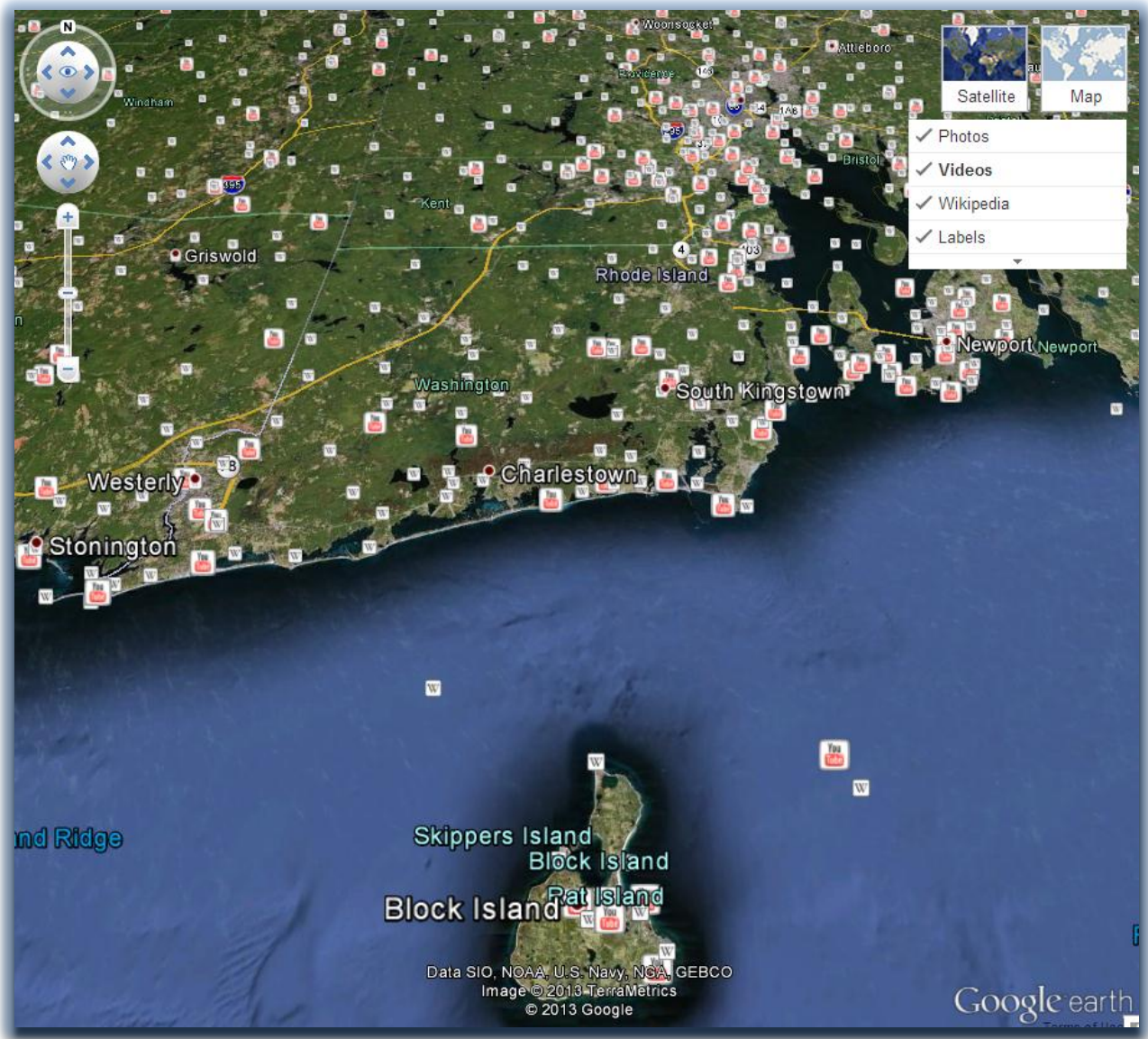# 2013 RI Digital rhODEmap Office of Digital Excellence

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ODE Mission & 2012 Highlights

The Office of Digital Excellence was created by the Rhode Island General Assembly as part of the FY2013 Appropriations Bill. The mission of the Office of Digital Excellence is to modernize Rhode Island state government through the incorporation of digital capabilities and to leverage technology to expand and improve the quality of services provided to Rhode Island citizens. Key focus areas for ODE will be major technology capital upgrades, e-government and e-licensing initiatives, website design, and social media/mobile technology strategy for state agencies. The Office of Digital Excellence works in partnership with the Division of Information Technology to increase the number of government services that can be provided online in order to allow residents and businesses to complete transactions in a more efficient and transparent manner.

