode Island workers' accounts using multi-factor authentication and a custom-developed identity verification solution.

Features include the ability to see where a claim is in processing, receive push notifications about claim status through text or email, see banner notifications for information missing in their application, get reminders about weekly certification, and download certification history from prior weeks. These self-service options will not only give unemployed Rhode Islanders a sense of agency as they navigate unemployment; they will also help to divert simpler calls away from the call center, enabling DLT staff to take more calls of a more complex nature – calls that require an expert's intervention to resolve.

Rhode Island Department of Education (RIDE)
RI Data Assessment Portal

One of RIDE's values is transparency. We share transparent, clear, and accessible information both internally and externally with stakeholders so that decisions can be made thoughtfully, based on data, and to benefit all students. RIDE prioritizes stakeholder engagement and works to equip communities with the information and resources they need to make informed, strategic decisions about how students are best supported. Our 2030 vision is that education decisions at the district and school level are based on the data, needs and priorities of the communities we serve, and have equity at the forefront.

To that end, the RI Assessment Data Portal is a public tool that district and school leaders, teachers, families, students, and school community members can access for Rhode Island's assessment results data; data include the Rhode Island Comprehensive Assessment System (RICAS), given to students grades 3-8, and the College Board's PSAT and SAT, given to high school students. All users can aggregate data, create dashboard visualizations, and download the data by school year at the state, district and school levels, including by grade and student subgroups (i.e. race/ethnicity, Multilingual Learners). The portal has 2018, 2019 and 2021 data, and RIDE will update the assessment data on an annual basis. This innovative tool promotes transparency and allows the agency and stakeholders to gauge where students are academically, in order to help determine priority areas and enhance long-term planning. RIDE aspires to be a national model by 2030 for other communities in data-driven decision-making factoring assessment results.

The Portal puts the data in the hands of our stakeholders. RIDE holds sessions for educators and school community members on understanding the data and using it for school decisions and advocacy.

Department of Business Regulation (DBR)
E-Permitting

Currently, thirty-one (31) cities and towns, as well as the Office of the State Fire Marshal and the State Building Office, have implemented an electronic construction permitting process for submission and approval of building permits, plans, inspection scheduling, project tracking and fee collection. E-permitting has been universally applauded as a business-friendly enhancement that affords a more transparent, efficient and convenient development process. Its success has led to industry professionals vigorously supporting its expansion in both scale and scope. DBR envisions that by 2030, the administrative requirements of the development process, regardless of project size, will be streamlined and submitted through a digital portal allowing pertinent information on the applicant and project to be shared simultaneously with all relevant state and municipal authorities. This will reduce the time and cost associated with the current process, which requires multiple, in-person meetings and the duplication of efforts associated with the submittal of different applications and requesting the same information at each authority having jurisdiction.

The Building Code Commissioner has worked collaboratively with municipalities to make e-permitting a success since being tasked (with the assistance of the Office of Regulatory Reform) with implementing a standard statewide process for electronic plan review, permit management, and inspection. DBR looks forward to continuing that partnership as we work to expand e-permitting and increase the benefits it affords to all municipalities and those state agencies involved in the development process.

Department of Transportation (DOT)
Transportation Data Cloud

RIDOT's 2030 Vision calls for "state-of-the-art infrastructure and a 21st century transportation system." By modernizing the agency's data systems, this initiative will allow RIDOT to operate in a more informed fashion in the future by enabling us to process the large amount of cloud data that will be available. That capacity is vital in giving us the ability to provide the best service and decision-making tools for Rhode Island transportation systems.

The modern, big data concepts and approaches are critical to the ability of RIDOT to respond to road emergencies, conditions and prioritize capital projects.

Crowd-sourced traffic data, like those from WAZE, are free, and thus RIDOT can access important information on crashes, potholes and other driver-reported incidents that typically would cost hundreds of thousands of dollars in subscription and/or traffic systems (such as cameras) in a relatively inexpensive way. Proactive response to roadways issues will also increase safety, reduce claims and future incidents.

By switching to a cloud-based, rather than server system, RIDOT can save annual maintenance costs, upgrade fees and costs of future hardware. In addition, staff time will no longer be needed to manage on-premises servers, including migration of RIDOT's extensive GIS infrastructure into the cloud.
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Department of Human Services (DHS)
DHS Mobile App and Texting

As the Department of Human Services continues to work to expand equitable access to self-service options for all our customers, we must make enhancements to our HealthyRhode mobile application. Just as COVID disproportionately spread through communities of color, such communities are at risk of being left behind as more individuals chose to receive services online.

To apply, recertify, report a change, or read a notice online, customers must go to the existing Customer Portal. The customer portal is not mobile friendly and therefore limits access to low-income families and to communities of color who do not have computer access. In addition to providing more equitable service options, an enhancement to our mobile app addresses the issue of "benefit churn", which occurs when a household loses benefits due to a missed deadline. When a household misses a critical deadline, they may lose their benefits,

resulting in the need for the affected customer to submit a new application to access benefits again. As an example of scope, roughly half of recertifications for SNAP go unreturned each month. Since a customer may still need the food assistance, they must complete and submit a new application, resulting in a restart of the benefit determination process. The act of regaining benefits requires considerable time and effort on the part of the person in need and DHS staff.
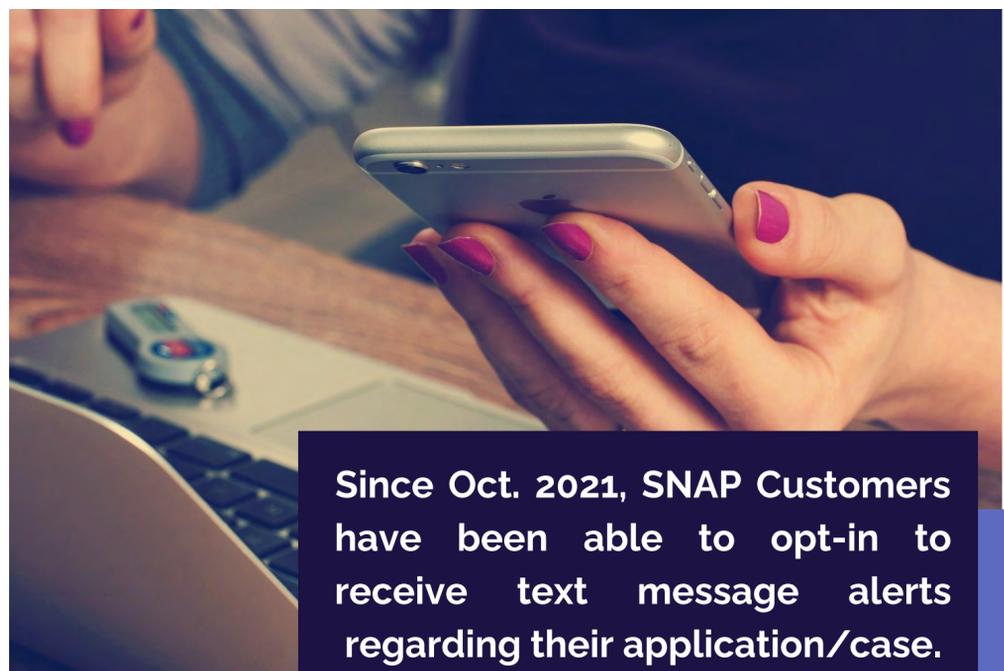
Since Oct. 2021, SNAP Customers have been able to opt-in to receive text message alerts regarding their application/case.

The expansion of the HealthyRhode mobile app will allow customers to complete and submit required forms, such as interims and recertifications, through their mobile devices. This option can reduce churn since customers will not need to find printers, mailboxes, or stamps nor will they need transportation to a DHS office or a post office to deliver their required forms. For DHS, EOHHS and HSRI, this mobile app allows us to serve our customers more efficiently and equitably by expanding access and choice and by meeting our customers where they are. In addition, this will help to improve the customer experience, by reducing traffic in the office lobbies and improving call center wait times.

Public Utilities Commission (RIPUC)
Electronic Business Portal

As the Division looks to 2030, one of the most important goals is to provide effective, efficient, and transparent agency operations. The Electronic Business Portal (EBP) will automate many tasks that are currently done manually, freeing up our employees to focus on other duties. This EBP also will allow for greater transparency and ease of use for interested parties in all of the proceedings before the Commission and Division.

The project will replace hardcopy and email filing (and dissemination) of documents with an online portal and automated document servicing. To enhance this outcome, the portal will also allow common requests and tasks of the agencies' staff, in particularly the clerks, to be executed through the online portal. In addition to creating efficiency in these tasks for customers, this will also extend the times at which these tasks can be completed, much of which is currently limited to office hours (non-holiday weekdays from 8:30 AM to 4:00 PM). Finally, an improved database supporting internal and public information will improve staff's (on and offsite) access to vital information, which will gain efficiencies and have a positive effect on case (docket) review.

The greatest benefit to both agencies would be relieving staff of document filing and docket management responsibilities. This will free up staff to do other tasks associated with their positions. The agencies have identified the public's need to have a simplified ability to do business with and before the agencies, the public's need for improved access to public information, and the public's need to have improved notice of the agencies' actions.

Exec. Office of Health and Human Services (EOHHS)
Rhode Island Quality Institute (RIQI) Projects

CurrentCare is Rhode Island's statewide Health Information Exchange (HIE), operated by the Rhode Island Quality Institute (RIQI). It is a free service that gives medical professionals and patients access to protected health information, such as prescriptions, lab tests, and hospital visits from multiple sources in one secure place, protected under multiple privacy laws. As of June 2021, RIQI is in the process of shifting to a system where all Rhode Islanders are enrolled in this service unless they opt out, which will allow their health records to be available to providers when they need it, especially in emergency situations. Crucially, during the COVID-19 pandemic, CurrentCare offers Rhode Islanders a simple way to access their COVID-19 test results and will soon include records for COVID-19 immunizations.

CurrentCare ensures higher quality care and saves the health system money by creating a

centralized exchange system for electronic health records. The downstream impacts include reduced hospital and emergency department readmission for patients whose records are available in CurrentCare.

In addition, the Care Management Alerts and Dashboards (CMAD), developed by RIQI, uses data feeds from all Rhode Island hospitals to inform healthcare providers about their patients' hospital and emergency department (ED) admissions and discharges in near real-time. Providers are notified of patient events either through direct electronic alerts (similar to secure email), or through use of an online dashboard that contains additional clinical information on their patients such as previous hospital utilization.

Department of Revenue (DOR)
Enhancing Division of Motor Vehicles (DMV) Service Options

The focus of the Division of Motor Vehicles (DMV) remains on improving the customer experience by raising processing efficiency, refining the DMV reservation system, and enhancing customer preparedness. DMV continues to upgrade methods for interacting with license and registration holders, the business community, law enforcement, and the community at large.

114,107

Reservations for license, ID, permit, and registration transactions have been booked at the Rhode Island DMV between August 15, 2021, and December 31, 2021

Over the past decade, the DMV has been dedicated to improving customer service, business practices, and accessibility through the launch of a new, modernized computer system, enhanced employee training, additional transactions that can be performed online, and a reservation system for DMV appointments. This proposal will take the next step to transform the way business is conducted and interact with the citizens of Rhode Island.

DMV will examine business practices and simplify those that are outdated given current technology, move customer-facing transactions from the existing desktop model to a web-based front-end, digitize all DMV application forms and vehicle titles (e-titling) to reduce paperwork; allow customers to opt-in to email reminders and notifications; create a "wizard" that guides customers through the requirements of each transaction, allowing to pre-enter and verify data and documents; and complete transactions or schedule reservations based on needs.

Office of Healthy Aging (OHA)
Wellsky

The Office of Healthy Aging (OHA) serves older Rhode Islanders (age 55+) and adults living with disabilities – connecting them with information and resources across various programs state-wide that promote healthy aging and advocate for strong laws and policies that protect and empower our constituency. As Rhode Island's designated state unit on aging, OHA invests primarily through the Older Americans Act (OAA) in local programs and initiatives that help fulfill our mission.

