

2023

Enterprise Technology Strategy and Services Annual Report



Submitted: January 2024
Prepared by: Brian Tardiff,
Chief Digital Officer

Greetings from the Chief Digital Officer

2023 was a transformative year for the Division of Enterprise Technology Strategy and Services (ETSS). Immediately upon my selection as Chief Digital Officer in March, my leadership team and I began staffing the functional information technology and information management organization with talent for leading strategic projects and initiatives, while continuing our goal of delivering top tier services to our state partners.

Part of our transformation was a focused rebranding and transition of the division's name from DoIT to ETSS. This rebranding campaign not only complies with statute, but directly reflects our mission of serving as the strategic technology advisor and service provider for our state clients.

Our advisory role has never been more evident than this past year, as we have collaborated with agencies on major initiatives, such as the launch of Enterprise Resource Planning (ERP); the Department of Labor and Training Systems Modernization Strategic Plan; the Department of Environmental Management Licensing Modernization; the Department of Corrections Wireless Infrastructure Modernization; the Department of Children, Youth, and Families Comprehensive Child Welfare Information System Strategic Plan; and a Statewide Cybersecurity Plan with our municipal partners, to name just a few.

The growing reliance on information technology for almost every type of business we conduct as a state government requires strong and collaborative partnerships with our state agencies to deliver against the expectation for secure, stable, and modern online government services.

The ETSS team is grateful for the continued opportunity to collaborate in transforming how the state conducts business. The achievements you will see in this annual report are a direct result of the commitment and professionalism of both the ETSS staff and our agency partners in delivering efficient and effective government services to the State of Rhode Island.

We look forward to partnering for another successful year in 2024.



Rhode Island Chief Digital Officer, Brian Tardiff

Brian Tardiff, CDO

A handwritten signature in blue ink, appearing to read 'B. Tardiff', written on a light-colored background.

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DIVISION OF ENTERPRISE TECHNOLOGY STRATEGY & SERVICES

Mission

To enable Rhode Island state government to meet its goals efficiently and effectively by providing strategic leadership in the application of information technology and information management to deliver secure, innovative, and reliable business solutions for our state government partners and the constituents we serve.

The ETSS organization is comprised of the Office of the Chief Digital Officer, the Office of Digital Excellence (ODE), the Office of Information Technology (OIT), and the Office of Library and Information Services (OLIS). This structure supports the strategic evaluation, selection, delivery, security, maintenance and operations of the full Information Technology and Information Management products and services portfolio and lifecycle.

As the lead for ETSS, the Chief Digital Officer (CDO) sets the vision, principles, and enterprise strategic priorities for the organization that align with goals of the administration, and then drives delivery. Each ETSS office is led by a chief that sets goals for their team that align with the enterprise strategic priorities set forth by the CDO.

The dynamic nature of IT and information management requires the ETSS staff to remain agile in our responsiveness to our agency partners' needs and committed to learning and adopting new technologies and processes in support of those needs.

ETSS is staffed with a professional and highly committed team of full-time employees, contractors, and vendor managed services to achieve operational excellence. As attrition occurs, we evaluate our capacity and competency to support our agency partners' current and future needs and execute strategies to staff according to those needs.

The ETSS organization maintains strategic partnerships with our peers across the country through active membership in organizations such as the National Association of Chief Information Officers ([NASCIO](#)), the National Association of State Technical Directors ([NASTD](#)), and the Chief Officers of State Library Agencies ([COSLA](#)).

We also maintain strategic partnerships within the vendor community to ensure that our technology decision making aligns with the public sector efforts of our peers nationally and private sector best practices.

These best practices are extended across the enterprise through our leadership and organization structure that is defined by functional area and deployed to support modern IT strategy and operations.



CDO Brian Tardiff in a panel discussion about State CIO top concerns at the 2023 NASCIO annual conference.

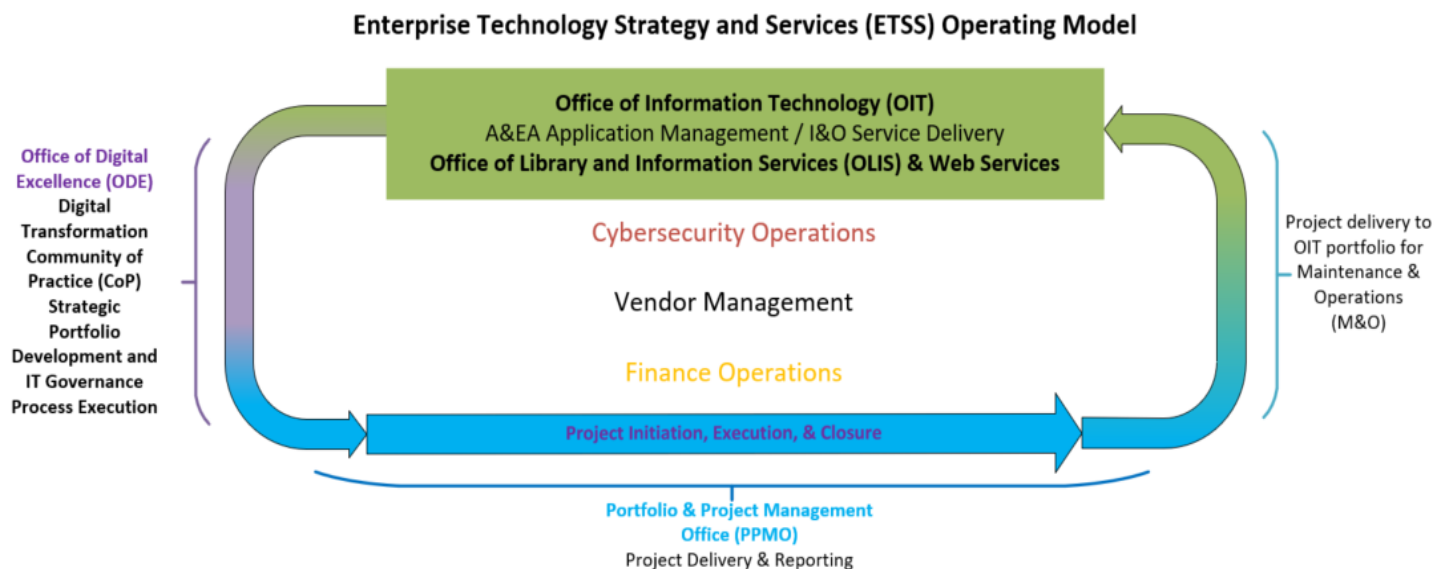
ETSS OPERATING MODEL

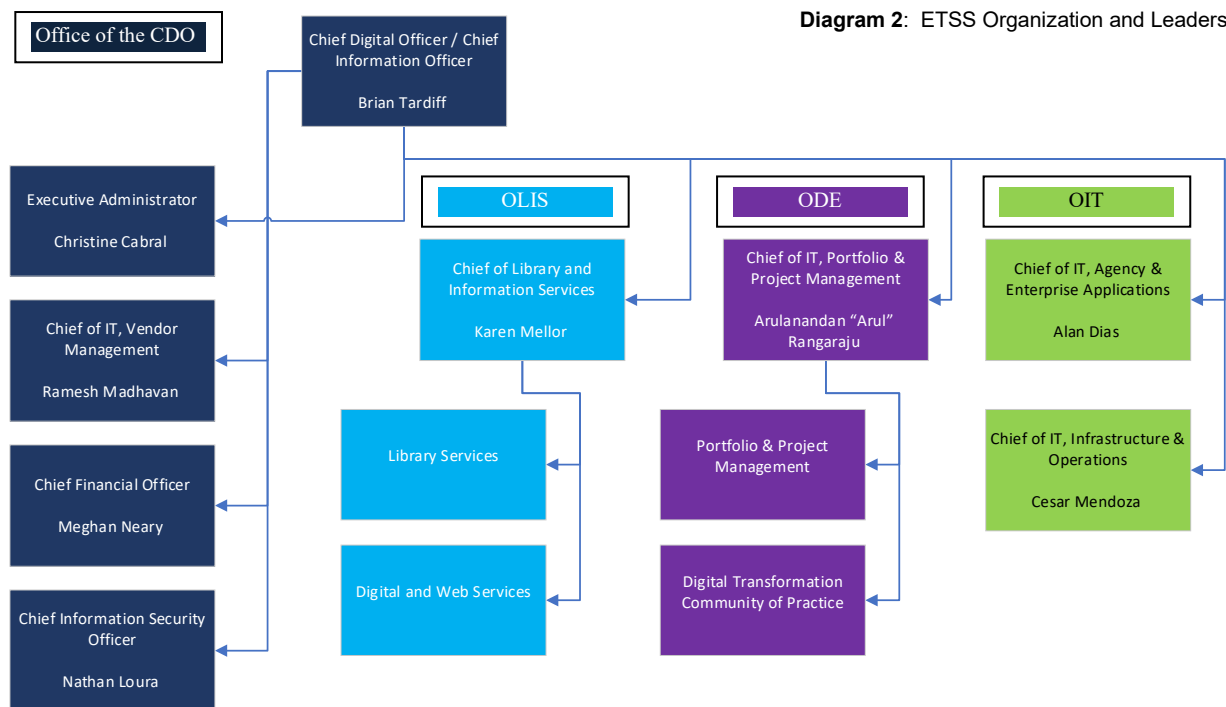
ETSS follows the Information Technology Infrastructure Library ([ITIL](#)) series of frameworks and practices for our IT service management and product lifecycle and delivery operating model. This model is designed to support IT services and products throughout their lifecycle through a governed and iterative process that includes evaluation, selection, delivery, security, maintenance, and operations.