Thom Guertin, Chief Digital Officer for the Office of Digital Excellence, joined on October 22, 2012. The final two months of 2012 was spent researching the Rhode Island state government landscape, past and current projects – both successes and failures, and future plans for technology implementations. ODE was immediately pressed into action on a number of projects, including the Health Benefits Exchange, Transparency Portal, preparation for a new Integrated Tax System, a unified Email platform for RI state government, the Department of Education Wireless Schools Initiative, development of an application for Building and Fire Safety e-Permitting, and numerous website projects.

ODE worked with Rhode Island's health agencies and the Health Exchange staff to create a leadership team and an organizational structure to plan for the multiple phases of the Health Benefits Exchange. The Unified Health Infrastructure Project is a multi-year project which incorporates a number of existing legacy systems into a scalable, user friendly platform serving Rhode Island individuals, small businesses, insurance companies, and state employees. The new Rhode Island Transparency Portal (www.transparency.ri.gov) was also a joint initiative of the Office of Digital Excellence, Office of Management and Budget, Division of Information Technology, and the Office of the Governor to introduce a platform to make government more open to the public, as well as surface key data and metrics to track the effectiveness of Rhode Island expenditures, agencies, and programs.

Progress & Priorities

The Rhode Island Office of Digital Excellence resides within the Department of Administration, but serves all of the Departments, Offices and Agencies of Rhode Island State Government. ODE is working on a number of cross-functional projects which are relevant to the mission – use technology and the rigors of efficient project management to address areas of need and better serve Rhode Islanders.