Central to this mission is enhancing our current software systems to better meet the growing needs of our clients. Currently, OHA uses the Wellsky Corporation as its client and data management tool. Within the Wellsky System, OHA has two platforms, one specific to Adult Protective Service and one specific for Community Living Programs. The software provided by Wellsky Corporation is used by the Adult Protective Services Unit for intake, screening, investigations, and federal reporting. The software provided by Wellsky Corporation is used by Community Living Unit for At Home Supports, OAA programming, and federal reporting.

Current enhancements being made to this platform include acquiring a new case management chapter of Wellsky Human Services specific to Adult Protective Services. In doing so, this allows the agency to host all Adult Protective Services supports on one platform. OHA will migrate all protective services case management information from the Aging and Disability program to the Human Services program.

Once completed, OHA will be more efficient in its ability to coordinate protective services with contracted case management agencies, the State Attorney General's Office, and other partners, while also enhancing other services available to adult protective services clients.

These enhancements strengthen the State's capacity to assure the health and safety of its more vulnerable elders while, at the same time, taking another important step toward streamlining access and integrating core functions across agencies in the State on a single platform.

The ultimate goal is to seamlessly coordinate the protective service delivery programs and resources available so that clients may receive the most efficient and least restrictive response to suspected reports of elder abuse, neglect, financial exploitation, and self-neglect.

Office of the Post-Secondary Commissioner (OPC)
VR Nursing Education Center

Virtual reality (VR) is becoming a staple learning tool in the nursing curriculum. With a scarcity of clinical placements, VR is becoming a transformative tool that can aid in teaching students a variety of critical nursing clinical competencies, including hands-on, leadership, and critical thinking skills.

Incorporating VR at the Rhode Island Nursing Education Center (RINEC) will address some of the challenges that the field is facing, including faculty shortages, time constraints on current faculty members, and limited resource availability (Guernelli, 2021). Staffing shortages limit current faculty's ability

1 A 2016 report found that virtual learning engages students equally or more than in-person simulations (Duff et al., 2016).

2 Reports have also indicated that VR improves educational practice by allowing for more flexibility, less space, increased teamwork, and minimal faculty (Chen et al., 2020).

to provide extra skills practice time for students. VR will allow students to practice critical skills with each other without the direct supervision of a faculty member, allowing for more flexibility when offering practice opportunities. This opens up new opportunities for students to sharpen critical skills in a safe and low-risk environment. Students can also experience VR scenarios, such as fire or disaster scenarios, that are more challenging to recreate in real life. The incorporation of VR will also offset limited resources, including materials, equipment, and staffing costs that are associated with running practice labs and simulations.

VR technology will also allow for new collaborative opportunities with community partners. VR will help foster interdisciplinary collaborations with EMS agencies, social work agencies, employers, such as our hospital and healthcare networks, and other state agencies. VR technology offers opportunities for interdisciplinary simulations and closer working relationships that will lead to a stronger, more interconnected, and aligned local healthcare workforce.

Department of Public Safety (DPS)
Body-Worn Cameras

Professionalism, integrity, and fairness have been the cornerstones of the Rhode Island State Police values since 1925 and will continue to be into the year 2030. The Division, and law enforcement leaders nationwide, acknowledge the addition of body-worn cameras as a best practice for police. The goal of implementing body-worn and in-car cameras is to increase transparency and public trust. Law enforcement interactions with the public will be memorialized in efforts to reduce confrontations and complaints against Division personnel.

The benefit of body-worn and in-car cameras extends beyond internal investigations and complaints. Video footage can be utilized in prosecutions as additional evidence, including but not limited to DUI and other traffic-related offenses. Division supervisors and command personnel will be able to view camera footage of police interactions, which will assist the Professional Standards Unit in completing a comprehensive investigation, and also aid in training.

Public support for body-worn and in-car cameras is strong, as it is seen as a way to reduce instances of police misconduct, as well as create a more transparent police/community relationship. Similar support for the cameras is seen throughout the law enforcement community as well. Police personnel view the cameras as a tool to assist in investigations and successful prosecutions, as well as help exonerate officers wrongfully accused of misconduct.

The Division conducted a pilot program to identify and thoroughly vet possible vendors for this equipment. Members of both the Patrol and Detective Bureaus tested the equipment utilizing a draft policy governing the use of the cameras. Additionally, the Division is evaluating the need for upgraded data storage capacity to handle the anticipated information technology (IT) demands of this project.

Department of Children, Youth, and Families (DCYF)

Implementation of New Comprehensive Child Welfare Information System

The vision for Rhode Island's child welfare practice includes technology that can optimize how our staff input and use information and data to make the best decisions possible for children, youth and families.

To achieve this, DCYF will be implementing a new Comprehensive Child Welfare Information System (CCWIS) to replace the department's existing case management system, known as RICHIST. RICHIST was implemented in August 1997. While it has served the Department well over the last 24+ years, RICHIST utilizes outdated technology and infrastructure that no longer meets the needs of the Department's workforce, is expensive to maintain, is not mobile user-friendly, and is difficult to adapt to changes in regulations and requirements. The replacement of RICHIST with a new solution that can leverage the latest web- and cloud-based technology will allow DCYF staff to manage their workloads efficiently and effectively. A new CCWIS will:

• Support a mobile workforce by providing real-time data on children being served by the Department, allowing for exchange of information across divisions and agencies, and eliminating gaps in information throughout the life of a case.

• Decrease manual data collection and reporting activities and lower the risk associated with application maintenance and business continuity.

• Utilize the latest industry standards with the ability to incrementally add services to support agency programs and business requirements.

• Enable the state to meet federal reporting requirements more effectively, efficiently, and economically.

• Improve the accuracy and timeliness of data to evaluate program performance and outcomes and improve tracking and auditing of the use of state and federal funds.

HUMAN CAPITAL

Core Theme:
Human Capital

The State of Rhode Island, as an employer, currently has the lowest number of filled full-time employee positions since 2011. Recognizing that the State government's greatest asset is its employees, the Division of Human Resources is committed to delivering quality customer service and modernizing human resources technology that will best serve the workforce and applicants, allow for the recruitment and retention of the next generation of employees, and increase diversity across all job types to better reflect the State we serve.

To reach these goals, the Division will implement strategies to deliver an integrated talent management model; leverage untapped talent pools; ensure the success and growth of every employee; advance diversity, equity, and inclusion goals by creating more equitable access; and enhance organizational health and wellbeing.

Accomplishing all of this will ensure that the State has a workforce that meets the varied and complex needs of Rhode Islanders and that the State is an employer of choice amid a competitive employment landscape.

The Department of Administration's Human Capital Goals

Delivering an Integrated Talent Management Model

We are committed to delivering an integrated talent management model, which encompasses an employee's entire tenure with the State – from talent acquisition and onboarding, to performance and engagement, and everything in between. It is our responsibility to provide the structure and tools needed to hire, deploy, develop, and retain highly qualified and career-focused employees.

Increasing Diversity, Equity and Inclusion

In collaboration with the Office of Diversity, Equity and Opportunity, we will further build a state employee workforce that reflects the full diversity of backgrounds and perspectives of the broader Rhode Island community, including representation from all genders, races, ethnicities, religions, national origins, sexual orientations, ages, economic backgrounds, veteran statuses, and disability statuses.

Building Staff Capabilities

To ensure the workforce has the necessary skills and abilities to serve its stakeholders, the Division of Human Resources will provide strategically aligned, high-impact, and outcome-based learning and professional development opportunities. Doing so will empower state employees with specific skills to successfully achieve state goals and reach personal improvement targets. Career paths and career ladders that retain and motivate state employees – from those just getting started in their careers to those who have been in state service for decades – will advance this effort.

Leveraging Untapped Talent Pools

To improve the State's recruitment efforts and retention rates, a robust talent recruitment pipeline, alongside local community institutions and academic centers, will be established. This partnership will inform and engage prospective employees through a variety of channels, both online and in-person.

Rhode Island Department of Administration
Our Plans for Human Capital by 2030

Leadership Development Program

Leadership development programs complemented by new feedback tools for State supervisors that enable the use of personal assessment tools and 360 degree leadership feedback from colleagues to keep leaders informed of how their skills and effectiveness as an executive, leader or manager are perceived based on real time feedback.

Expanded Skillsets

Cultural Competency and DEI Training

Comprehensive digital and live training programs for all state employees that instill in state workers the value of diversity, equity and inclusion, as well as an understanding of how to recognize, navigate, respond to and appreciate the cultural differences they may encounter both at work and beyond.

Community Connection

Peer-Driven and Formal Recognition Opportunities

More opportunities for managers to recognize, appreciate, and award employees that go above and beyond through the nomination of employees for thank you awards, achievement certificates, and employee recognition programs developed and delivered through HR.

Engagement Analytics

A new engagement analytics software platform that can help state leadership keep a pulse on employee morale and engagement throughout the year and enable them to make decisions with a greater awareness of employee needs and desires.

Talent Pipelines

Formal relationships between HR and local educational institutions, community organizations, and technical schools that promote state employment to those considering a career in state service and boost the number of qualified applicants applying for state service, available for utilization by all state agencies.

Tailored Onboarding Curricula

Options for agencies to request the development of more tailored onboarding curricula and programs for specific divisions, job titles, and specialized roles that would be run by DOA in collaboration with agency leads to ensure a smoother onboarding experience that covers the essentials for employees based on agency-specific needs and compliance requirements.

Volunteering and Community Engagement Events

State-organized opportunities for employees to give back to the community and to engage with one another outside of the typical work context in order to promote cohesion, build morale, build relations with local community organizations and engage employees.

HUMAN CAPITAL PROJECTS ACROSS THE STATE

Rhode Island Department of Administration
Job Classification and Compensation Study

What is the Job Classification and Compensation Study?

The job classification and compensation study is a comprehensive review and evaluation of all aspects of the State's classification and compensation system meant to provide market and internal alignment and equity among positions, establish paths and ladders for career progression, simplify classification structures, modernize and ensure the maintenance of job classifications according to state and federal guidelines, and establish a long-term strategy that contributes to the State's goal of being an employer of choice. Many job classes and salary structures are indistinguishable from one another or have failed to adapt to a changing workplace. This has created both confusion and difficulties in administration, management, and understanding by employees. The study will ensure not only that DOA jobs continue to follow comparable salary structures, healthcare insurance rates, retirement plans, and paid leave as their private sector counterparts, but also that the jobs are relevant and useful for service to the public. These changes are necessary to keep State jobs and compensation competitive with the market to retain talent and safeguard innovation.

What will it enable?

Data produced from the classification study will enable the state to improve the current classification of job titles and descriptions to make them not only more accurate but reflective of the current duties assigned to employees and adjust compensation rates to be more competitive with similar titles in other sectors. Titles no longer being used by the State can be retired from the current classification system and potentially replaced with more appropriate titles or redefined in their scope of duties to reflect today's needs and expectations as it relates to employee roles and responsibilities.

Benefits of the study:

- Reclassification of job specifications to more accurately reflect the modern responsibilities of state employees.

- Better defined employee career paths and associated promotional opportunities.

- Readily available data on the current state of employee classifications and compensation rates compared to other sectors.

- Better positions the state to attract and retain top talent and keep them in positions with which they identify.

- Job descriptions that are more comprehensive and descriptive, aiding in recruitment and talent acquisition.

- Greater confidence that State employees are being fairly compensated.