The governance embedded throughout the operating model is designed to support all IT projects and programs, regardless of their size or complexity. Each staff member within ETSS plays a vital role in the execution of this operating model, which is scaled across supported agencies with pooled resources to support operational surge and support requirements as they may arise.

The ETSS operating model begins with strategic selection of products and/or services with leadership from the Office of Digital Excellence (ODE), then procurement support with the Vendor Management and Finance Operations teams, project delivery with the Portfolio and Project Management Office (PPMO), and continuous monitoring and oversight from the Cybersecurity team. The product and/or service is then delivered to the agency or the enterprise application portfolio, or to the infrastructure and operations portfolio in the Office of Information Technology. This cycle renews with as the product and/or service nears its end of life or support, or as business needs change requiring a technology review or modernization.

Diagram 1: ETSS Operating Model





OFFICE OF THE CHIEF DIGITAL OFFICER

The Office of the Chief Digital Officer provides centralized management of operations for ETSS. With an authorized Full-Time Employee (FTE) staff of 202 and a contractor workforce of over 100, the ETSS has a mission to provide strategic leadership and daily delivery of state IT services and management of IT systems. This mission is accomplished through active collaboration with our state agency clients in the execution of strategic planning and forecasting, the commitment of the full ETSS workforce, and a strong cadence of governed Quarterly Business Reviews (QBR's) with agency leadership. Internal one-on-one, team, office, and all-hands meetings and activities reinforce our collaboration efforts.

Retention and recruiting of talent within ETSS remained strong in 2023, with the attrition of twelve staff members and the addition of sixteen new teammates. This can be attributed to several factors, including (but not limited to) quality of life, the state's commitment to modernization, strength of the ETSS team, and a desire to serve in state government. ETSS is committed to employing highly skilled and motivated personnel with a continued investment in the upskilling and growth of the existing workforce as technology and client support requirements evolve.

Data and Artificial Intelligence

In response to the Rhode Island Longitudinal Data Systems Act (R.I. Gen Law Chapter 42-165), the Rhode Island Data Governance Program Plan was delivered to the Governor, House, and Senate in November 2023 by the Rhode Island Longitudinal Data System (RILDS) Executive Committee, whose membership consists of:

- Director, Department of Administration – Co-Chair
- Commissioner, Office of Postsecondary Education – Co-Chair
- Director, Office of Management and Budget (OMB)
- Chief Digital Officer, ETSS
- Commissioner, Department of Education
- Secretary, Executive Office of Health, and Human Services (EOHHS)
- Director, Department of Labor, and Training (DLT)
- Executive Director, Rhode Island Longitudinal Data System (RILDS)

With input from data leaders across the nation and Rhode Island state government, the delivered plan highlights the creation of an Integrated Data System (IDS) that is designed to consolidate, link, and integrate data from various sources and agencies to serve as a data hub to optimize data storage, analysis, and decision-making that will promote positive outcomes for Rhode Islanders. A summary of recommendations provided within the plan:

1. Connect Existing and Future IDS's via a Federated System
2. Utilize Existing IDS Governance
3. Build a Data Center of Excellence
4. Develop a Sustainable Funding Model
5. Implement Robust Privacy and Security Policies
6. Prioritize Public Transparency
7. Timeline for Implementation

These recommendations support the call for data to support state-directed policy research while simultaneously supporting the data readiness activities that are required to prepare for the potential adoption of Artificial Intelligence (A.I.) into Rhode Island state government operations.



Numerous engagements on the topic in 2023 occurred between ETSS and industry leaders, vendors, and peers across the country. It is widely agreed by all parties that the opportunities A.I. may provide for the enablement of more efficient and effective delivery of government services must be approached cautiously with consideration of the common concerns regarding the ethical and non-biased use of artificial intelligence that protects state and constituent-sensitive data from

the risk of exposure. An inventory of all current vendor A.I. capabilities commenced in 2023 to begin to understand where opportunities may exist in our current IT service and product portfolio. Initial A.I. principles and policies were drafted by the CDO and CISO for use of A.I. in business operations.

Cybersecurity and Network Architecture

Mission

To ensure the security, confidentiality, integrity, and availability of the state's information and systems through policy, processes, and technology to mitigate risk and protect our digital environment while advancing positive constituent outcomes.

The Chief Information Security Officer (CISO) leads a ETSS Cybersecurity and Network Architecture team committed to safeguarding the State of Rhode Island's information and systems while balancing security with a positive user experience. This is accomplished by offering resources, policies, processes, and technology capabilities to:

- Protect the state's IT infrastructure and constituent data from various threats, both internal and external, whether hosted by external entities or within state data centers.
- Establish an enterprise scalable framework for which IT assets can be assessed, authorized, and securely connected to the state network.
- Support initiatives for setting technology management standards, managing risk, and enhancing consistency and accessibility.

State and Local Cybersecurity Grant Program (SLCGP)

The State and Local Cyber Grant Program is a federally funded initiative aimed at bolstering cybersecurity programs and infrastructure with a strong focus on enhancing the capabilities of local municipalities, particularly those in rural areas. In 2023, the program mandated that at least 80% of the funds received be passed through to local governments, ensuring this strategic funding not only addresses immediate cybersecurity needs but also fosters long-term resilience and stability in these communities.

The CDO and CISO chaired a committee with representation of local city and towns, K-12 education, RIEMA, CISA, and state agencies to publish the FY2023 plan and focus initiatives for funding. These initiatives strengthen programs and mitigate impactful risks by addressing workforce training, enabling multi-factor authentication, and securing web domains.

Identity and Access Management

Built on integration efforts with Microsoft Entra ID (the state's cloud identity provider), ETSS delivered centralized single Identity & Access Management (IAM) integration for major application and services deployments and will continue to do so as we accelerate modern application and digital transformation efforts. As the application portfolio transforms to adopt a larger cloud footprint, and the state workforce continues to execute remote work, upgrading and enhancing user identity and access security increases in importance. Work this year to mitigate threats associated with user identity and access includes:

- CyberArk Endpoint Privileges Manager Enhancements
- Upgraded Active Directory on-premises directory and services.
- Enhanced Azure Active Directory Entra ID cloud directory and services
 - Multifactor Authentication (MFA) for all Entra ID cloud identity authentication
 - Conditional access for all Entra ID cloud identity authentication
 - Incident and risk response integration for all Entra ID cloud identity authentication



CDO Brian Tardiff and CISO Nathan Loura lead a Department of Homeland Security sponsored joint tabletop exercise of the RI Cybersecurity Incident Response Plan with RIEMA, RING, RISP, and other state and federal partners in September 2023.

Cybersecurity Operations

The protection of state systems and data requires continuous, 24-hour network event monitoring with robust response capabilities. The cybersecurity posture of the state continues to mature with extended detection and response capabilities (XDR), Security Incident and Event Management (SIEM) automation, automated vulnerability scanning and remediation processes, and remote (cloud) monitoring and response capabilities for assets and users. The layered defense model resulted in the remediation of over 2.7 million vulnerabilities across the enterprise environment in 2023. ETSS maintains its role in leading and supporting statewide cyber incident response. This includes spearheading discussions, developing policies, and conducting exercises with various state agencies and partners. Our involvement in the Joint Cyber Task Force (JCTF), alongside the Rhode Island State Police, Rhode Island National Guard, and Rhode Island Emergency Management Agency, is a key part of this effort.