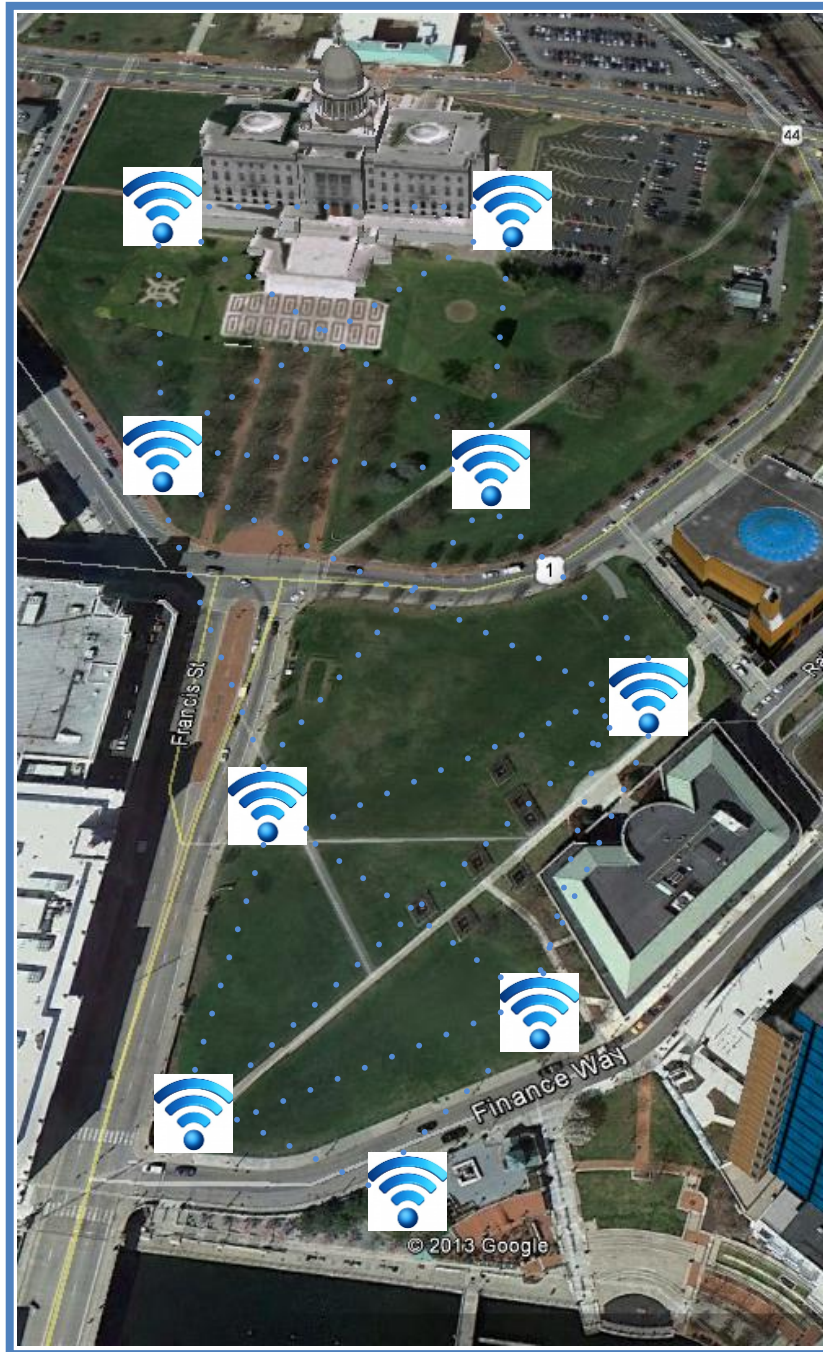| 2012/2013 RI Office of Digital Excellence High Priority Projects	Achieved	In Progress	Early Stage
Access			
State House Free WiFi Zone		▮	
BroadbandRI Partnership: create opportunities to enhance digital literacy & increase broadband adoption			▮
UHIP - Health Insurance Exchange		▮	
Education			
Cybersecurity - taskforce & training/certification module			▮
RIDE Wireless Schools initiative		▮	
e-Government			
Transparency: build a new portal, develop phased plan to make government more open to the public	▮		
ITS Tax Project: develop integrated tax system to replace 20+ year old legacy and myriad databases			▮
e-Permits system: modernize platform & streamline process of State Building Inspector and Fire Marshal			▮
Common Email Platform: collaborate with DoIT to migrate to a single email platform which supports efficient back-office processes and device agnostic tools (BYOD)			▮
Content Management System: implement a universal CMS which enables the distribution of content publishing and establishes approval workflows with multi-level security			▮
Project Mgmt: establish project mgmt best practices and tools to deliver technology initiatives effectively		▮	
Civic Engagement			
RI crowd sourcing platform to solicit public input & collect data for reporting/analysis			▮
Emergency Notification System			▮
RI.gov website & Agency templates redesign			▮
Discover Beautiful RI			▮
Website: 2013 State of the State	▮		
Website: Division of Motor Vehicles			▮
Website: Veterans Affairs		▮	
Industry Partnerships			
UHIP - Health Insurance Exchange		▮	
DEM monitoring & application/permit processes			▮
Website: Office of the Health Insurance Commissioner			▮
Website: RI Economic Development Corporation	▮		
Website: 195 Redevelopment Commission			▮

Increasing Access

A key driver for the Rhode Island Office of Digital Excellence is increasing access to government services online, as well as bolstering the digital community throughout the state. In partnership with BroadbandRI, ODE is working on developing new programs to enhance general awareness and proficiency in using digital mediums to conduct business or disseminate essential information. The Office of Digital Excellence is working with a number of state agencies to effectively integrate social media channels into action plans, rethink the approach to websites, and coordinate digital activities to ensure scalability and reduce duplication. ODE is also providing strategy and ideas to increase digital literacy across the state regardless of income, age, or previous experience with computers.

The Unified Health Infrastructure Project and Health Benefits Exchange is a significant undertaking for Rhode Island. The Health Benefits Exchange will offer easier access to the objective data and detailed statistics individuals and businesses need to make informed decisions as to the health care plan they choose. ODE is working with the leadership of the health agencies to ensure technology strategy, decisions on information architecture, and a rigorous project management process is followed throughout the entire project lifecycle.

ODE is currently working with the Department of Education to guide the selection process and manage the rollout of the Wireless Schools Initiative. ODE is closely involved in the selection of the Project Management vendor, evaluation of the implementation partners, and development of criteria to define success for the project in each district and school. School districts are also being evaluated by a set of objective criteria to ensure that priority projects are approved, and the funds are allocated in a consistent, well planned manner.