Emergency Management Agency (EMA)
Hazmat Collaboration

The Rhode Island Emergency Management Agency (RIEMA) provides federal grant funds to Hazardous Materials (HazMat) Response Teams embedded within the Woonsocket Cranston, East Providence, Providence, Warwick and Hope Valley Fire Departments and Decontamination (DECON) Teams embedded within the Coventry (Hopkins Hill), North Providence, North Kingstown and Kingston Fire Departments. These teams respond to HazMat incidents including, but not limited to, white powder, fuel spills, industrial chemical spills, carbon monoxide leaks, gas leaks, and weapons of mass destruction. In addition, the Rhode Island Department of Environmental Management, Office of Emergency Response (RIDEM/OER) maintains its own Emergency Response Team.

Exec. Office of Health and Human Services (EOHHS)
LTSS No Wrong Door

The mission of EOHHS is to ensure access to high quality and cost-effective services that foster the health, safety, and independence of all Rhode Islanders with a vision of building and maintaining a consumer-based health and human services system that meets the diverse and changing needs of the populations we serve. In support of this mission, we are investing in long-term care systems to ensure we develop the supports and services to promote independence and well-being.

The goal of No Wrong Door is to streamline and standardize Rhode Islanders' access to Long Term Services and Supports (LTSS).

The initiatives to better train contracted staff on LTSS options, to provide PCOC training to a network of providers, and to standardize marketing materials will ensure that Rhode Islanders in need have better information about their options before they start the Medicaid LTSS application process. This improvement will lead to efficiencies in eligibility because the Department of Human Services will receive more complete applications. A second initiative which will provide operational efficiency is the goal to standardize Home and Community Based Assessments. Standardizing this tool and incorporating it into a single technology solution will allow a caseworker to get more important information from applicants at each interaction. This will reduce the overall number of caseworkers that an applicant interacts with throughout their application process and increases efficiencies for the state workforce because it eliminates the current process of typing information from paper assessments into a computer program. To support this implementation, DHS social caseworkers have already been equipped with laptops and smart phones so that they can access important computer systems while they are doing home assessments.

Finally, NWD initiatives to improve person-centered planning and conflict free case management will standardize the expectations for service planning and case management across the LTSS system. This will provide an opportunity to rethink the requirements of case management and relieve state agencies currently tasked with case management without the staffing resources to manage the cases in accordance with federal HCBS standards.

Department of Human Services (DHS)
DEI Plan

DHS is implementing the first year of activities outlined in our Diversity, Equity, and Inclusion (DEI) plan. The goal for this year was to focus on our Internal approach of building an agency that values and supports DEI. The following year we will have an external focus with our customers, community partners and external stakeholders.

Approximately two years ago, DHS embarked on establishing a DEI agenda. Among that work were DHS strategic priorities with the objective to "establish goals for diversity and inclusion and a plan to achieve these goals." In addition, DHS has invested time and resources on four initiatives:

1 **Improving diversity in its workforce.**

2 **Creating Courageous Conversation Circles creating a safe space for employees to discuss race and other challenging topics.**

3 **Developing a multicultural competency training series.**

4 **Creating a DEI Advisory Committee.**

The Department's DEI work supports the Governor's 2030 vision by ensuring that state employee promotions and career development opportunities are equitable. DHS aspires to be an anti-racist organization, creating a culture of best practices where customers and employees are valued and respected and where structural racism is eliminated so that all customers and employees can thrive at home, work, and in the community.

By engaging DEI work, our organization furthers its mission and vision by gaining a better understanding of the institutional practices and protocols that result in inequity for our fellow Rhode Islanders. In addition, it will afford us the opportunity to eliminate them. With the elimination of structural racism, DHS will be able to fully realize its mission and vision by delivering a critical safety net and other support services to individuals and families with policies, practices, and attitudes that demonstrate DEI and give access to the supports they need to achieve their goals.

Department of Transportation (DOT)
Future Workforce

Developing RIDOT's future workforce would reinforce its 2030 Vision's focus on modernization and improving the state's quality of life by creating a modernized state transportation workforce that would provide reliable, thoughtful service, reflecting the future needs of operation and maintenance of our infrastructure and would provide a level of service commensurate with the public's expectation of excellence.

RIDOT's workforce, like those in all of the transportation sector, is rapidly aging. Many current positions, particularly in the Maintenance division, are getting harder to fill. In order to recruit and retain a younger, more diverse workforce, RIDOT must expand training, reach out to younger students, and provide pathways to Commercial Drivers' License (CDL) candidates.

665
employees are employed by the Rhode Island Department of Transportation as of December 2021

Adequate training investments are crucial to this project, including courses in project management, safety training, professional development, National Highway Institute (NHI), and the Local Technical Assistance Program (LTAP), which helps train the municipal workforce.

RIDOT also seeks to expand the Building Futures partnership and Working Group for the Highway Construction Workforce Partnership (HWCP) pilot program to proactively address workforce development challenges. As a next phase, an industry advisory council will be convened and supported which will ensure continued inclusion in identifying, planning, and supporting new entrants to meet the current and future labor demand created by RhodeWorks.

Department of Business Regulation (DBR)
Individualized Professional Development Plans

Financial services regulation requires highly trained personnel in the specific tasks related to insurance and banking. While auditing skills are necessary, insurance auditing also needs specific training in issues such as rating, reinsurance, and investments, which are specific to insurers and not present in other types of audits. Banking auditors need training in mortgages and other issues specific to banks and other licensees. Insurance and banking provide specific "designations" which are college-level courses in issues specific to insurance or banking. These designations are important to the advancement of financial services department employees.

The Department, therefore, works with individuals hired into the specific job classifications to provide a professional development plan or "roadmap" of the courses required to obtain the professional designations required for career advancement within the Department.

Individualized Professional Development Plans (IPDP) have been designed to provide employees with a listing of the courses required to assist them in obtaining professional designations or enhanced knowledge in their area of specialty. Successful completion of courses selected for the individual employee enhance the individual's ability to progress in their career. The IPDP gives each employee a path and a timeline in which to complete the courses after consultation between the employee and supervisor.

We believe that specific and timely feedback on the work performed by an employee is key in the development of the employee's knowledge of the work and significantly shortens the learning curve associated with the position. Educated and talented employees are a requirement for the Insurance Division to continue to maintain its NAIC Accreditation and provide insurance consumers with effectuation of the jurisdiction entrusted to the FSD to evaluate the solvency of the institutions under our jurisdiction.

Rhode Island Department of Education (RIDE)
Equity Decision Tool

RIDE has a responsibility to identify and dismantle the root causes of educational inequity so that all students regardless of race, language, socioeconomic status, ability, or other identities have access to equitable opportunities. By using an Equity Decision Tool, RIDE seeks to systemically ensure that our agency's work achieves our 2030 vision that all Rhode Island students have equitable access to a high-quality elementary and secondary education. In 2020, RIDE created and is now implementing an Equity Decision Tool, which is designed to guide RIDE staff to question choice points they make each day to:

- Support development, implementation, and improvement of programs, services, policies, and practices that advance educational equity for students in the state.
- Engage in reflective practices to identify potential blind spots and minimize bias that might undermine the agency's ability to effectively advance educational equity.

The RIDE Equity Decision Tool is a set of questions accompanied by a note-taking template to foster intentional efforts to address equity and inclusion by bringing forward information typically not considered in decision-making.

The long-term (2030) vision for this project is that the Equity Decision Tool develops into more cohesive practices on how the state and local educational agencies communicate

with families, set measurable targets, allocate funds, and structure the organization to do more equitable work. Our 2030 goal is that these equitable practices are fully embedded into state and local fiscal, educational, and organizational decision-making.

Rhode Island Department of Health (RIDOH)
Office of Prof. Development and Employee Engagement

It is widely accepted and supported that the transformation of an organization's operations and culture can only be successful through the engagement of its workforce. The Rhode Island Department of Health (RIDOH) is taking this time to rethink its operating model with an eye toward transforming services and agency culture by improving opportunities for the development and engagement of its workforce.

By 2030 RIDOH will increase agency-wide participation in professional development and employee engagement activities; develop and track indicators of improved morale and engagement through an annual employee culture and engagement survey process; and increase the diversity of RIDOH leadership, staff, and boards. The ability for communities to thrive can, in large part, be attributed to the public health workforce and its ability to achieve fundamental organizational goals and to improve the health outcomes of populations. The impact of professional development and employee engagement programs are well studied and proven to not only open doors for those that lack adequate access to the resources typically required for high level leadership positions, but also to improve the efforts of human capital recruitment and retention programs. Public health agencies are better positioned to support and inform local and state level activities that affect health outcomes across sectors when the workforce is continually trained and supported to do this work.

The first objective focuses on creating an atmosphere where employees find work rewarding and talented workers are retained. Strategies include developing a new employee recognition and appreciation program and events; updating RIDOH's new hire orientation and onboarding process; and building a framework for employee wellness and resilience.

The second objective seeks to foster knowledge of and investment in RIDOH's updated mission and values, growing out of RIDOH's pandemic response efforts. Strategies further include enhancing use of employee strength building assessments, fostering a culture of "Count on me!", adding a race and equity plan to RIDOH's affirmative action plan implementation, and participating in the National Consortium for Public Health Workforce Development working group.

The third objective seeks to purposefully engage employees in moving forward RIDOH's

priorities for learning and development. Strategies have included sending mid-level and senior-level managers to leadership development programs at Bryant University's Executive Development Center.

Department of Labor and Training (DLT)
DEI Program Expansion

The Department is in the process of standing up an Office of Community Engagement (OCE), housed within the Executive Office. Reporting to the Director, this unit will be charged with organizing, analyzing, and expanding upon the Department's efforts to bring a diversity, equity, and inclusion (DEI) lens to bear on its operations and its public-facing services. Working with the Director, the OCE will set DEI targets, benchmarks, and guiding principles, working across Department divisions to ensure that these goals are applied and met at every level. The vision of RI DLT for this new office over the next decade is to provide a direct access point for the community to alert the Department to barriers that prevent members of the public from accessing the information or services provided by the Department, and for making changing to program delivery as a direct result of information gathered from the community. Program applications, office processes, information wording, and any other aspect of DLT's programs that may be standing in the way of a Rhode Islander accessing what they need from the Department will be improved based on the recommendation of the OCE. By 2030, RI DLT expects that all major programs will have made program changes in response to OCE findings.

On the public-facing side, the OCE will have an even more ambitious mission. The OCE will work with the Director and the Department's Chief of Equity and Equal Opportunity to establish DEI goals for all public-facing services provided by the Department.

The OCE will create dashboards and performance metrics to chart the success of implemented initiatives

Dashboards will be utilized by OCE to track DEI metrics

and will be responsible for holding the Department accountable to its goals. This work is vitally important to the way the Department provides its public-facing services.

Acknowledging the historical and systemic barriers to accessing the Department is the first step toward ensuring the diversity, equity, and inclusion become central to the delivery of services. The OCE will be the Department's primary unit through which this change is carried forward and successfully implemented.

Department of Environmental Management (DEM)
Expanded Internship Opportunities

The Department of Environmental Management continues to enhance the various outreach programs by partnering with local inner-city schools and municipalities by providing environmental education. Through these efforts, we have increased the amount of interest amongst our youth. There is an additional need to add more internship opportunities and summer job opportunities for the high school and college populations to enhance the interest in pursuing potential environmental career paths.

This is a department-wide learning hub and summer job proposal to continue the effort of our outreach with inner-city youth. Our target audience is elementary, middle, and high school students, with a primary goal of creating access and interest in potential environmental career opportunities for high school students and beyond.

388

employees are employed by the Rhode Island Department of Environmental Management as of December 2021

Developing and initiating a comprehensive summer job program department-wide will align with DEM's ongoing efforts of continuing our outreach with community partnership with inner-city youth. The target audience will be high school and college students, with a primary goal of creating access and interest in potential environmental career opportunities for high school students and beyond.

Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH)
I/DD Investment

The State of Rhode Island Division of Developmental Disabilities (DDD) is responsible for planning, funding, and overseeing a community system of services and supports for adults with developmental disabilities. For the majority of individuals receiving services through the intellectual/developmental disabilities (I/DD) service system, DDD funds third-party, independent organizations to provide I/DD services based on a covered individual's eligibility for those services. Historically, the rates the State pays to these third-party service providers for these services have not kept pace with rising costs, and wages paid to the individuals who staff I/DD services may be too low for ensuring robust service delivery for all I/DD programs.