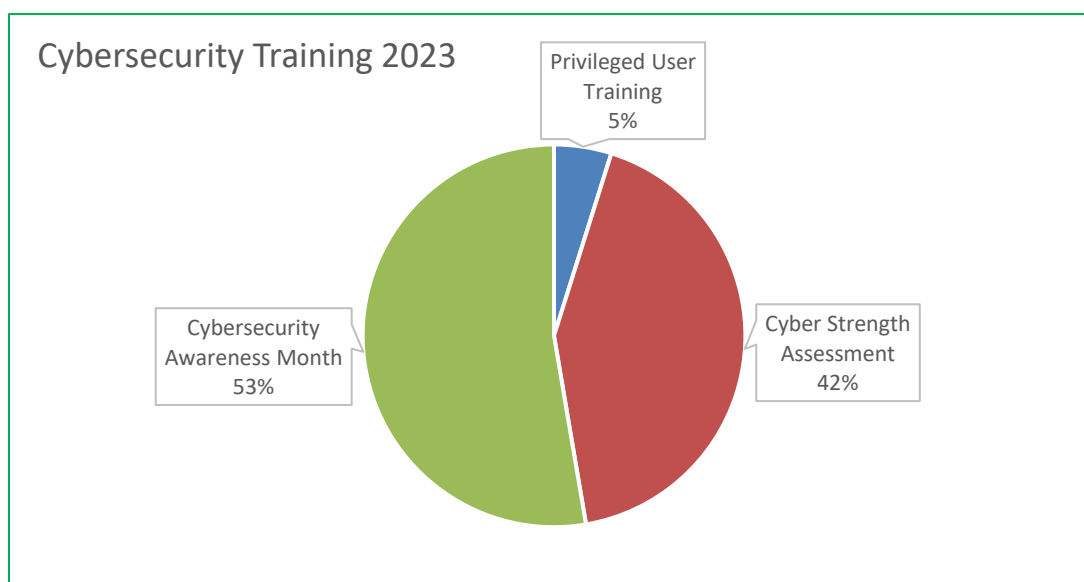
Governance, Risk, Compliance, and Training

ETSS Governance, Risk, and Compliance (GRC) activities in 2023 included the selection of a cloud based GRC tool that will monitor, measure, and manage risk associated with deployed IT systems and applications across the enterprise and with our third-party partners. The platform will provide centralized vendor risk assessment and reporting operations to inform our risk mitigation strategies.

Additionally in 2023, ETSS provided leadership in the consolidated mitigation, reporting, and response activities for audits and assessments of our agency clients conducted by federal entities and the Office of the Auditor General. This collaboration resulted in the continued and expanded implementation of inherited, enterprise cybersecurity controls and an overall reduction of risk.

In 2023, ETSS added a training officer to the Cybersecurity team to address the potential risks of an undertrained IT workforce. The primary responsibility of this training officer is the ongoing professional development of ETSS staff with the implementation and monitoring of an organization-wide workforce training program. This program aims to ensure that the IT workforce is adequately trained to secure and manage current and emerging technologies within our IT portfolios and is equipped to offer strategic IT leadership and decision-making for our clients.

A yearlong cybersecurity training program for state employees was executed again in 2023, with user training tailored to the cybersecurity threats of state government operations. The program included the execution of monthly test phishing campaigns, an annual user refresher training, and enhanced cybersecurity awareness training upon proclamation of October as Cybersecurity Awareness month by Governor McKee.



2023 Total Number of State Users Trained:

11,276

Network Architecture

ETSS continues to modernize the state's wired and wireless networking infrastructure to support secure, resilient, and redundant accessibility to the state's cloud and on-premises hosted systems and applications. To ensure that ETSS can keep pace with private sector and best business practice network architecture (remote employees, remote site connectivity, cloud access, etc.), ETSS has solicited a firewall managed services provider and a network managed services provider, providing timely support and increased capacity in our services delivery capabilities.

As our application portfolio continues to increase in cloud-based services (i.e., ERP, MSFT Office), ETSS is focused on architecting infrastructure that can support cloud accessibility and performance requirements through the deployment of modern wired network equipment and wireless access points. In 2023 there was a deployment of over 334 network switches and a redesign of the Department of Correction wireless access points.

Finance Operations

Mission

To provide our state agency partners with fiscal leadership in information technology initiatives. We promote excellent client service, efficiency, and effectiveness as a trusted advisor. We strive to provide timely, accurate, clear, and complete fiscal information in support of our internal and external stakeholders.

ETSS continues to operate within the Internal Service Fund that was established in Fiscal Year 2018. Under ETSS, there are three separate Internal Service Funds: Mailroom, Telecommunications, and DoIT. The Internal Service Fund allows ETSS to purchase technology infrastructure centrally and provides a mechanism for paying recurring costs associated with IT systems. Enabled by the Internal Service Fund, multiyear plans can be documented and executed in partnership with our agency partners, with expenditures directly impacting agency budgets.

Having a fully operational finance function within ETSS has enabled better control over the roughly \$56 million ETSS Internal Service Fund budget. Along with comprehensive chargebacks of IT costs, ETSS finance has enabled proactive budgeting and escalation of potential issues. The breakdown of the ETSS budget is depicted in the table below.

Total	\$56,136,183
<i>Allocated to:</i>	
RI FANS	\$ 1,712,380
Director's Office	\$ 2,670,001
Infrastructure & Operations	\$ 36,853,553
App/Dev (DMV/DOR/DBR/DLT)	\$ 2,418,261
App/Dev (DOA/DEM/DOC/DOT)	\$ 6,679,256
App/Dev (DOH/BHDDH/DCYF/DHS)	\$ 3,715,067
Project Management Office	\$ 2,087,665

Table 3: 2024 Budget

Vendor Management

Mission

To empower ETSS in delivering IT products and services (hardware, software, telecom, network, cybersecurity) to our clients by executing innovative third-party IT procurement methods, strategic sourcing, market analysis, vendor evaluation, contract negotiation, and vendor governance.

The Vendor Management Office (VMO) collaborates with Agency & Enterprise Applications, Infrastructure & Operations, Cybersecurity, Network Architecture, and state agencies to manage the procurement of IT services, hardware, software, and contractor staffing. The team is dedicated to enhancing IT contract efficiency, aiming to shorten the contracting cycle, negotiate better terms, and minimize vendor-related risks.

IT VMO Strategic Goals

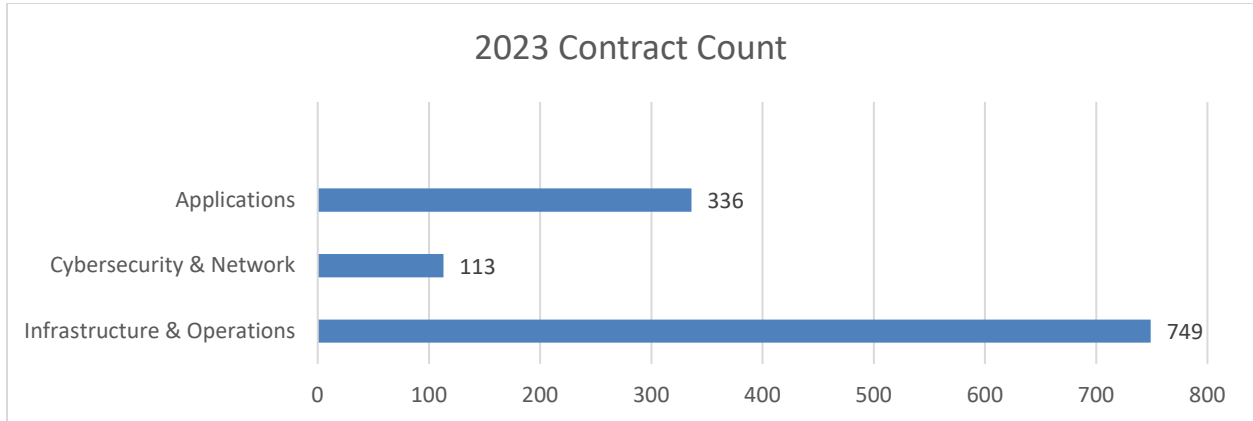
- **Strategic Procurements and Renewals:** Exploring favorable terms including cost savings & avoidance during contract negotiations.
- **Vendor Governance:** Execute periodic vendor Technical Business Reviews (TBR) & Quarterly Business Reviews (QBR) and vendor risk management.
- **Stakeholder Management & Alignment:** Establish periodic alignment with ETSS leadership and Agency IT Managers to obtain early visibility on vendor renewals & IT transformation needs.
- **Continuous Improvement through Sourcing Transformation & Procurement Reform:** Research & share best practices on vendors, sourcing templates, other state / NASPO market solutions. Partner with state purchasing, legal, and cybersecurity to improve IT contract terms and conditions and explore innovative RFI/RFP approaches.

In 2023, as part of digital transformation enablement, VMO partnered with ETSS leadership and agencies to deliver the following key procurements on transformation initiatives:

- Department of Environmental Management
 - FoxPro / Agriculture Modernization RFP
- Department of Children, Youth, and Families
 - Comprehensive Child Welfare Information System (CCWIS) RFP
- Department of Labor and Training
 - Strategic Planning RFP
- Department of Behavioral Healthcare, Developmental Disabilities & Hospitals
 - Strategic Planning RFP Electronic Medical Record Modernization
- Department of Business Regulation
 - Digital Credentialing RFP
- Executive Office of Health and Human Services
 - RIBridges Planning RFP
 - RIBridges IVV Amendment & Security RFP

- Department of Transportation
 - GIS RFP
- Department of Human Services
 - Rhode Island Start Early System Services (RISES) RFP
 - KidsBridge Planning RFP
- Cloud Managed Services RFP
- IT Contractor Staffing

2023 VMO Metrics



IT Procurement Savings

ETSS VMO continues to look for value in third party products and services across the labor, hardware, software, and services categories. Through active vendor negotiations on behalf of our agency clients, the VMO strives to achieve cost savings, or cost avoidance in delivered IT contracts.