The Office of Digital Excellence is pleased to be working with the Governor's Office and DoIT to create a State House Free WiFi Zone to coincide with the celebration of the 350th anniversary of the Rhode Island Colonial Charter. Rhode Island has a number of dynamic events planned for the Summer which could draw thousands of visitors to the area. By offering free wifi, the state can create an environment in which visitors can linger to conduct research, view information on other events in the area, and explore the unique aspects of Rhode Island.

Educational Success

The Department of Education's Wireless Infrastructure project is a high priority for the next three years; however there are a number of other programs which are also being undertaken. The Office of Digital Excellence will be working with RIDE to extract the most benefit from the Student Information System rollout, implementing innovative programs for technology instruction, and introducing challenges to foster new ways of thinking in elementary schools to higher education. Beginning in the spring of 2013, the Office of Digital Excellence will conduct outreach programs to determine the current baseline of technology proficiency in the state, and work with educators to create new avenues for digital growth.

ODE is also serving on the Rhode Island Cyber Security Taskforce with the Rhode Island National Guard, RIEMA, Division of Information Technology, and all Rhode Island Agencies to ensure the state has proactive educational and technology plans to guarantee continuity of operations in the case of a cyber-disruption or attack. The Office of Digital Excellence is evaluating training modules to educate state employees on cyber security issues, and develop certification programs to implement a strong standard of compliance.

ODE is collaborating with with RIEMA and BroadbandRI to develop a new statewide Emergency Notification System that can be used across all state agencies. ODE is researching the potential technology solutions to ensure that this new platform can integrate with other critical public notification systems to deliver a consistent, timely message to the general public and other key groups in the event of an emergency.

The Office of Digital Excellence is also meeting with public institutions of higher learning to investigate the creation of digital internships over the next few years. Digital internships can offer real world insight and practical work experience to students seeking to build careers in a number of technology fields. ODE will continue to foster discussions with Rhode Island universities and colleges to build a strong digital internship program for highly motivated creative technologists.

Simplify RI / e-Government

The launch of the Rhode Island State Government Transparency Portal on January 10, 2013 represented the culmination of the first phase in a new level of transparency for Rhode Island. The transparency portal was a concerted effort by a number of administrative, policy, financial, legal, and technical individuals across state government to build an infrastructure for continuous releases over multiple years. The transparency portal will give the public, advocacy groups, and the media greater access to essential data and programs, as well as save taxpayer dollars by alleviating work on state employees who regularly respond to these requests. The transparency portal will help create a more informed Rhode Island, which can only benefit from increased access to revenue data, expenditures, performance measures, grants documentation, and numerous other datasets planned for future phases.

The Division of Taxation within the RI Department of Revenue runs on a decades old legacy system, which also consists of more than 50 distinct records databases. The Office of Digital Excellence is working with the Tax and Information Technology groups to replace this framework with a modern Integrated Tax System (ITS) to meet the security specifications, compliance standards, and analytical reporting needs of the state. A new ITS system will afford a clearer picture of the tax landscape, as well as greatly increase the efficiency of the Division of Taxation thereby allowing employees to engage in additional high value opportunities. The replacement of the Taxation legacy system is slated to begin in the spring of 2013.

Strong technology project management requires a common set of standards, reporting, and tools to achieve success. Rhode Island does not currently have uniform guidelines for project management planning and oversight. The Office of Digital Excellence is working with all state agencies to roll out a unified approach to manage these initiatives, as well as develop a baseline set of standards to measure progress and proactively analyze issues. ODE is working to create an overall project management dashboard and metrics which can be used for internal tracking, as well as inform the public via the RI Transparency Portal in a later release. The process for effective project management can also be helped by affording focus groups and the public an opportunity to constructively comment on new projects and assist in upfront planning.

In order to effectively manage the online offerings of Rhode Island state agencies, and ensure that content is published in a timely manner, the Office of Digital Excellence is recommending the state implement an enterprise content management system (CMS) in 2013. A single CMS with a simple, user-friendly interface, which enables distributed publishing and secure approval workflows, will make the regular updating of content much simpler and greatly increase efficiency. The current state of this work is typically funneled to a single individual in an agency, which can create a publishing bottleneck at times. This singular point of ownership also diminishes the transfer of knowledge across departments and decreases the generation of new ideas and spirit of collaboration. The Office of Digital Excellence seeks to implement a content management system built on a platform to effectively incorporate the strengths of a greater number of people.