The State of Rhode Island entered into a Settlement Agreement and Consent Decree with the United States Department of Justice in 2013 and 2014, respectively. The agreements address findings that the State violated the Americans with Disabilities Act (ADA) by failing to serve individuals with intellectual and developmental disabilities in integrated settings, and by placing youth with intellectual and developmental disabilities at serious risk of separation from their communities. Under the terms of these agreements, the State is committed to transform its service system over a 10-year period of time. The State is required to achieve certain goals each year. The ultimate goal is to provide integrated employment and day services for Rhode Islanders living with developmental disabilities.

In order to achieve the goals set forth in the consent decree, both the State and the federal government have agreed that it is essential for the State to adequately fund a workforce capable of supporting all required I/DD services. Since becoming party to the consent decree, the State has proposed and funded several rounds of investment in the I/DD service system to support increasing the wages of people who provide services to individuals with intellectual/developmental disabilities. The goal of these wage increases is to ensure the continued ability to deliver services, including supported employment and integrated day services.

Department of Corrections (DOC)
Leadership Academy

The Department recognizes the need to provide leadership and management training throughout all divisions of the organization. Although some training occurs, it is insufficient and not standardized throughout all divisions leaving supervisors and managers ill-equipped to take on new roles and set the organization and them up for success. Hence, the DOC has developed a Leadership Academy which consists of the following: Emerging Leader Program, Supervisor Institute, Management Institute, and an Executive Institute. The Leadership Academy is a comprehensive, innovative leadership training curriculum that provides participants with the opportunity to learn leadership skills, technical knowledge, and ways that advocacy impacts change within the profession. The Leadership Academy also teaches the necessary skills to move the organization forward.

The goals of the program are to implement procedures to ensure the alignment of the unit or program with correctional agency/organization policy and best practices; build an organizational culture within the department that supports the attainment of desired outcomes; ensure that resources are expended wisely and as prescribed by correctional agency/organization policy and procedures; interact with the external stakeholders; ensure that unit/program staff understand and support the correctional agency/organization's public policy agenda; and provide supervision to direct reports and model best supervision practices.

The impact of this program will result in a culture shift within the organization while enhancing communications, operations, public-facing services, and services to the inmate population. The curriculum of this program will align with such topics in the Performance Development Program as Leadership and Decision Making, Leading People, Team Building, Conflict Management, Interpersonal Skills, Oral Communication, Written Communication, Public Service, Customer Focus & Service Orientation, Ethics, Honesty, and Integrity.

Department of Children, Youth and Families (DCYF) and Rhode Island College (RIC)

DCYF Internship to Employment

A strong pipeline of talented social workers is a vital ingredient to a healthy system that can promote child and family well-being. The 2030 vision for DCYF's workforce is to have connections to higher education programs that help students see a viable and respected career in child welfare, children's behavioral health, and juvenile justice.

The Department has been partnering with Rhode Island College to develop a stronger pipeline to recruit and train a strong, knowledgeable, and diversified workforce. As part of this growing partnership, DCYF is establishing an internship program where students will be eligible not only for frontline experiences in a variety of fields within DCYF but also for receiving work experience credit as required under current civil service classification requirements. This credit is designed to be equal to one year of work experience, and in certain circumstances, Master of Social Work students can earn up to two years of work experience for their DCYF Certified Internship. Students who participate will be required to take part in a minimum of 400 DCYF Certified Field Placement hours per school year. This program is designed to ensure that, through specialized child welfare courses, students will be prepared to be employed at DCYF upon graduation. Students will be assigned to field placements within DCYF to gain hands-on experience in preparation for employment.

By 2030, we anticipate a pool of approximately 50 well-trained interns to include both Bachelor of Social Work and Master of Social Work candidates moving forward. The Department is also keeping open the potential to invite interns from other regional universities whose students wish to participate.

Department of Public Safety (DPS)

Officer Wellness Program

One of the Agency's guiding principles is to preserve and promote employee physical and emotional health through a comprehensive Officer Wellness Program. An Officer Wellness Program serves to equip employees with available resources to help deal with adverse reactions to stress, which in turn can have a lasting effect on trust in the community. The implementation of an Officer Wellness Program is a key component to the Division's

2030 Vision for a healthy and productive workforce. This program is a proactive step to promote and support physical and emotional health needed for a successful, rewarding career. A Wellness Program is also a long-term cost saving measure, which can decrease costs associated with sick time usage, attrition, and early retirement.

The Division recently created a Human Resource Lieutenant position to serve as a conduit for members to receive assistance from peer support or critical incident stress management professionals, as well as to improve communication with members on extended leave. The Lieutenant will continue to develop working relationships with partners in the mental health field as well as provide services that relate to overall wellness. Examples include access to vaccine clinics, military buyback procedures, retirement planning, Veteran services, and Family Medical Leave. The Lieutenant will also work with the Division of Human Resources disability management unit to ensure all work-related injuries and leave are handled accordingly. The implementation of this program will have a positive impact on employees, their families, and the public we serve. Reducing job-related stress is an important component of improving the quality of police-community interactions, leading to increased public trust and confidence, which is a top priority for the Division, and will contribute to overall employee wellness.

Office of the Post-Secondary Commissioner (OPC) and Rhode Island College (RIC)

Bachelor's of Professional Studies

As part of its Compact with Rhode Island, Rhode Island College is improving access to four-year degrees for working adults seeking to enhance their career opportunities with our new Bachelor's of Professional Studies (BPS). The BPS is an innovative degree-completion plan designed specifically for working adults seeking pathways to professional opportunities in high demand careers. Unlike traditional degree-completion programs that provide a general bachelor's credential but not always the skills needed for specific professional fields, the BPS provides career-focused education in high-demand areas.

The BPS in Social Services will begin with its first cohort of students in January 2022

The BPS is designed specifically for busy working adults with work experience and some college but no degree. Classes are offered online in seven-week terms of two courses a term year-round. College credit is awarded for skills and knowledge gained outside the classroom, and students' previously earned college credits are counted toward degree requirements.

The BPS in Social Services piloted its first cohort of students in January 2022, and the Organizational Leadership track will roll out Fall 2022. Using market needs data and working with our partners in business and industry, Rhode Island College will roll out additional BPS career tracks over the next five years providing pathways to prosperity for Rhode Island and Rhode Islanders to 2030 and beyond.

Office of Healthy Aging (OHA)
Equity Plan Implementation

In April 2021, the RI Office of Healthy Aging (OHA) released a two-year equity plan to help institutionalize best practices that will transform the agency into a more diverse, equitable, and inclusive organization for the benefit of our team, partners, and all those we are entrusted to serve.

The equity plan incorporates strategic planning efforts and recommendations, including the development of a DEI statement; review of the organization's mission and language to ensure that agency communications are accessible and inclusive; and the formation of a DEI Advisory Group to monitor, coordinate, and advise on successful implementation. A key goal for the DEI Advisory group is to establish workgroups to assist and advise leadership on the implementation of workforce strategy to attract, retain, and support BIPOC employees, increase cultural relevancy of services, and increase diverse community partnerships by strengthening MBE participation in contracting opportunities.

At OHA we believe all Rhode Islanders should be able to participate fully in society and benefit from available programs and services. OHA's vision for the future is for all older Rhode Islanders and adults with disabilities to feel included and have their needs met. OHA is committed to ensuring our work is responsive to people's lived experiences by being present in the community, soliciting input from our constituents, and taking a place-based approach to service delivery.

COST SAVINGS AND EFFICIENCY
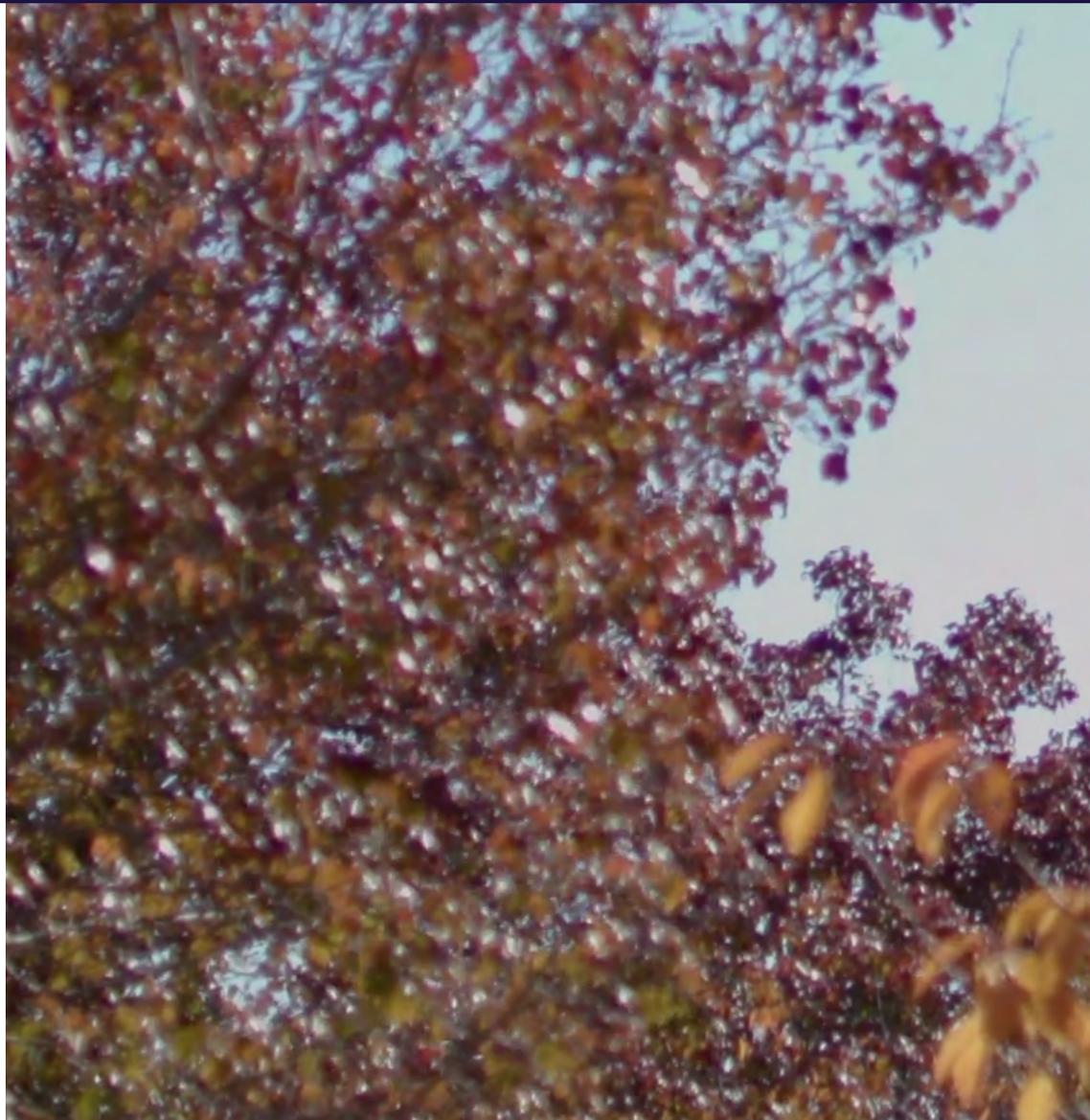
Core Theme:
Cost Savings and Efficiency

Efficiency is about accomplishing more for less. It is about optimizing, investing, streamlining, and continuously refining processes based on measurable outcomes.

As expectations for high-quality systems, processes, and services grow, all public-facing organizations have a responsibility to increase the efficiency and effectiveness of their operations. Because State government is funded by public resources and designed to serve the needs of Rhode Islanders, driving efficiency and cost savings is critically important.