- **2023 Contracts Value** represents the pre-negotiated total dollar amount of all VMO processed contracts (new procurements and contract renewals).
- **Negotiated Cost savings** that is negotiated savings as part of contract negotiations during RFP, procurements & renewals.
- **Negotiated Cost avoidance** includes additional value-added services negotiated, possibly additional scope, labor hours, or new tool investments.

2023 Contracts Value	Negotiated Cost Savings	Negotiated Cost avoidance	2023 Total Savings
\$91,553,641	\$ 2,651,811	\$ 2,631,271	\$5,283,082

OFFICE OF DIGITAL EXCELLENCE (ODE)

Mission

To provide reliable, consistent, and scalable digital solutions by rationalization and modernization of the state's existing technology portfolio which will deliver a simplified and user-centric digital engagement between the state and constituents.

The Office of Digital Excellence (ODE) was established in 2012 via RIGL § 42-11-2.6 and in 2016 became part of the Division of Enterprise Technology Strategy and Services. The office is tasked with ensuring large scale technology projects are delivered in a timely manner and in accordance



with best-industry practices. The office is also tasked with oversight of strategic transformation of the existing IT portfolio, driving innovative, secure, scalable, and sustainable technology adoption in support of agency business process modernization activities.

Members of the ETSS leadership team attended a Digital Transformation strategy workshop in August.

Portfolio and Project Management Office

Mission

To establish a robust and transparent project governance lifecycle, from project intake to production launch, by maintaining standards and guidelines which ensure the resources required for project success are leveraged to deliver projects on time and budget, delivering high client satisfaction.

Since its establishment, the Portfolio and Project Management Office (PPMO) has committed to continuously improve the IT governance processes and track all IT projects across agencies. As part of the PPMO process, IT projects are evaluated based on their impact to agencies and customers, financial integrity through implementation and maintenance and technology footprint in the enterprise. The governance process further ensures that IT projects are delivered securely and efficiently.

Over 154 projects came through the governance process in 2023, including RFPs, contract renewals and system implementations. The PPMO tracked 52 projects to completion, including 35 application launches in 2023 (Appendix A).

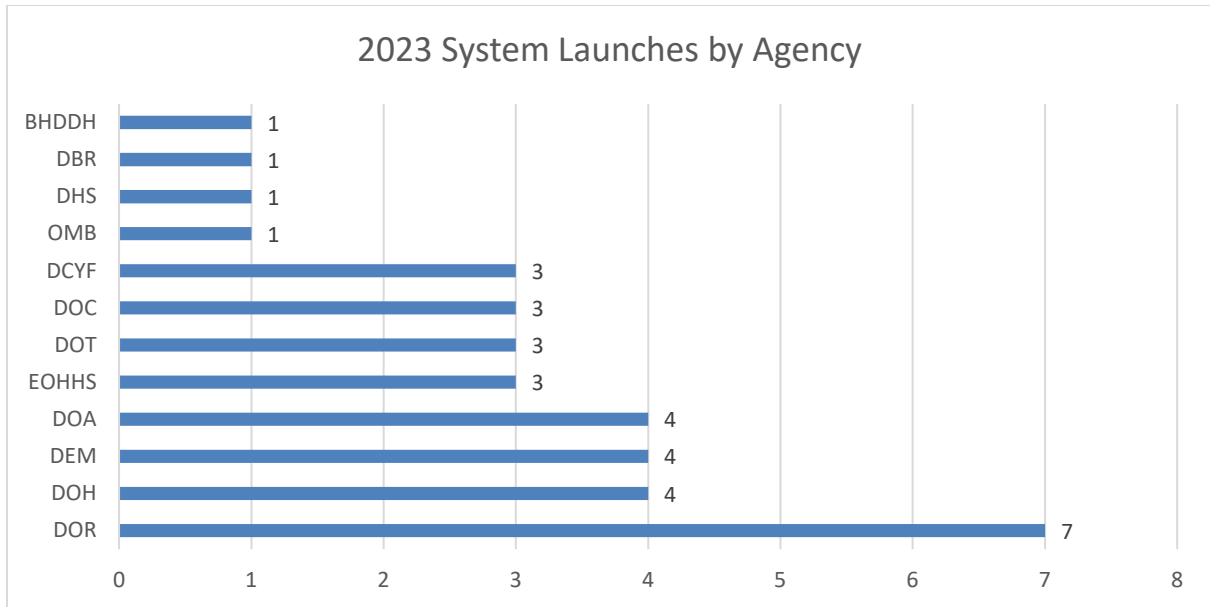
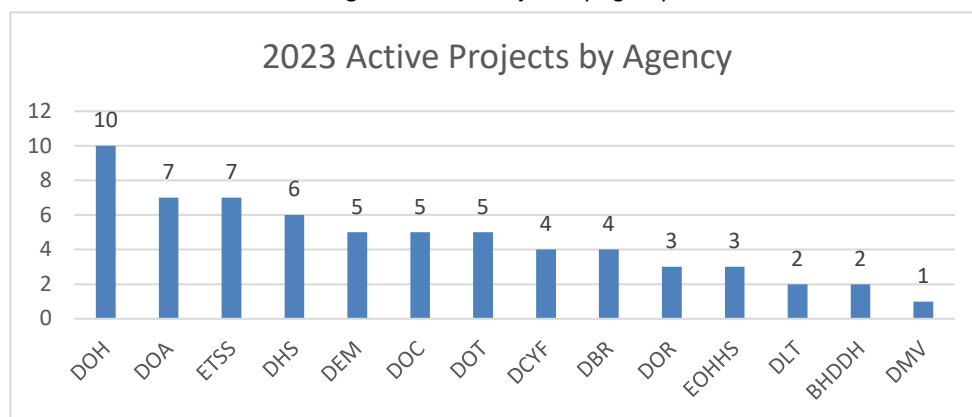


Figure 1: System Launches by Agency

The project governance and PPMO process was transformed from a manual to digital process in 2023. This digital process allows the PPMO to maintain an active pipeline of projects that require review throughout the governance lifecycle. Projects go through an initial executive overview to ensure that they align with the strategic direction and enterprise architecture standards of ETSS. The reviews confirm that the projects serve the purpose of the agency and constituents adequately and comply with standards and policies. Once vetted, projects that require cross-team coordination go through more technical evaluation to ensure implementation integrity. These projects are monitored and reported on through the PPMO. The PPMO is currently tracking 64 active projects (Appendix B), including RFPs in flight, across all agencies.

Figure 2: Active Projects by Agency



OFFICE OF INFORMATION TECHNOLOGY (OIT)

Mission

To support business application operations by delivering secure, scalable, innovative, and sustainable technologies to ensure our business partners are empowered to conduct business and deliver quality services to our constituents.

The Agency and Enterprise Applications team(s) maintain and support the applications common across the enterprise and unique to each of our agency clients. The scope of this work can be quite complex and directly supports state agency constituent facing services.

Enterprise Applications: Enterprise Resource Planning (ERP)

The Enterprise Resource Planning (ERP) project officially launched in January 2023. This project is the result of the State of Rhode Island's Enterprise Application Strategic Plan developed in the fall of 2019, ([ERP Strategic Plan](#)) with an RFP and award issued in 2022. The systems integrator (SI) selected is Accenture, which is implementing the Workday solution. An award was also made for an independent verification and validation (IV&V) vendor along with staff augmentation services. This project will replace the state's non-integrated legacy applications with a unified SaaS solution for its Payroll, Human Capital Management, and Finance solutions.