The Office of Digital Excellence is also spearheading a revision to the design of RI.gov and templates for all state agencies, based on the analysis of historical data and input from focus groups to inform the approach. The agency websites will be built on the new content management system utilizing common tools and methodologies. The rollout of this work will be in phases over the next 12 months to ensure consistency and effective support. In the short term, ODE is working with the DMV and RI.gov to refresh the design of the DMV's website to increase transaction efficiency and display relevant wait times by transaction type. ODE is working with Q-matic to integrate the data residing in the workforce planning system and incorporate algorithms to surface valid data in order for the DMV staff and the public to make informed decisions. ODE is also working with Human Resources and the Office of Management and Budget to streamline the online job application process and redesign the EmployRI website to increase ease of use and develop tracking workflows and valid reports.

Currently Rhode Island state government runs on multiple email platforms. The lack of a universal platform necessitates a greater level of technical support, the potential for inefficient delivery of messages, and the inability to coordinate schedules across email address books from the different systems. A universal email platform will also enable Rhode Island state government to implement a Bring Your Own Device (BYOD) policy, which will increase efficiency by allowing individuals to work and communicate on multiple devices using their preferred method. The Office of Digital Excellence is working with the Division of Information Technology on the implementation of an enterprise email platform in 2013. A Request for Proposal was recently issued to solicit bidders for this work.

Civic Engagement

Increasing the engagement of the public and businesses within Rhode Island is a key factor in the overall success of the Office of Digital Excellence. ODE is working on a number of fronts to address this point, taking input from stakeholders both internal to Rhode Island state government as well as motivated citizens, public interest groups, the media, and corporations. Engagement can come about as a result of innovative approaches to solve long standing problems, as well as entirely new ideas which can build enthusiasm and momentum. ODE is incorporating this thinking on projects ranging in size and scope.

Civic Engagement Projects

A few of the larger projects focused on increasing civic engagement are the creation of the Rhode Island State House Wifi Zone for Summer 2013; driving the technology outreach for the Discover Beautiful RI initiative and campaign; revamping the design for a number of agency websites, as well as building a new website for RI Veterans Affairs in the Department of Human Services. ODE is also planning on work for inclusion of digital ideas in public spaces and commemorative events.

ODE will be deploying an online platform to solicit public input on new projects and planning ideas, begin research and development of a common customer relationship management (CRM) platform for customer service across all state agencies and offices, and develop a project management area on the transparency portal to report on these initiatives. ODE would also like to sponsor a Rhode Island Hack Challenge, inviting creative technologists from public and private institutions to use Rhode Island state government data to build applications and analytical tools. ODE believes this project will foster collaboration with the technology community at large, and harness the strengths of this group for the greater civic good of the state.

As highlighted earlier in this report, the RI Office of Digital Excellence is working in partnership with RIEMA and BroadbandRI to develop a new statewide Emergency Notification System. A state-of-the-art e-notify system will greatly increase civic engagement when timeliness and continuity of messaging is of critical import. The new platform for emergency notification will feature multiple channels to interact with concerned citizens including email, text, web, and phone. The system will also enable the state to target affected groups by location, type, and other categories which users will designate in their profiles.

Industry Partnerships

The Office of Digital Excellence is working with commercial representatives on a number of projects. Industry input is being incorporated into the UHIP/Health Benefits Exchange; e-Permitting platform for the State Building Inspector and Fire Marshal; the ongoing rollout and growth of the RI Economic Development Corporation website; a new online offering focused on the efforts of the 195 Redevelopment Commission; and a few projects within the Department of Environmental Management.

The Health Benefits Exchange is being developed in collaboration with local, state, and federal groups over the next three years. ODE is working with the Unified Health Infrastructure Project teams to ensure that the correct input is being received from commercial insurance companies, healthcare providers, federal program administrators, and other health agencies to deliver a fully vetted, quality solution. ODE is in the early stages of building an e-Permitting platform in concert with the Office of Regulatory Reform and the assistance of Rhode Island municipalities, architects, builders, and inspectors. The continual growth of the RIEDC website and applications processes will greatly depend on the involvement of commercial entities, fiscal and policy advisors, and input from forward thinking consortiums like RIPEC, the Office of Regulatory Reform, and the Governor's Workforce Board.