Through 2030, the State will drive the development of new systems that enable the faster retrieval of more detailed data, reduce the State's reliance on outdated paper-based processing, improve the accessibility of services, and increase the working capacity of employees in order to deliver more of what matters most: results.

The Department of Administration's Cost Savings and Efficiency Goals

Improving Accessibility of Data

As the driving force behind nearly all State processes, investing in training for State employees is critical to advancing the efficiency of State government. We are committed to enhancing the skill sets of employees through high-quality training programs focused on building their managerial, technological, and subject matter expertise.

Investing in Employee Performance

We are committed to investing in best practices and service models that have had a demonstrable impact on performance in other areas of government and the private sector and have the potential to lower operational costs associated with key services.

Automating Routine Processes

We are committed to investing in best practices and service models that have had a demonstrable impact on performance in other areas of government and the private sector and have the potential to drive down the operational costs associated with key services – from preventative social service programs to self-service models to beyond.

Adopting Innovative Service Models and Best-Practices

The State is committed to investing in best practices and service models that have had a demonstrable impact on performance in other areas of government and the private sector and have the potential to drive down the operational costs associated with key services – from preventative social service programs to self-service models to beyond.

Driving Accountability

The accountability of the State to its constituents plays a critical role in improving public confidence in government performance, driving the continuous improvement of internal processes, and fostering a culture of integrity, efficiency, and transparency. The State of Rhode Island is committed to improving the resources that are made publicly available to encompass a broader range of both programmatic performance indicators and fiscal information through an array of newly planned online channels.

Rhode Island Department of Administration
Our Plans for Cost Savings and Efficiency by 2030

On-Demand Employee and Budget Data

A library of new reports on human resources, budget, and grant data available at the click of a button through the new state Grant Management and ERP systems; reflecting the latest available information in an easily exportable format like Microsoft Excel for further analysis.

Data-Driven Decision Making

Digitized Purchasing System

A procurement process that will be completely digital, allowing for a distributed workflow and streamlining the experience for vendors and agencies alike. This system change eliminates the need for storage and handling of physical records and bid submissions. Vendors are able to enroll for upcoming bids notification, spurring greater engagement.

Process Digitization

Digital Timesheets

A self-service, mobile-friendly digital timesheet system which allows all employees to handle time-tracking tasks on their own, enables management to better track time and attendance and manage paid time off, integrates with payroll, automatically tracks and preps real-time data for later analysis, and reduces the time it takes to fill and collect timesheets each week.

Performance Management

Performance management efforts within the Office of Management and Budget to demonstrate how State agencies are using taxpayer dollars to improve outcomes and promote a culture of data-driven decision making.

Dashboard Development Supports
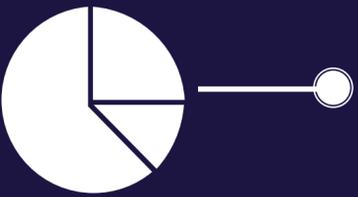
In-house expertise to assist agencies with establishing public or internal dashboards containing operational data or performance metrics that inform and aid in decision making, including both technical supports and digital training materials for employees.

Enterprise Resource Planning System

A cloud-based ERP system will integrate Rhode Island's budget process, time and attendance tracking, grant management, enterprise BI, investments, payroll and talent management – making business analytics more accessible and converting outdated paper-based processes to more efficient digital channels or state employees.

COST SAVINGS AND EFFICIENCY PROJECTS ACROSS THE STATE

Rhode Island Department of Administration
Enterprise Resource Planning (ERP) System

What is an ERP system?

ERP is a type of software used to manage an organization's main business processes in a centralized location. It allows for the efficient collection, storage, management, and analysis of data, often in real time. These systems improve efficiency and help to standardize business practices. In government, they also enable statewide reporting and strategic sourcing to allow for broader public transparency.

Rhode Island's systems are currently outdated, and Rhode Island is one of 12 states that lack a modern ERP system; the State still relies on paper time sheets. The current technology hinders the State's ability to attract the next generation of talent, and the handful of experts the State is reliant upon to keep the current system running are nearing — or already eligible for — retirement. The implementation of the ERP system will lead to current and future cost savings along with increased security and speed.

What will it enable?

The new ERP system will use cloud-based architecture to provide speed, cost reduction, flexibility, scalability, and innovation. In addition to core finance and HR, the system will integrate Rhode Island's budget process, time, and attendance tracking, grant management, enterprise BI, investments, and talent acquisition. In order to ensure the stabilization of all new ERP software, the State will conduct ongoing user training and support along with regression testing to ensure efficacy and usability.

Benefits of the new ERP:

- ✓ Reduces current costs by terminating existing license fees and cutting overtime expenses, payroll errors, money spent on supplies, and money spent on administrative leave.

- ✓ Mitigates future hardware costs and overheard for data structure and infrastructure.

- ✓ Increase process efficiencies by automating routine and recurring transactions and inquiries.

- ✓ Improves work experience and productivity by enabling self-service and modernizing workforce skills and competencies.

- ✓ Reduces risk by minimizing exposure to "catastrophic failure," reducing single points of failure, and steers away from dependency on institutional knowledge of old systems.

- ✓ Increases customer and constituent satisfaction by allowing for improved access to federal aid and providing an improved applicant experience.

Office of the Health Insurance Commissioner (OHIC)
Health Spending Accountability Program

Spending on health care by private and government payers generally grows at a faster rate than Rhode Island's rate of economic growth. In 2019, state health care spending per capita grew by 4.6%, far exceeding a previously projected expectation of Rhode Island's rate of economic growth (3.2%, which is the project growth of Rhode Island potential gross state product). Commercial health care spending grew by 4.7%, and Medicaid spending grew by 4.1%, per capita. Medicare spending, which is borne by the federal government, is the only market segment that grew at a rate less than the projected rate of economic growth in 2019. In total, had Rhode Island's health care spending grown at the projected rate of economic growth, consumers, business, and taxpayers could have saved $65.8 million.

There is significant waste in the health care system and various policies and interventions, public and private, have been devised over the years to address waste and inefficiency in health care. From a public budgeting perspective, increasing resources dedicated to health care constrains the state's ability to invest in affordable housing, education, transportation infrastructure, and other worthy objects of public interest.

The Health Spending Accountability and Transparency Program proposed by OHIC has three key goals that are designed to curb health care spending growth:

- **Goal 1:** Understand and create transparency around what drives spending growth.
- **Goal 2:** Create shared accountability for spending growth among payers, providers, and government.
- **Goal 3:** Lessen the negative impact of rising health care costs on Rhode Island residents, businesses, and government purchasers.

OHIC, with input from the Rhode Island Health Care Cost Trends Steering Committee, comprised of representatives from the health care community, businesses, and consumers, will oversee the program. The program consists of two core components that are designed to curb health care spending growth. First, the program codifies a Cost Growth Target (CGT) benchmark against which health care spending growth at the state, market, insurer, and provider levels will be measured to ensure transparency and accountability for performance. The second component is an explicit requirement that health care entities whose cost growth performance exceeds the CGT will have their performance disclosed at annual hearings, modeled after the cost trend hearings conducted by the Massachusetts Health Policy Commission.

Department of Public Safety (DPS)
Scheduling Optimization

The Division has begun the process of developing a scheduling and time tracking software system to replace the manual paper system.

All employee schedules and programs, as well as time sheets and overtime, are recorded manually which lends itself to error. The Overtime and Attendance System Project will modernize administrative duties, streamline workflows and tasks, and support the Division's 2030 vision for an empowered and efficient workforce.

Later phases of the project will centralize and digitize training records

Subsequent phases of this initiative will include incorporating the comprehensive training records required to be maintained as well as employee service-related data and information. The goal of this project is to improve agency-wide communication and collaboration, automate several business-critical functions, improve efficiencies, reproducibility and reporting. This will positively impact all employees ability to fulfill law enforcement needs of the people living, working, and visiting the State of Rhode Island.

Office of Healthy Aging (OHA)
Operational Enhancements

The Office of Healthy Aging (OHA) is invested in making improvements to our internal processes and streamlining many workflows for the Agency, our vendors, and our clients. Through these enhancements OHA has begun to move away from paper-based systems to digital file storage and cloud-based/virtual communications. Many improvements have been made to our grants management system including the use of naming conventions to reduce errors and increase efficiency; standardizing and refining outdated forms; organizing workflows into effective planning, tracking, and executing processes; and moving to digital invoicing for contracts. Additionally, OHA has also been working to improve financial tracking and allocations in order to assist in the short- and long-term planning of grants and contracts to ensure the most possible funding gets effectively allocated to services offered to and supporting our constituents. The advantage to these improvements is that they cut down the cost of office supplies, provide quicker turn-around, and offer instant access to information. OHA has also invested in creating and providing training for both OHA staff and external partners regarding requirements for the contracting and invoicing processes.

These trainings aim to improve efficiency by reducing errors and increasing consistency. They also serve as a starting point for new staff at OHA or at a subcontracted agency preventing the loss of institutional knowledge during transitions.

Office of the Post-Secondary Commissioner (OPC)
Open Educational Resources (OER) Initiative

On September 27, 2016, Governor Gina Raimondo announced a statewide Open Textbook Initiative during a press conference at Rhode Island College (RIC).

The initiative challenged Rhode Island's higher education institutions to reduce college costs by saving students $5 million over five years using open-licensed textbooks. Seven higher education institutions have pledged to support the Governor's challenge by working with faculty to identify open-licensed textbooks that would fit their classes. All 11 institutions in the state have participated during the challenge. At Rhode Island College 53 faculty members are

$5 million

the total amount of dollars targeted to be saved by students attributable to the savings produced by the Open Educational Resources Initiative

the faculty-of-record for adoption of open textbooks or OER, spanning 72 courses and sections. This impacted 8,774 students for an estimated $877,400 over from Fall 2016 – Spring 2021.

Programming throughout the initiative included faculty professional development through the Adams Library and Faculty Center for Teaching and Learning and two stipend programs. Faculty members who attended a two-hour Open Textbook Network/Open Education Network workshop and reviewed a textbook in the Open Textbook library were eligible for a one-time $200 professional development stipend. 33% of faculty members who attended these workshops have already adopted an open textbook or OER.

In Summer 2021, User Support Services implemented an integration among the college's LMS, Blackboard, and OER Commons which makes it easier for faculty members to find and use OER in their courses. At the same time, the Adams Library and Faculty Center for Teaching and Learning collaborated to offer a faculty learning circle on adapting and authoring open textbooks while initiating a subscription to Pressbooks; Pressbooks allow faculty to customize existing open textbooks and OER or author their own materials, which when done with students as a collaborative teaching and learning process is called 'open pedagogy.' Faculty training is anticipated to begin in February 2022, after the single sign-on (SSO) set-up is complete. This is frequently the next phase of an OER initiative. Phase one is adoption, which the governor's challenge successfully prompted; phases two and three are adaption and authorship.

Rhode Island Department of Health (RIDOH)
New Vital Records System

The Office of Vital Records is located in the Rhode Island Department of Health (RIDOH) and serves as a primary source and foundation of public health data both locally and nationally while providing members of the public certified copies of a vital record for their legal purposes, social service needs and/or personal use.

RIDOH has begun implementing a new Rhode Island Vital Events Registration System (RIVERS) in the Office of Vital Records. The new system will replace the current paper-based death, birth, and marriage registration system with an enhanced, more robust, stable and electronic system. By 2030 the RIVERS system upgrade will, for the first time, enable Rhode Islanders to access death records, when eligible, from a local city/town municipal office.

100%

of officials who certify births or deaths, and process, disseminate, or utilize state vital records will be trained on the new system

100% of officials who certify births or deaths, and process, disseminate, or utilize state vital records, will be trained on the new system. This includes municipal users, hospitals, physicians, funeral directors, long term care facilities, and state and federal partners.