Cloud-based, unified system that will allow for greater efficiency, greater security, and reduced processing times



An employee portal that will allow for employees to access their personal and state-related employment information – and make changes via self service



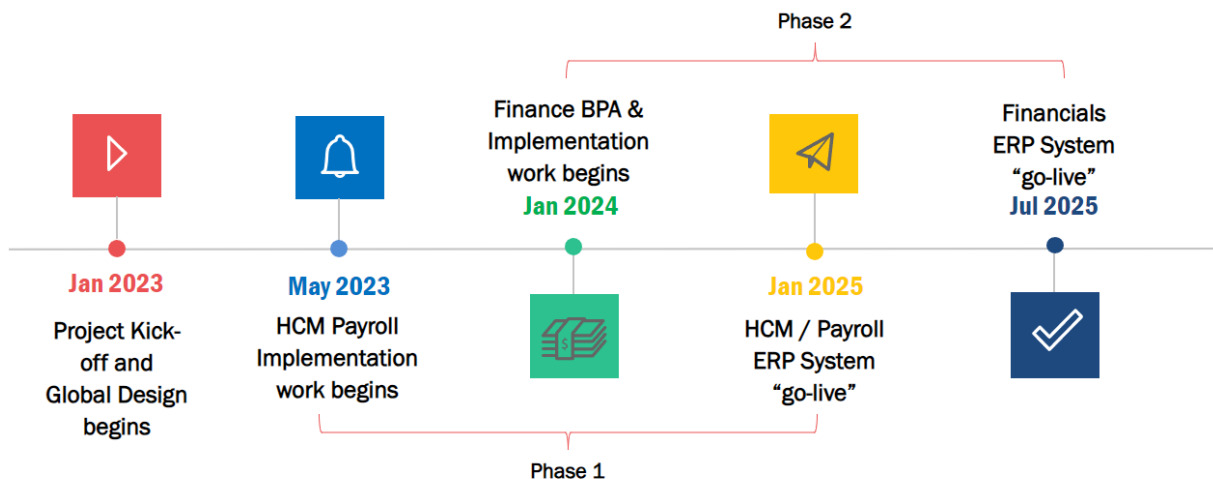
Reporting capabilities that will allow stakeholders to have timely, comprehensive, and holistic access to data that will aid in their operational decision-making and regulatory compliance needs

ERP goals by business process:

- Reduce the use of spreadsheets at the department level to track personnel data, programs, projects, budgets, and other reporting needs.
- Utilize electronic time entry, leave management, and automated review and approval process.
- Improve business processes and implement decentralized data entry where possible.

- Improve vendor management with self-service.
- Utilize manager and employee self-service.
- Use the system for reporting needs at the department and division level for human resources and financial functions.
- Update the Chart of Accounts to allow for improved financial reporting and management based on Generally Accepted Accounting Principles (GAAP) or Governmental Accounting Standards Board (GASB) standards.
- Improve reporting functionality to allow enhanced financial analysis and management.
- Improve customer (internal, external) service with self-service capabilities (vendor, customer bill payments).
- Increase workforce management mobility – processes of transferring employees or potential employees from one location to another.
- Add mobile accessibility/functionality to allow user access to the system anywhere/anytime for up-to-the-minute information.

ERP implementation is well underway as the project team has completed key milestones throughout calendar year 2023. Human Capital Management (HCM) and Payroll remain on schedule to go live in January of 2025 followed by Finance in July 2025.



The ERP project team, led by the ETSS Portfolio and Project Management Office, and consisting of senior leadership from the Department of Administration, HR, Finance, the system integrator (Accenture), product partner (Workday), IV&V partner (ISG), and agency stakeholders, remains dedicated to the successful implementation of this project, as indicated by the volume of work conducted to date. Over an 11-month period, more than 1,000 meetings consuming over 1,500 hours, spanning all agencies, were conducted in support of these phase 1 activities:

- Human Capital Management and Payroll Business Process Alignment (BPA)
- Human Capital Management and Payroll Business Process Optimization (BPO)
- System Planning
- System Architect
- System Configuration and Prototype
- Finance “Mini” Business Process Alignment
- Organizational Change Management
- Project Staffing for HR, Finance, and ETSS

State ERP project leads from ETSS, HR, and Finance represented Rhode Island at a national ERP conference to share and learn best practices for public sector ERP's.



Enterprise Applications: RIBridges

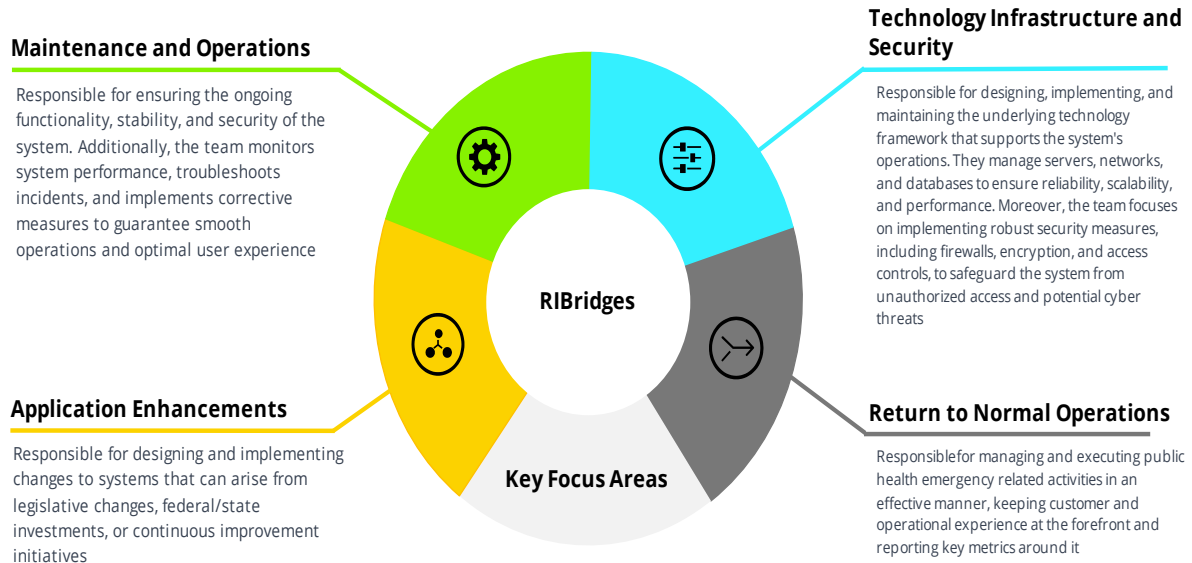
The Division of Enterprise Technology Strategy and Services, in coordination with the Executive Office of Health and Human Services (EOHHS), the Department of Human Services (DHS), and HealthSource RI (HSRI), oversees the daily operations, upgrades, and progress of key technology initiatives associated with this system.

Maintenance and Operations

The system reached new levels of stability in 2023 despite the continued impact of the COVID-19 public health emergency. The incident backlog tallied to an average of 76 tickets in SFY2023. However, the backlog of system defects remained relatively flat as the team successfully delivered 368 problem tickets, with most of the tickets deployed as fixes, into production within three months or the next available release, depending on the date the issue was created.

Although Severity 1 and 2 tickets remain very uncommon (only 1 was logged), the team promptly addresses those issues by leveraging off-cycle releases when needed to minimize any business impact. While incident monitoring, triage and resolution are cornerstones to an effective Maintenance and Operations team, this group is also instrumental in ensuring timely and accurate benefit issuance for citizens that need it the most.

RI Bridges– Technology Management Overview



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99% of system defects are resolved within 90 days



\$400m in accurate and timely disbursement of benefits



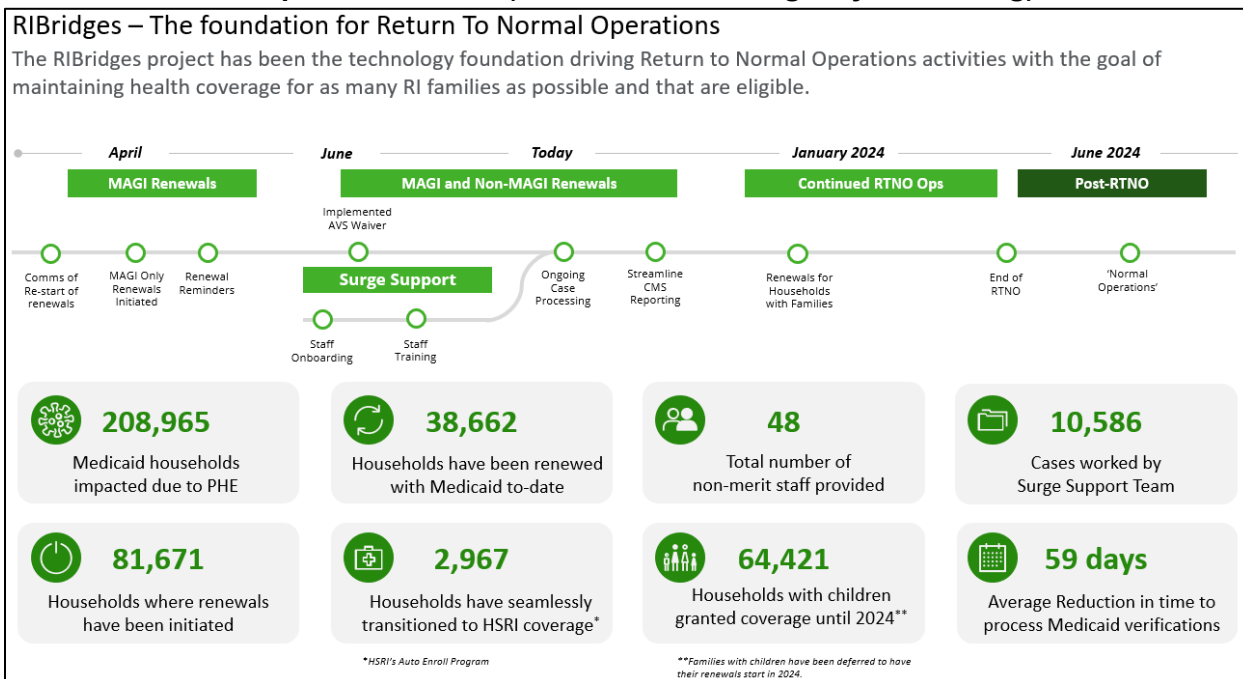
\$3m in timely payments to CCAP providers

These positive trends highlight the predictability and reliability of the development and testing practices across the Software Development Life Cycle (SDLC), as well as the continued effectiveness of the governance framework.