The rerouting of the Route 195 interchange has created an opportunity for growth in a prime business and knowledge district location which has not been available in Rhode Island for quite some time. The Office of Digital Excellence will be working with the Office of the Governor and the 195 Redevelopment Commission to utilize technology to solicit input from various groups, generate discussion, and inform the public on the progress of this significant work.

The Department of Environmental Management maintains a number of systems focused on the licensing, inspection, and permitting of projects. ODE is working with DEM to take a long range look at the future of these systems, and the potential for consolidation in other areas. ODE will also be collaborating with DEM on new projects related to the Port of Galilee and Rhode Island's natural resources, including our pristine parks and beautiful beaches.

RI.gov e-Government Transaction Report

Top Revenue Producing Applications in 2012

Application	Organization	Transactions	Gross
DMV MVRs (Subscriber)	DMV	223,693	$4,473,860.00
Narragansett Bay Com Payment eCheck	MUN	27,413	$3,302,184.19
SOS UCC Filing & Corp Filing	SOS	41,884	$2,254,410.80
Narragansett Bay Com Payment CC	MUN	13,984	$2,223,235.00
DEM Agriculture	DEM	1,327	$1,924,368.00
DBR Real Estate Licensing Trans Fee	DBR	5,262	$810,844.00
URI Ram Account Conv. Fee (USER)	URI	5,990	$776,356.00
East Prov Municipal Tax	MUN	2,963	$751,295.60
SailPoint OTC (EP)	MUN	1,340	$561,917.52
DBR Liquor - CC	DBR	1,381	$481,948.36
DMV License Renewal	DMV	14,299	$445,608.50
DBR Liquor Subs	DBR	928	$433,574.81
URI Dining Conv.. Fee (USER)	URI	606	$340,753.00
East Providence Water Payments	MUN	1,434	$277,334.41
Bristol Municipal Tax	MUN	937	$272,110.87
DEM Boat Reg. Renewal	DEM	3,333	$254,081.50
SailPoint OTC (Bristol)	MUN	480	$221,421.89
DMV Oversized Overweight Permits	DMV	7,937	$194,456.50
DEM Saltwater Online	DEM	24,406	$182,069.00
DLT Pro Lic Electricians	DLT	1,081	$176,997.00
DLT Pro Lic Mechanical	DLT	1,085	$171,760.00
DBR Upholstery Licensing	DBR	286	$170,624.00
DEM Commercial Marine Licensing	DEM	606	$146,029.68
DMV Personal MVR	DMV	7,095	$138,352.50
DEM Fishing License	DEM	5,439	$119,747.50
DLT Pro Lic Hoisting Engineers	DLT	1,220	$114,669.00
DMV Vanity Plates	DMV	1,544	$112,680.00
DLT Pro Lic Telecommunications	DLT	507	$107,826.00

What's Next?

The 2013 RI Digital rhODEmap outlines the progress that has been made in a number of key areas, focused on technology strategy, project management, and development. The report also provides a look into the priorities for the Office of Digital Excellence in 2013. ODE has a number of additional areas of future interest that are worth highlighting. RI Office of Digital Excellence has submitted a request to Code for America to bring in a team of fellows as part of their 2014 civic applications program, which would bring a national focus to Rhode Island's technology initiatives and an opportunity to harness additional digital resources to work on important Rhode Island goals. The RI Office of Digital Excellence will also be introducing an ODE beta site to highlight new digital work and garner input from technology organizations on the direction of the office and to generate ideas. ODE will continue to build Agency connections and break down silos of development to foster greater collaboration across departments with RI technologists. 2013 will also be a year of outreach to cities & towns for ODE, to listen to what their needs are and determine how the Office of Digital Excellence can work collaboratively to recognize efficiency gains and increase communication.

Opportunities for Involvement

The Rhode Island Office of Digital Excellence welcomes your input. ODE is interested in speaking with Rhode Island civic and business leaders who have innovative ideas on how to utilize technology to benefit our state. The Rhode Island Office of Digital Excellence will also be launching a website in February 2013 to promote new initiatives, track the progress of ongoing work, and garner feedback.

Thom Guertin
RI Chief Digital Officer