The new system will speed the transmittal of data for faster processing of vital records while also enhancing fraud detection. For instance, for the first time, physicians will have the ability to certify deaths through mobile technology; and funeral directors will be able to process death certificates electronically, reducing their need to physically travel to the Vital Records office. In both of these scenarios, the new system will increase the timeliness of producing these records. The electronic upgrade will also aid in reducing fraudulent claims against programs like Medicaid, Medicare, and Social Security, and reducing insurance fraud. The new system will even help address voter registration fraud through a real-time partnership with the Rhode Island Secretary of State office. Overall the new Vital Records system will promote interoperability through electronic data exchanges, helping to improve decision making and leading to more rapid information and better outcomes for Rhode Islanders.

Department of Environmental Management (DEM)
Business Process Reviews

This project will support strategic and comprehensive reviews of current business practices at DEM that have a fiscal impact. DEM has an operating budget that totals $107.9 million, which supports nearly 20 distinct divisions.   While these divisions may have substantially different operations from each other, they would benefit from having standardized business

practices established. This would support operational efficiencies and savings across some of the largest areas of expenditures at DEM, including fleet management ($1.4 million budget), utilities ($1.1 million), telecommunications ($244,000), and more.

These reviews will consider the purpose of the business process, current costs, and potential alternatives to the status quo to establish a more effective process and generate cost savings that can be reinvested back into programs. Projects will be prioritized based on current costs of business practices and the potential benefits to DEM programs.

The project will support operational efficiencies in fleet management, utilities, and telecommunications

As a state agency with a wide scope of work and a physical presence across the entire state, the decentralized nature of DEM has resulted in fragmented and varying business practices. This project seeks to establish standardized business processes, improve sharing of resources across divisions, and find alternatives to outdated and inefficient business processes. The resulting analyses will provide verifiable evidence that the proposed changes will result in a positive return on investment.

This initiative will be project-based and consider those business processes that have a cost component and impact the efficiency and effectiveness of DEM's programs.

Department of Labor and Training (DLT)
Workforce Funding

RI DLT envisions employers requiring thousands of trained workers in the upcoming years. Over 10,000 workers enrolled in the Back to Work program in response to the pandemic in just over a year and a half. Yet, despite that success, demand for workforce training is as high as ever. As workplaces change and companies adapt to new technologies, processes, and economic conditions, the need for trained workers will continue to grow. In addition, new competencies are continually emerging as a need across industries.

Rhode Island's public workforce development system is a complex network of training and education providers, community-based organizations, industry sector partnerships, public career centers, state agencies, and other partners that collaborate on short-term and long-term programming. While this network serves all Rhode Islanders, it is particularly focused on assisting individuals with barriers to employment, including, but not limited to: low-income persons, adults without a high school degree, formerly incarcerated individuals, individuals with disabilities, individuals experiencing homelessness, English language

learners, veterans and their families, individuals experiencing long-term unemployment, individuals on public assistance, and at-risk youth. Similarly, while the workforce network is designed to meet the needs of all Rhode Island employers, it has programs specifically designed to meet the State's largest and/or growing industries, including: manufacturing, defense and cybersecurity, healthcare, construction, transportation and logistics, agriculture and aquaculture, information technology, marine trades, and hospitality.

The Department's pursuit of federal grants is aimed at growing and sustaining the capacity of the workforce network. Not only would Rhode Island job seekers see an immediate benefit from multiple rounds of training and job placement programs linked with open employment positions, but the long-term capacity of the workforce system would be enhanced through the purchase of modern equipment, the upskilling of instructors, and the development and/or refinement of industry-designed occupational training curriculum.

Rhode Island Department of Education (RIDE)
Strategic Planning System

RIDE has created a strategic plan that sets the direction and priorities for education in Rhode Island. Priorities include equity, excellence in learning, world-class talent, community engagement, and governance structures. Under state law, local education agencies (LEAs) are required to create three-year strategic plans, and RIDE is working to align these plans to the state plan so that each LEA deploys strategies to achieve our state's goals.

This alignment is important for Rhode Island educators, families, and students because it creates a shared vision and roadmap across our many communities.

One aspect of this work is the Strategic Planning System, an online platform created by RIDE in close partnership with local school leaders where LEAs can create their strategic plans, tie goals within the plan to funding and data, track progress over the life of the plan, and share information and best practices among peers. The new system will incorporate a method for LEAs to better communicate, support, and collaborate with one another in strategic planning. This system was created after researching strategic planning best practices, surveying all of RI's LEAs, analyzing artifacts provided by LEAs, and interviews with district and school leaders.

The platform will allow alignment with RIDE Strategic Plan priorities, measurable goals, and initiatives, as well as associations to different legislatively mandated kinds of plans, such as an Annual Plan, or a State Assessment Plan.

RIDE sees this as a model for the rest of the nation to emulate and will help us carry out our goals for 2030.

Exec. Office of Health and Human Services (EOHHS)
APCD and State Data Ecosystem

The mission of EOHHS is to ensure access to high quality and cost-effective services that foster the health, safety, and independence of all Rhode Islanders with a vision of building and maintaining a consumer-based health and human services system that meets the diverse and changing needs of the populations we serve. In support of this mission, we are investing in our data analysis tools to ensure we can focus our investments in the right areas to assure service quality, program integrity and system accountability.

The Data Ecosystem, which includes the state's All Payer Claims Database (APCD), is the most comprehensive integrated data system in the state – and one of the most comprehensive in the country. It helps us design programs and responses that address the whole person, family, and community, rather than just one slice of data from a single program. Specifically, we have worked over four years to build the technical and governance infrastructure that houses a fully integrated database and provides integrated data to both internal (state staff) and external (researchers, providers, payers other states, etc.) projects. The system just migrated to the Cloud, which increases both security for these sensitive data and facilitates access as the use of these data broadens. Beyond the new data tools, we have also committed our process to centering racial justice in integrated data with a Board-approved statement that racism is a public health emergency and every project we support will take a race-explicit lens and be co-designed with a diverse community of those the questions and results will impact.

Public Utilities Commission (PUC)
Solar Carport Array

The State of Rhode Island currently has a goal of 100% Renewable Electricity by 2030. This project would entail building a second solar carport array at our offices at 89 Jefferson Blvd. According to the design specifications of this project, this array would also supply upwards of 40-50% of the electricity needs of the building. The Division currently has one (1) Solar Array Carport in the parking lot at 89 Jefferson Blvd. This existing solar array generates about 40%-50% of the electricity needs of the building. The design of this system is intended to have our building use 100% renewable energy for all of our electricity needs.

Emergency Management Agency (EMA)
Command Post

The case of being able to investigate after an incident the mobile command center (MCC)

for fire and police departments and other public safety agencies is strong – they're easily customizable, can be as high-tech as you need them to be, and they're appropriate for a wide variety of uses. With the proper mobile command center, first responders can host all of their necessary functions in a single area, all while being able to move throughout their community as needed. As public safety technology and 911 Communications continue to evolve, the benefits of investing in a mobile command center are as compelling as ever.

During extreme or unpleasant weather situations, police officers will be able to congregate in a single area, stay safe and dry, and continue research or paperwork in a secure location. If officers are corresponding with other public safety offices during a storm, the MCC serves as a hub directly in the action that can be used to connect those from multiple departments at once. While MCCs offer a lot of value to public safety departments, the most basic offering they have is shelter. When a city hosts an event, including anything from a parade to a concert or celebration, keeping the public safe is the top priority. The MCC will enable the Department to better protect the public during these events.

Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH)

Provider Model Transition

Two of the most critical service delivery innovations in the service system for individuals with intellectual/developmental disabilities (I/DD), the implementation of conflict-free case management and transitioning to outcomes-based payment models, will also drive operational efficiency and optimize the State's ability to achieve its I/DD service goals.

"Conflict-free case management" replaces potentially interested parties, like payors or service providers, with parties who do not have a monetary stake in the outcome of the service delivery plan for an individual with intellectual/developmental disabilities. Conflict-free case management ensures that the services connected to an individual truly reflect that individual's needs and goals for community living, and will include person-centered options counseling, which is a framework for ensuring that individuals with intellectual/developmental disabilities are directly engaged in their care and service planning. Planning for the full implementation of conflict-free case management is underway.

Transition to outcomes-based models will eventually allow the State to shift from its traditional model of paying for individual services rendered by providers to paying for outcomes, or the value that those services add in supporting an individual's needs and goals. Importantly, the transition to value-based payment models will be coordinated with providers to ensure that value-based payments reflect our shared outcomes of funding and

providing the services that best support individuals with intellectual/developmental disabilities. The aim of the project is to embrace outcomes-based models to enable the State to better align current resources with service goals.

Department of Children, Youth and Families
Family First Prevention Plan

The Department is committed to reorienting its operational direction and investments in prevention so that vulnerable families and children receive the support they need when they need it. This shift will be supported financially and strategically through the implementation of the Department's federal five-year prevention plan.

The Family First Prevention Services Act (FFPSA) was enacted by Congress in 2018 to turn the focus of the current child welfare system toward keeping children safely with their families to avoid the trauma that results when children are placed in out-of-home care. FFPSA authorized new optional Title IV-E funding for time-limited prevention services for mental health, substance abuse, and in-home parent skill-based programs for children or youth who are at-risk of entering foster care, pregnant or parenting youth in foster care, and the parents or relative caregivers of those children and youth.

DCYF's expansive FFPSA Plan builds upon the Department's focus and mission of strengthening the capabilities and expanding the capacity of parents and caregivers, in partnership with community providers, to safely care for their children and reduce the need for foster care.

By expanding access to community-based, evidence-based prevention programs for parenting skills, mental health, and substance abuse, DCYF's comprehensive service framework will promote the well-being and full potential of children, families and communities. Research demonstrates adverse childhood experiences can have lasting impacts that put them at higher risk for psychiatric disorders, chronic illness, and socioeconomic challenges later in life.

COMMUNITY ENGAGEMENT

Core Theme:
Community Engagement

Rhode Island government has a responsibility to provide services and resources that make life better for Rhode Islanders. Community engagement is a pillar of fulfilling this responsibility and requires a two-pronged approach: transparency and outreach.

The Department of Administration, which is tasked with providing supportive services to all Executive Branch agencies, has the added responsibility of engaging with agency partners to make sure they have everything they need to serve residents.

Government is a hub of information – from budgets and revenue estimates to contracts and business licenses, from plans and programs to regulations and forms. State agencies collect and analyze data to identify changing needs, improve programs, and ensure that enough funding is available for initiatives.

The Department of Administration must make this information accessible to agencies and state employees so they can make informed, data-driven decisions. It is also state government's responsibility to thoughtfully organize this information in ways that the public can access it, understand it, and use it.

Engagement with agency partners and the public is equally critical. Not only is it a fundamental requirement for stewards of public resources, but also a way to continually improve our operations and make a positive impact on the quality of life in Rhode Island.

The Department of Administration's Community Engagement Goals

Conducting Engagement through a Diversity, Equity, and Inclusion Lens

We will create and support a diverse and inclusive culture that values the changing demographics of Rhode Island. The State will increase effectiveness and better assist Rhode Islanders by soliciting feedback from as many individuals as possible, including state employees with varying areas of expertise and residents from communities who have historically been underserved and underrepresented. With that in mind, outreach campaigns will be conducted through a diversity, equity, and inclusion lens. We will use broad-based public input to develop and refine programs that are more accessible to everyone.

Enabling Public Participation

Involvement is about fostering dialogue aimed at incorporating the views, concerns, and issues from as many stakeholders as possible in the decision-making process. We will provide more opportunities for the public to engage in discourse regarding State initiatives to ensure that the voice of the community is heard and respected.

Building Transparency

The Department of Administration will create new, widely-accessible online transparency tools and resources, including document hubs and data libraries, where constituents can access the latest information about government spending and programs.