Technology Infrastructure and Security

The Technology Infrastructure and Security team works around the clock to provide a stable and secure environment is provided for the RI Bridges system, ensuring availability and accessibility for the state benefit recipients and workers. Furthermore, this team plans, manages and executes critical technology and security upgrades required for continuous improvements of the RI Bridges system.

Return To Normal Operations Team (Public Health Emergency Unwinding)



Our team has worked in lockstep with agency leadership to support the state's Return To Normal Operations (RTNO) work. Although some of the work started in the prior SFY, the bulk of the renewals have occurred in this SFY and will continue through April. As part of this activity, renewals for over 100k households have not been initiated. We've seen almost 60% of the households get passively renewed during this process. Looking ahead, households with children will be put through the renewals process as the team plans how to streamline operations post-RTNO.

Agency Applications (Major Accomplishments)

Department of Revenue/Division of Taxation: STAARS Cloud Migration

The State Tax Administrative and Revenue System (STAARS) application and on-premises infrastructure were implemented in 2013, consisted of over 100 servers, and had reached end of life. August 15, 2023, marked the successful completion of a project that migrated the existing infrastructure of the STAARS application to a hosted solution now maintained by Revenue Solutions Inc (RSI). The new platform operates within the Microsoft Azure FedRamp Government Cloud. With RSI already supporting other states in this cloud environment, the Division of Taxation is now leveraging a standardized support and maintenance model. This model encompasses both the application and the infrastructure, ensuring FedRamp security compliance and meeting IRS Pub 1075 requirements. The migration has streamlined Disaster Recovery processes and enhanced the ability to adjust capacity/performance based on current need. This strategic solution has effectively positioned the Division of Taxation for future growth while simultaneously controlling costs and maintaining high productivity levels.

Department of Labor and Training: Strategic Plan

The Department of Labor and Training along with ETSS released the DLT Strategic Planning Request for Proposal in August 2022 to review and assess the current legacy technology landscape and provide recommendations and a roadmap for modernization efforts. IBM was selected for the engagement and started in August 2023 with an expected completion date of March 2024. Based on the analysis and recommendations thus far, Requests for Information and Requests for Proposals will be published for procuring the new systems. The primary focus is on the 20 legacy applications providing critical services. The project is on schedule, and the team is working on developing the future roadmap, sequencing of projects, and estimated required budgets.

Department of Environmental Management: DEM Modernization

In late 2021, the Department and ETSS launched a project to replace the existing MS Visual FoxPro system used by regulatory programs in the Office of Water Resources (OWR) and Informix systems used by the Division of Agriculture. DEM secured funding for the project from the American Rescue Plan Act (ARPA). In early 2022, DEM released a Request for Proposal (RFP) to identify products/platforms/firms to execute the implementation. As a part of this modernization project, the state was broadly seeking to expand its use of enterprise low-code, rapid application development platforms to meet business modernization and digitalization needs. In August of this year, DEM contracted with Kyra to implement the Salesforce solution for both the OWR and AG. The goals of the project, which was kicked off in September, are to modernize legacy applications, unify multi-agency application workflows, digitize existing paper/manual/semi-manual processes and transactions, and function as a unified front-end user experience while conducting API-based transaction with other legacy systems of record at different agencies. The AG system is scheduled to go live in May of 2024 and the go-live for the OWR system is targeted for March 2025. Through the new system, citizens and consultants will be able to submit and pay for applications online and will have increased visibility into the review and approval process. The system will allow DEM staff to process applications more efficiently across multiple programs. The new system will simplify the process for citizen's, consultants and DEM staff, ultimately resulting in approved customer service and metrics.

Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals: Electronic Medical Record (EMR) Planning Vendor

The Department of Behavioral Healthcare, Developmental Disabilities, and Hospital's Eleanor State Hospital and RI State Psychiatric Hospital Electronic Medical Record (EMR) released a Request for Proposal and selected a planning vendor. The planning vendor's project kickoff happened in early December. The planning vendor is assisting with planning, procurement, and implementation of the EMR solution. An estimated release of the Request for Proposal for the actual procurement of an Electronic Medical Records software solution is expected in August 2024.

Executive Office of Health and Human Services: Medicaid Enterprise System (MES) Planning Vendor

The Medicaid Enterprise System Planning Vendor Procurement has moved past the planning phase and into the Project Management Office (PMO) phase of the contract, assisting in management and implementation of the MES modules, as well as the Request for Proposal and scope development. This continues the EOHHS effort to maintain federal funding and achieve certification through CMS (see 42 CFR 433.117) in the competitive procurement of MES functionality in a modular approach that meets the required Seven Conditions and Standards (sections 1903(a)(3)(A)(i) and 1903(a)(3)(B) of the Social Security Act). The MES includes the following functions related to Medicaid processing: Claims Payment, Financial Management, Provider Enrollment, Managed Care Enrollment, Pharmacy Drug Management, Program Integrity, Data Management (Warehouse) and Third-Party Liability. The existing MMIS interfaces with many internal State-run and external, federal, and third-party systems. Specifically, there are interfaces with RIBridges, which is the Integrated Eligibility & Health Insurance Exchange System—the system of record for Medicaid determination and eligibility for other Human Service programs. This PMO portion of the contract extends through 2030 and will be marked with the complete replacement of the current Medicaid Management Information System (MMIS) into a module-based system. As of May 2022, the office had secured a planning vendor, North Highland, and kicked off the one-year assessment of existing functionality, setting goals for each module to guide the program’s procurement direction. The completion of the planning review earlier this year produced several deliverables, including a MES Strategy Map, As-Is/To-Be Process Flows and Architecture, a Static Code Analysis Report, a Gap Analysis, Project Landscape, and an MES Runway and MES Transformation Work Plan. Kicking off the second year of the initiative, the vendor has begun to construct Advanced Planning Documentation (APD) and Requests for Proposals (RFP) in collaboration with program staff. APDs and RFPs in progress are for Third Party Liability (TPL) and a Systems Integrator (SI) vendor with an Operation Data Store (ODS). Additional procurements and implementation expected in the remaining six years may include but will not be limited to the following areas and MMIS modules: Independent Verification and Validation (IV&V), Core (Claims and Finance), Provider Management, and Surveillance and Utilization Review.

Department of Children, Youth and Family: Comprehensive Child Welfare Information System (CCWIS)

The Strategic Planning vendor, Public Consulting Group (PCG), completed the Strategic Plan and recommendation for the CCWIS implementation for the department. The Strategic Plan included a feasibility study, alternative and budget analyses, and a recommendation for the implementation approach for the new CCWIS system. PCG helped develop an RFP including detailed business requirements as an outcome of the Strategic Plan. The RFP was approved by the Administration of Children and Families (ACF) and published for bid in September 2023.

DCYF and ETSS worked with the strategic planning vendor, PCG, to develop a detailed strategic plan. The Strategic Plan included an analysis of high-level business processes, gap analyses, internal and external stakeholder analyses, and a feasibility study recommendation. The Strategic Plan resulted in an RFP for CCWIS implementation, as well as an Advanced Planning Document

(APD) submitted to the Administration for Children and Families (ACF) for federal approval. The State released an RFP for CCWIS implementation and an IV&V vendor in September 2023. The RFP laid out the state's requirements for a cloud-based, low-code/no-code solution for the department to cover the case management, provider management and financial management modules as the core case management system for the department. The expected implementation completion date of the CCWIS system is April 2027.