Providing Timely and Complete Information

We are committed to providing timely and complete information to all stakeholders, including agency partners, members of the public, the Legislature, and news media. In addition to making information readily available, the State will select the most appropriate method of presentation (e.g., visualizations, charts, infographics, videos, etc.) so that information can be easily interpreted and understood.

Rhode Island Department of Administration
Our Plans for Community Engagement by 2030

New Channels for Stakeholder Feedback

Connecting Statewide Planning with individuals and organizations in diverse and disadvantaged communities and find better ways to engage them in the process of developing goals, objectives, projects and programs in their communities through social media, in-person outreach, and other traditional and non-traditional models.

Stakeholder Engagement in Planning

Planning Education

Digital and in-person opportunities for citizen and academic training in the fundamentals of Rhode Island land use and planning, including development of closer ties with Rhode Island's higher education community, internship opportunities, a Citizens' Planning Academy, and training in topics such as climate resilience, sustainability, and diversity, equity, and inclusion in planning.

Expanded Educational Opportunities

Statewide Intake Framework for Transportation (SWIFT)

An online, map-based tool that will allow stakeholders to submit projects for consideration in the State Transportation Improvement Program (STIP) without having to be a planner or an engineer. SWIFT asks for project details and analyzes proposals against existing constraints, goals, and objectives, along with providing a rough project estimate.

New Self-Service, Public Data Portals

Creating a public portal for all data related to State spending of its $1.13 billion allocations of State Fiscal Recovery Funds. The portal will include information about who is receiving the funding and how much they received, as well as performance metrics to explain how the funding is being put to work for Rhode Islanders.

Community Connections

Division of Statewide Planning staff collaboration with each of Rhode Island's 39 municipalities to better understand their planning and data needs and develop closer relationships at the local level, providing support in the form of information and assistance with supplemental planning tasks, focusing on transportation, climate resilience, and sustainability.

Digital Resources for Diversity, Equity and Inclusion

Expanded online resources and services related to DEI, including an online certification application for minority-owned businesses and new digital education training materials for the broader business community. Moving more resources online will make filing and education more efficient and convenient for business owners.

COMMUNITY OUTREACH PROJECTS ACROSS THE STATE

Rhode Island Department of Administration
Transparency Portal Redesign

The State of Rhode Island Pandemic Recovery Office (PRO)

The Transparency Portal is an initiative of the PRO, the State's central office for policy coordination and compliance for federal COVID-19-related State Fiscal Relief Coronavirus Capital Project funds. It provides the public with information about the federal funding sources available for the State's COVID-19 recovery efforts. It also provides state agencies with policies, protocols and guidance pertaining to the disbursement and use of stimulus funds.

What is the Transparency Portal?

The Transparency Portal will be a website accessible to the public that will allow Rhode Islanders to see how and where the State spends its annual revenue. Especially given the nearly $2.4 billion received through the Coronavirus Relief Fund and the American Rescue Plan, the portal will also be useful in accessing information regarding federal stimulus funds and their place in the state budget. The Transparency Portal will make it easier for people to access documents created during public hearings, resources provided to the media, and reports produced by government agencies.

What will it enable?

The current portals for financial transparency are outdated, inconsistent, and decentralized. Transparency is important in promoting accountability and providing information to the public about where their money is being spent. The portal will include information about who is receiving the funding and how much they received, as well as performance metrics to explain how the funding is being put to work for Rhode Islanders. The new tool will allow the public to engage with data and learn about the State's pandemic response while promoting accountability and transparency in government operations. Constituents will be able to download the documentation from public hearings on the use of federal funding and data on spending and performance metrics, enabling further analysis and education on pertinent initiatives and programs.

Benefits of the portal:

- Transparency regarding how the state is spending federal funds.

- Centralized location for financial information of ALL state agencies (currently only available to some agencies).

- Increased opportunity for constituents to review how federal funds have been used to protect the health and welfare of Rhode Islanders.

- Ability to easily access documents from contracts with the State.

Department of Human Services (DHS)
Proactive Community Partner Engagement

The purpose of the DHS community Partner Engagement is to offer presentations and pre-recorded trainings of DHS programs and services to our community partners. DHS aims to establish best practices, expectations, standards, and a governance structure where community partners can make these requests to DHS Center for Staff Development and Learning (CSDL).

The goal will be to establish a protocol on how to initiate these requests, where they can be prioritized, coordinating resources and efforts with our CSDL and communications teams. As we continue to evolve, additional goals are to create a catalog of presentation slides per program as well as specialized populations (such as immigrants, youth, previously incarcerated individuals, etc.) and access/business processes of DHS operated programs (i.e. Customer Portal, eligibility basics, mission, vision, guiding principles).

In addition, DHS has increased its partnerships with community partners by giving regular updates via newsletters as well as conducting small, working group sessions to improve notices and customer relations as well as to incorporate partners' feedback into DHS plans.

Finally, proactive presentations and/or pre-recorded trainings in the Fall of 2021 (and ongoing) have been provided to:

1 Long Term Services & Supports (LTSS) nursing home vendors so they better understand the application process and eligibility criteria

2 SNAP Outreach vendors so they better understand DHS' Constituent Affairs process and steps to avoid a breach of Personally Identifiable Information (PII) Sensitive Information (SI). These vendors also additional information and outreach materials.

As the pandemic improves, DHS hopes to include in-person and real-time training (in the communities served) in addition to the virtual presentations and pre-recorded trainings.

Exec. Office of Health and Human Services (EOHHS)
Rhode to Equity

The Rhode to Equity initiative is a learning collaborative that brings together place-based teams of healthcare providers, community-based organizations, and people in the

community to plan and implement projects aimed at addressing issues in the community that make it difficult for people to achieve their highest health. The core work of Rhode to Equity teams will be to jointly identify health outcomes on which to focus (e.g., diabetes), as well as the social needs/ risk factors that they will address in order to improve the focal health outcome and the communities where individuals live, work, and play. Through Rhode to Equity, participating Accountable Entities, Health Equity Zones, persons with lived experience, and other community-based organizations will develop a joint plan to tackle a health outcome of their choosing that is targeted to address the needs of patients and their communities.

Department of Business Regulation (DBR)
Small Business Roadshow

In order to make it easier to do business with the State, the Small Business Roadshow will engage with Trade Associations, Chambers and other business groups to provide them with information on programs and resources available to small businesses as well as on the Lt. Governor's office.

Once the presentation is complete, the members of the audience have the opportunity to offer up concerns, ask questions, or give suggestions for improvement. DBR, as a sister agency of the Executive Office of Commerce, has found it invaluable to perform outreach to the public.

A well-informed business community is aware of the resources available to them. The business community also appreciates the opportunity to be heard regarding issues that concern them. The DBR and Lt. Governor's Office review this information and either assist with specific issues or work towards improving the business experience overall.

Rhode Island Department of Education (RIDE)
Reimagining High School

RIDE's 2030 goal includes better preparing students for post-secondary training and education and centering their voice and priorities. RIDE is committed to reimagining the high school experience in collaboration with stakeholders to better align secondary education in Rhode Island to the needs and wants of our students.

In 2021, RIDE held discussion sessions regarding changes to the state's high school graduation requirements with students, families, teachers and community members. The feedback shaped RIDE's revisions of the state's secondary education regulations to be relevant, engaging and student-focused.

In 2022, RIDE is proposing that Rhode Island adopt readiness-based graduation requirements that will be grounded in the skills and experiences that our young people will need to graduate with open doors to create the futures they envision.

RIDE has also completed an educational opportunity audit of one-third of the high schools in Rhode Island, held a WaterFire event to celebrate Rhode Island educators and engage families in the reimagining process, and create public art displays celebrating high school students across the state. RIDE will continue to create partnerships with community organizations and industries to ensure our students graduate high school prepared to lead fulfilling and productive lives, succeed in academic and employment settings, and contribute meaningfully to society.

Department of Labor and Training (DLT)
GWB Workforce Development

The Governor's Workforce Board of Rhode Island (GWB) is prioritizing diversity, equity, and inclusion across all policies and programs. As the primary policy-making body on workforce development matters for the State of Rhode Island, the GWB is uniquely positioned to direct resources in a strategic manner toward the goal of creating a more equitable economy.

The GWB is engaged in the continuous evaluation of all workforce development initiatives across the state, assessing program utilization rates by age, gender, race, ethnicity, geography, and even business size to address variances in service delivery and identify barriers that may disproportionately affect Communities of Color or other disadvantaged populations. Through ongoing analysis, the GWB will continue to modify existing programs and services, implement new outreach tactics, and/or create new initiatives for the equitable benefit of Rhode Island job seekers, workers, future workers, and employers.

By 2030, RI DLT envisions the GWB establishing access points to workforce development services in community-based organizations, enhancing Real Jobs Rhode Island programming to serve more participants and businesses, and doubling the number of small businesses engaged in the workforce development system.

Department of Environmental Management (DEM)
Act on Climate Outreach

On April 14, 2021, Governor Dan McKee signed into law the 2021 Act on Climate (S-0078A, H-5445A), which sets mandatory, enforceable climate emissions reduction goals leading the state to achieve net-zero emissions economy-wide by 2050. This legislation updates the previous 2014 Resilient Rhode Island Act, positioning the state to boldly address climate

change and prepare for a global economy that will be shifting to adapt to clean technology.

As required by the 2021 Act on Climate, the Executive Climate Change Coordinating Council (EC4) will deliver an update to the 2016 Greenhouse Gas Emissions Reduction Plan to the Governor and General Assembly by December 31, 2022 (called the '2022 Update'). The 2022 Update will be informed by intensive public comment and stakeholder discussions. Subsequently, the EC4 will develop a plan to incrementally reduce climate emissions to net-zero by 2050 to be delivered to the Governor and the General Assembly by December 31, 2025 (called the '2025 Climate Strategy'). The plan will be developed via a robust stakeholder process and will address areas such as environmental injustices, public health inequities, and a fair employment transition as fossil-fuel jobs are replaced by green energy jobs. The 2025 Climate Strategy will be a comprehensive working document that will be updated every five years thereafter. Stakeholder involvement will be a critical element of meeting all major milestones identified in the Act of Climate.

Rhode Island Department of Health (RIDOH)

Advancing Health Equity

Traditionally, state or local public health departments have provided communities with separate sources of funding to implement specific programs or address specific health concerns, such as diabetes or cancer.   In Rhode Island, we know that strong community development begins with authentic community engagement. Thus the Rhode Island Department of Health (RIDOH) has taken a different approach that works.   RIDOH, in collaboration with local community partners, has created the first in the nation Health Equity Zones. Rhode Island's Health Equity Zone initiative is an innovative, place-based approach that brings communities together to build the infrastructure needed to achieve healthy, systemic changes at the local level. Health Equity Zones are geographic areas where existing opportunities emerge, and investments are made to address differences in health outcomes. Through a collaborative, community-led process, each Health Equity Zone conducts a needs assessment and implements a data-driven plan of action to address the unique social, economic, and environmental factors that are preventing people from being as healthy as possible. Rhode Island's Health Equity Zone initiative braids together funds from several sources so that communities can work together to achieve shared goals for sustained community health and economic well-being. Rhode Island is the first in the nation to adopt this innovative funding approach at the statewide level.   Today it serves as a national model for transforming public health by scaling up from the community level to realize systemic change.

By aligning strategic investments with existing resources across sectors, each community can address its unique needs, reduce disparities, and stimulate economic growth.

Health Equity Zones engage the entire community to create solutions for issues people care about. Community leadership ensures actions are culturally and socially relevant, and sustainable.

RIDOH's 2030 goals are that every city and town in Rhode Island will have an established and sustained Health Equity Zone that will foster more prosperous, equitable, vibrant, and resilient communities, where residents have accessible local data and will work collaboratively with State and local leaders, to improve health outcomes, achieve meaningful improvements to health equity and develop more resilient communities.