Infrastructure and Operations

Mission

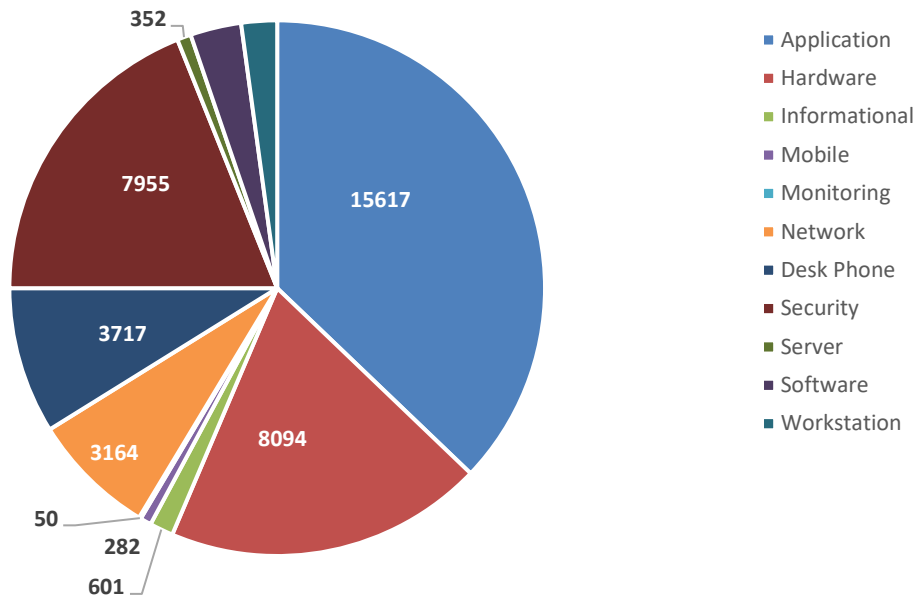
To design, secure, deploy, operate, enhance, and maintain innovative, robust, and resilient IT infrastructure, hardware, and services that align with our agencies and client's business needs.

Service Delivery Operations

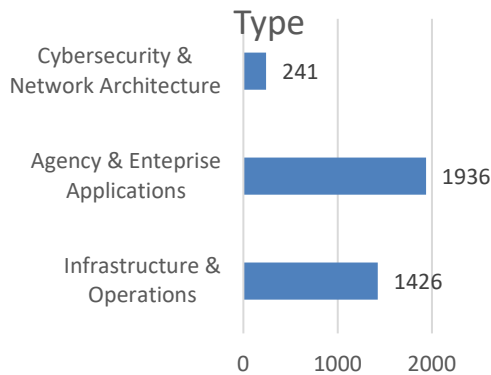
The ETSS Service Desk is the first line (Tier 1) of support for all IT service requests and reporting of IT related incidents. Operating 24 hours a day, 365 days a year, the IT service teams at the Enterprise Operations Center (Tier 3) and the technical support teams assigned to the agencies (Tier 2) respond to requests for support/services and execute an incident response process to address system and services related problems and outages. To better respond to customer's needs, continuous process improvement activities were executed in 2023, including:

- **Service Desk Improvements.** Enhanced service desk phone system operations to allow agents to effectively receive and transfer calls from users.
- **Process improvements.** Continued to document and standardize enterprise processes for employee onboarding and offboarding, management of surplus equipment, and hard drive destruction, as examples.
- **ServiceNow.** Upgraded the state's ServiceNow IT service management SaaS instance.
- **IT Service Management.** Launched the ITSM Steering Committee to govern the maturity of the ITSM program.
- **Functional Staff Organization.** Aligned technical support staff to like portfolios to increase support capacity across like services and platforms.

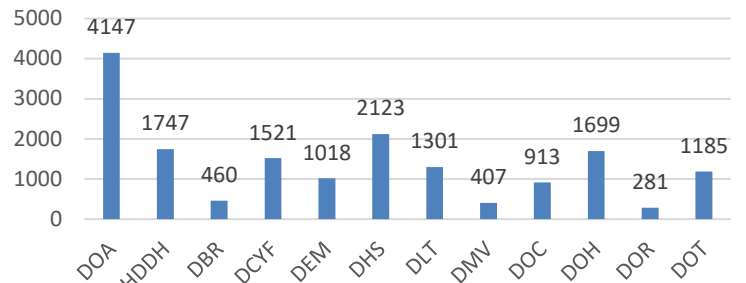
2023 Reported IT Incidents by Type (42,034 total)



2023 Service Requests by Type



2023 Service Requests by Agency (16,802 total)



Client Architecture

The ETSS Client Architecture team was established in 2023 to ensure that state-issued laptops and desktops are deployed in a scalable, secure, and standardized manner. Some of the work executed by the team this year includes:

- A standard process for remediation of vulnerabilities that will help with tracking and provide a consistent method of remediation across the enterprise.
- Endpoint Hardening Standards with the latest CIS security standards at time of provisioning to ensure new and reset devices are compliant with security policies.
- Asset Management build-out in ServiceNow.

- A WIN11 deployment strategy, to include Bitlocker enablement on devices to replace existing encryption technology.

Cloud Architecture

The strategy for design, deployment, support, and maintenance of cloud architecture (IaaS, PaaS) is being fully operationalized with the state's multi-account Amazon landing zone, the utilization of MSFT Azure for core identity services and power platform deployments, and the growing adoption of SaaS applications for enterprise and agency application modernizations. With this broad adoption comes the need for dedicated resources to support this effort. Some of the activities of the Cloud Architecture team in 2023 include:

- Onboarding of Smartronix (SMX) Cloud Managed Services
- Transition to Cloud Managed Billing Services from Carahsoft to Smartronix (SMX)
 - Onboarded SMX CloudHealth Platform - Integrated with MSFT Entra ID to support central dashboard for agency partner cloud spend.
 - Automated Tag Audit, Reporting and Modification to support per-application spend reports.
- Supported application modernization and digital initiatives targeting cloud models including:
 - DOH - Salesforce - OWNBackup
 - DLT - UIOnline Plus Administration Portal
 - DOT - GIS Archive Cloud Storage
 - DOT – ArcGIS RFP
 - DOH - Quant Team and Data Science Cloud Storage
 - DMV - Chatbot, Automated Response and Notification POC
 - ETSS - Enterprise Data Mesh POC

Cloud Center of Excellence (C - CoE)

The C - CoE is led by the Chief of Infrastructure & Operations and has the primary mission of defining how Rhode Island will adopt cloud capabilities in support of the delivery of secure, scalable, sustainable, and modern constituent and state employee services. The C - CoE was established in 2020 in support of pandemic technology deployment activities and is growing to support the various cloud opportunities presented by the technology modernization activities across state government.

The C - CoE is primarily tasked with assessment of existing application hosting environments and defining the strategy to scale cloud capabilities that align with the appetite for adoption into the following, currently deployed and supported cloud environments/offerings:

- Amazon Web Services, State managed Multi Account Landing Zone
- Microsoft Azure
- SaaS platforms

The C - CoE will bring together vendor experts to develop and execute a scalable cloud strategy in adherence to the established ETSS operating model and IT governance models.

Platform Architecture

Over 85% of the state's application portfolio resides on the state's Hyper Converged Infrastructure (HCI) hosting environment. Work associated with the state's platform architecture team in 2023 includes:

- **Virtual Machine (VM) Migrations to Hyper Converged Infrastructure (HCI).** Production VM's supported by ETSS were moved to the HCI stack (or decommissioned) in 2023, resulting in a reduction in risk, and a tremendous improvement in performance and capacity for this Tier 1 hosting platform.
- **VMware 7 Upgrade.** Now on a supported and current version of VMware, this upgrade supports most all tier 1 Applications that the ETSS team supports.
- **Cohesity Migrations completed.** The new enterprise backup platform, which boasts greater speed and resiliency, a more cost-effective starting point, and a new tertiary cloud-based long term retention strategy, is fully implemented, with all production VMs successfully migrated from the legacy Networker and Data Domain platform.
- **Data Domain and Networker Archive upgrade completed.** Previously the primary backup and recovery platform, it now serves as an archive platform until the data ages out. The hardware was fully refreshed, positioning the preservation of backups for the full compliance period.
- **Creation of new Virtual Linux-Based Informix environment.** A virtual Red Hat Linux Host was deployed to mimic, as closely as possible, the Informix hosting platform needed for legacy applications to run until their App/Dev lifecycle expires.
- **MySQL Web hosted Data Base server upgrade and migration.** The legacy system supporting many of our public facing web applications and sites was moved over to the new, modern HCI hosted virtual environment providing a reliable and modern back end for those systems that is several layers more secure now.
- **HIS and Blue Zone environment upgrade completed.** Users access most of the legacy applications still hosted in our mainframe environment through this upgraded, supported, and compliant VM guest shells on the new HCI platform.

Central Operations & Mailroom

The Central Operations and Mailroom team operate and maintain core services for information management in Rhode Island. This team operates and maintains the primary data center, central printing, telecom (voice), and mailing operations for the state. Some of the 2023 highlights include:

- Full deployment of MSFT Intune to manage iPhones to replace Mobile Iron.
- Deployment of 691 iPhones.

- Migration of all ETSS incident responders to AT&T FirstNet mobile devices.
- Oversight of the installation of a new A/C unit in the DOA computer room to stabilize the constant heating problems there.
- Installation of a new mail inserter for the Department of Labor and Training.
- Execution of a strategy to procure and deploy a new mail inserter for RIBridges; now capable of inserting 20 pages in a large envelope without folding.
- Deployment of a barcode sorter enabling application of all postal discounts afforded to a large mailer. On average, 1,650,000 pieces of mail per month (19,800,000 annually) are processed at this facility, realizing a cost avoidance of \$1,079,100 in 2023.