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In Rhode Island today, there are 15 Heath Equity Zones covering nearly 85% of the state's geography

Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH)

Community Conversations on Mental Health

As the State's mental health and substance use authority, BHDDH is responsible for coordinating public education related to mental health and substance use. BHDDH prioritizes evidence-based messaging that encourages people and their loved ones to seek help or treatment. BHDDH will continue to air public awareness campaigns between now and 2030.

The following campaigns are funded by BHDDH and are projected to run through 2022, and are part of a larger initiative called the "Statewide Conversation on Behavioral Health," a multi-agency effort with a mission of using the State's platform to destigmatize behavioral healthcare. Current campaigns include: PauseRI (COVID-related stress management campaign); Are You OK? (behavioral health anti-bias campaign); Small Amount (contaminated drugs & harm reduction campaign); Pregnant? Using? We can help. (Substance exposed newborn campaign).

By 2030, the Department hopes to see a meaningful reduction in stigmatization of people with behavioral health challenges of different types, as measured by public attitude surveys administered by the Department.

Office of the Post-Secondary Commissioner (OPC)
RI Reconnect

RI Reconnect is a free program that helps to meet the needs of adult students by connecting them to an educational navigator. Adult students have needs that differ from the traditional college-aged students, and navigators work one-on-one with these students, guiding them through the process of returning to school or a workforce training program. This may include helping them identify and apply for financial aid, assessing strengths and goals, and providing a holistic needs assessment. Navigators also connect adults to support resources such as social safety net benefits, transportation, child care, and emergency resources.

In 2016, RI set the goal that 70% of the state's working-age adults would have a postsecondary credential (degree or certificate) by 2025. Today, only 47.5% of Rhode Islanders have earned a credential. We know that we need to meet the needs of many more people than our current trajectory projects in order to reach this goal. Current enrollment and completion rates suggest that we need to reach an additional 90,000 by 2025 in order to reach that goal. These are Rhode Islanders who need to be better prepared for the jobs of today and the future. Since the Great Recession, the vast majority of new jobs have required a postsecondary credential. We also know that the lower-skilled workers were the most adversely affected by the COVID-19 pandemic. Now more than ever, we must work to help more Rhode Islanders upskill, not only to improve the stability of their families and communities but also to improve the state's economy.

OPC recognizes that a growing number of today's postsecondary students are adults returning to academic and training settings to earn degrees and credentials needed for their career aspirations. This expanding pool of students is typically working at least part-time, living independently, and may have children or other dependents. OPC recognizes the need to address the challenges that adult learners face in pursuing their academic and workforce training goals while navigating financial, time management, basic needs, and other challenges. OPC is committed to opening doors of opportunity for adults by removing systemic and structural barriers to enrollment, persistence, and completion. OPC is committed to creating pathways for adult students that provide both short-term credential and longer-term degree completion opportunities.

Office of Healthy Aging (OHA)
Bridging the Digital Divide

Today, we live in a digital world, from how we shop, work and bank to how we socialize and connect to information and resources. Utilizing smart devices and accessing the internet are now necessary and basic tools of modern life. Their importance has been

amplified by the Covid-19 pandemic and public health guidance for social limitations. The Covid-19 pandemic has been especially hard on older Rhode Islanders, as evidenced by the high proportion of deaths and hospitalizations among those age 65 and over. The pandemic has also highlighted, and magnified, a digital divide among older adults that negatively impacts their health and quality of life. Research shows over a quarter of older Rhode Islanders lack internet access and the impact is greater in lower-income communities.

Concerned with these findings, the RI Office of Healthy Aging (OHA) initiated digiAGE, a collaborative bringing together industry, government and community partners to help bridge the digital divide for older adults through coordinated investments in smart devices, internet services, digital literacy training, and online content creation. The digiAGE collaborative aims to bridge the digital divide for older adults, linking them to technology and virtual opportunities that underpin modern life to help reduce social isolation. Partners in this effort have provided smart devices, training, online content, and internet connectivity to adults in their communities.

Through investments of federal funds, we solicited innovative proposals from the community to expand digital access and literacy for caregivers from communities across the state. Grants, ranging from $10,000 - $30,000, were awarded to organizations; these agencies have been providing grandparents, homebound elders, and caregivers in communities smart devices, internet services, and related training to help them work, virtually connect with family and friends and better access online resources such as Telehealth.

This project's overarching goals are to support older Rhode Islanders by promoting independence, access to health care, and social and intergenerational connections. OHA will continue to implement current initiatives, while exploring opportunities to leverage funds to further grow available programs to older adults.

Department of Transportation (DOT)
Virtual Public Involvement

Connecting all Rhode Islanders is a large part of the RIDOT 2030 Vision plan, and that does not just mean a physical connection, but also interpersonal connection and public outreach.

By creating a transparent, resource-driven public participation effort with many opportunities for public input and discourse, RIDOT will engage all users in the state's surface transportation system to participate in its development decisions. RIDOT seeks to improve its Virtual Public Involvement (VPI) and Metropolitan Planning Organization (MPO)

Public Participation Plan (PPP) by reaching constituents where they are in public discussions about transportation projects and processes. There are many at-risk communities and those who feel they do not have a voice in public discourse, so this project would expand public outreach to as many sources as possible, utilizing new technologies as they develop. Through public engagement, we have learned that inequities are at play, for example, when someone lives in an apartment complex or far from public charging infrastructure. Informed by that input, the plan will reflect more equitable solutions for the placement of infrastructure.

Department of Corrections (DOC)
Workforce Re-entry

The Workforce Re-entry Initiative (WorkRI) will help match employers with qualified job candidates in support of RIDOCs mission to both support public safety and facilitate successful offender re-entry into the community upon release. Gainful employment is only one of several major factors that play a key role in the successful re-entry and rehabilitation of justice-involved individuals, helping to reduce recidivism. The recently launched website, doc.ri.gov/workri, currently allows prospective employers to post jobs that may be relevant to the reentering community. The WorkRI site aims to serve as a catalyst, allowing offenders and employers to connect and giving individuals the opportunity to help their communities and move forward in creating a fulfilling and sustainable life for themselves and their families.

Workforce Re-entry Initiative (WorkRI)

One of the Rhode Island Department of Corrections' (RIDOC) strategic goals has been centered around the creation of programming that trains offenders with marketable skills and affords them opportunities to attain meaningful education and gainful employment.

During incarceration, offenders can gain work experience that is often applicable outside the walls of prison (i.e., carpentry, upholstery, auto body, sewing/tailoring, landscaping/grounds crew, etc.). Many offenders work while participating in various programs, including education classes.

In support of its Mission and strategic goals RIDOC created the Workforce Re-entry Initiative (WorkRI) to help match employers with qualified job candidates. Gainful employment is only one of several major factors that plays a key role in the successful re-entry and rehabilitation of justice-involved individuals, helping to reduce recidivism. It is our hope that the WorkRI site will serve as a catalyst; allowing offenders and employers to connect, giving individuals the opportunity to help their communities and move forward in creating a fulfilling and sustainable life for themselves and their families.

The recently launched website, doc.ri.gov/workri, currently allows prospective employers to post jobs that may be relevant to the reentering community.

As employers continue to struggle with identifying and recruiting qualified employees to fill positions as we emerge from the COVID-19 pandemic, RIDOC will continue to actively recruit employers to post job opportunities to the WorkRI site as a supplement to other recruitment avenues they may utilize. This tool will also continue to assist RIDOC staff when advising re-entering individuals seeking employment. Connecting qualified candidates with employers in need of workers with commensurate skills will help to narrow labor shortages and position those reentering their communities for success upon release, thereby meeting the evolving needs of employers and making career opportunities accessible to justice-involved individuals.
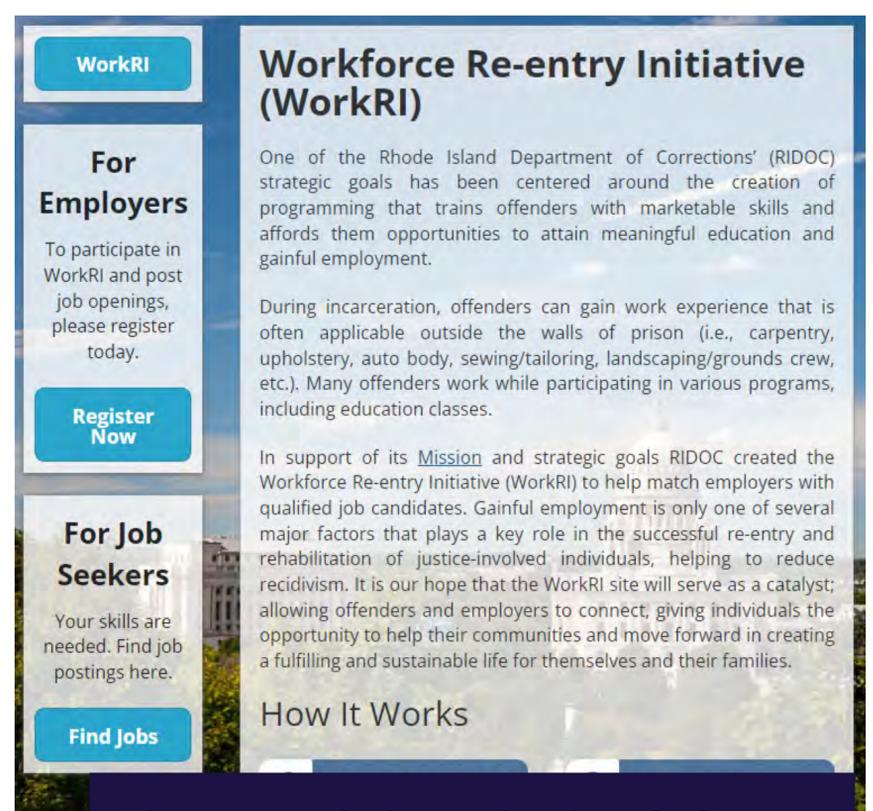
Department of Children, Youth, and Families (DCYF)
Enhanced Engagement

As part of its federal performance improvement plan, DCYF partnered with the Capacity Building Center for States to establish a stakeholder engagement model and implementation plan for the Department. Through this process, the Department and its partners committed to creating new pathways to consistently gather input from critical stakeholders, including parents, youth, natural supports, resource families, community organizations and DCYF staff.

The Department took immediate steps in early 2021 to establish three critical stakeholder groups (a birth parent advisory, a foster family council, and a prevention planning advisory) and to strengthen and expand its existing youth advisory board, known as SPEAK. The Department also established a monthly stakeholder feedback meeting to review the progress of these groups and to ensure that feedback received from stakeholders is being acted upon.

The Department intends to fully realize this vision for authentic stakeholder engagement. Key activities to build this foundation include:

- Develop an operating procedure for consistent compensation in the form of gift cards for their time, effort and participation.
- Provide training for both staff and stakeholders on how to effectively manage advisory boards and receive feedback.
- Develop strategies to increase the diversity in each of the Department's existing stakeholder groups.
- Establish stronger communication and partnerships with other key stakeholders, including schools, housing groups, Family Court and the Narragansett tribe.
- Empower parents and youth through stronger family engagement at the individual case level.

Department of Revenue (DOR)
Dedicated Taxpayer Experience Team

All divisions within the Department of Revenue are dedicated to improving and enhancing customer service. This project will drive the Department's commitment to improving interaction with the public by creating a dedicated taxpayer experience team, expanding outreach to aid taxpayers, providing more direct access for taxpayers, and creating educational materials for common taxpayers' issues.

DOR oversees programs that affect the financial management of every community in the state and touch the daily lives of most Rhode Islanders. DOR strives to be open, accountable, and responsive to the needs of those being served. The Division of Taxation's primary principle is to help taxpayers understand and meet their tax obligations. This principle relies on the notion that better compliance is achieved through educated taxpayers that understand when and how to file and pay their taxes. Taxation is committed to building upon efforts to better educate taxpayers to meet this goal.