OFFICE OF LIBRARY AND INFORMATION SERVICES (OLIS)

Mission

To support and advance the delivery of information, resources, and services through physical and digital channels to enable Rhode Islanders to advance their education or work, pursue their interests, and conduct business with state government agencies.

Library Services

The Office of Library and Information Services (OLIS) is responsible for developing and implementing a statewide plan for library development, interlibrary cooperation, and resource sharing to serve the library and information needs of residents. OLIS has the statutory authority and responsibility to administer state and federal funding to develop programs that support and advance library services statewide and to coordinate services and administer programs for public,



Children's author Dan Santat and characters from his book The Aquanaut promote reading at OLIS' annual Kids Reading Across Rhode Island event at the State House.

academic, school, and special libraries (RIGL § 29-3.1). Its mission is to strengthen, connect, and empower libraries to advance knowledge, connect communities, and enrich the lives of all Rhode Islanders.

OLIS directly serves the public through the Talking Books Library for the Blind and Print-Disabled, the Statewide Reference Resource Center (AskRI), and online directories to Rhode Island libraries. It administers the Library of Rhode Island, a network of 174 libraries, which make their resources and services available to all member libraries and their patrons.

Throughout CY2023, OLIS fulfilled its statutory requirements to coordinate and support library services statewide with continued attention to recovery from the pandemic. With OLIS support and guidance, all public libraries provided services throughout the year in compliance with the Minimum Standards for RI Public Libraries. Participation in statewide delivery service has returned to 90% of pre-pandemic levels, and participation in statewide programs, such as the Summer Reading Program, has rebounded to or exceeded pre-pandemic levels. OLIS' robust program of professional development for library staff and statewide meetings continued through primarily virtual channels, with some in-person sessions.

OLIS administered two grant rounds supported with federal Library Services and Technology Act funds in FY2023: formula grants to support the summer reading program at 40 public libraries statewide and a competitive grant round to support 15 projects at academic and public libraries. In FY2023, OLIS processed a total of 55 LSTA subawards (\$291,000) along with 61 state-funded grants (\$11 million).

Ongoing Projects

- **Library of Rhode Island (LORI) Grants:** OLIS awarded a total of over \$250,000 in grants to 14 public libraries and one academic library to support services and programs across the state. Projects included digitization of local newspapers, outreach services and programs for underserved populations, and increasing the availability of more diverse library materials for young readers. Project highlights included a summer program at the Providence Community Library to enable children to virtually experience and explore the biodiversity of a central American rainforest; one of the city's largest immigrant communities is from Central America. An innovative project at Bryant University enhanced the Virtual Reality Lab at the library with extended and augmented reality equipment; the university hosts high school students in the summer who utilize the VR lab to explore topics and possible careers in economics, international business, and data analytics.
- **Support for Youth Services:** OLIS awarded over \$40,000 in grants to public libraries to support summer reading programs and inclusive book collections using federal funds provided through the Library Services and Technology Act, administered by the Institute of Museum and Library Services. In addition, OLIS contracted with the RI Center for the Book to support children's reading programs, including Kids Reading Across Rhode Island, a statewide reading project to promote engagement with books. Federal funds were also used to support book award programs for children and teens, including providing book sets to eligible libraries to promote reading by encouraging children to vote for their favorite book from selections curated by librarians.
- **Summer Reading Program:** Over 15,000 children, teens and adults participated in the 2023 Summer Reading Program. Over 60,000 children, teens, and adults attended in-person and virtual programs at libraries, an increase of 27% from 2022 program attendance and over four times pre-pandemic attendance, though virtual program

attendance now constitutes less than 3% of the total program attendance. Summer reading activities at libraries statewide were supported through the LORI Grant Program (above).

- **Continuing Education:** In FY2023, OLIS offered 55 programs attended by 723 library staff. Programs to serve the professional development needs of library staff statewide were offered virtually and in-person, with the majority being virtual, a reflection of a changed preference for virtual programming as a direct result of the pandemic. Ongoing professional development opportunities for librarians have included special interest groups for topics in librarianship, leadership training for library directors and trustees, and general library topics. This year OLIS focused on fewer, but more in-depth learning opportunities for librarians, including a multi-part seminar on legal issues that focused on intellectual freedom issues and challenges for libraries. OLIS also has provided asynchronous and on-demand learning opportunities through the OLIS Library Learning Center, a learning management system that includes content developed by state library agencies nationwide along with locally produced content. In FY2023, a total of 365 library staff were registered in the system; users logged 1,150 sessions, taking courses on popular topics including customer service, Spanish language learning, grant writing, and management.
- **Data and Statistics:** OLIS annually collects public library data on library funding, services, and resource-sharing activities. Data is synthesized and published to assist libraries and municipalities in evaluating services, planning, and budgeting, and reporting to stakeholders. Data is also reported to the federal Institute of Museum and Library Services.

Operations

- **State Aid to Libraries – Operating:** In FY2023, the Governor funded State Aid to Libraries for operating costs at the statutory level of 25% of local appropriations and expenditures (RIGL § 29-6-2). OLIS awarded \$9.8 million to municipalities to support public library service in accordance with state statutes and regulations.
- **State Aid to Libraries – Capital:** In FY2023, \$1.9 million was distributed to reimburse nine library construction projects. Projects in Jamestown and Narragansett were awarded reimbursement funding for library construction projects in FY2022 and are currently under construction. Both projects are expected to be completed in January 2024 and will start receiving reimbursement in FY2025.
- **Statewide Reference Resource Center (AskRI):** The Providence Public Library received \$1.1 million to provide support for online electronic resources for all Rhode Islanders through AskRI. The award was increased from \$700,000 in FY2022 to continue subscriptions to resources purchased with American Rescue Plan Act (ARPA) funding, including Tutor.com, an online tutoring service for K-12 students; Job and

Career Accelerator for jobseekers; Udemy, which supports the development of workforce skills especially in information technology; and Flipster, a source of online magazines for children, teens, and adults. Users of the various products available through AskRI logged nearly 2.8 million sessions in FY2023.

- **Library of Rhode Island (LORI) Delivery:** One hundred seventy-four libraries participated in the network to facilitate sharing of the over 10 million items available in Rhode Island's public, academic, school, and special libraries. Network participation remained 10 percent below pre-pandemic levels due to lower participation by school libraries, which continued to experience staffing shortages and challenges with the online catalog that the school library consortium uses for interlibrary loan. Delivery volume in CY2023 was around 80 percent of pre-pandemic levels, increasing 7.5% from the previous calendar year.
- **Talking Books Library:** One thousand fifty Rhode Islanders who are blind or print-disabled borrowed or downloaded over 50,000 items from the collection and received support and service from OLIS. Annual circulation remains about eight percent below pre-pandemic levels, and membership has decreased by 33% since 2019; the steep decline in membership in 2023 was due to purging of records of inactive users in the system, many of whom are now deceased. The library's primary membership includes Rhode Islanders over 65 who have been disproportionately affected by the pandemic. While outreach efforts are ongoing to senior centers and nursing homes, new enrollments remain substantially below pre-pandemic levels (33 percent).

Digital and Web Services

The Digital Services Team is committed to providing professional, courteous, innovative, and collaborative support with state agencies and their affiliates to ensure the timely delivery of quality digital resources which conform to ETSS policies, federal guidelines, and web design/development best-practices. The Digital Services Team supports state agencies as design, development, and content consultants for legacy (static) websites, the Enterprise Content Management System (eCMS), Microsoft 365 (SharePoint, Dynamics 365, Power Platform), the Learning Management System (LMS), and proprietary applications such as Dreamweaver, Wufoo, Tableau, YouTube, and Google Analytics. The overall responsibilities of the Web Services team focus on four primary areas:

- **Website Design, Development, and Support:** Most Web Services Team activities focus on supporting state agencies as design, development, and content consultants for legacy (static) websites or deploying modern, secure, and citizen-centered agency websites and microservices via the State of Rhode Island Enterprise Content Management System (eCMS).
- **Program/Application Support:** Along with web design and development, the Web Services Team also offers technical support for the Statewide Learning Management System (Absorb LMS) and proprietary applications such as Tableau, WuFoo, NeoGov,

Adobe Creative Cloud Suite (Dreamweaver, Photoshop, etc.), Acrobat DC, YouTube Studio, and Google Analytics.

- **Daily Service Tickets and General Requests:** Providing professional, economical, efficient, and effective support and service to State agencies, the ETSS Web Services Team completes an average of 59 service requests per month that are received via ServiceNow, email, and phone.
- **Training and Consultation Services:** Online and in-person training opportunities for operating within the eCMS and information architecture best practices are offered on a bi-weekly basis. In addition, consultation services are provided relative to web design/development, Information Architecture (IA), UX / CX Best Practices, graphic design, RI state digital brand guidelines, social media, analytics, accessibility compliance (ADA/Sect 508), and ETSS policies.

eCMS by the numbers:

- 13 projects in flight/19 total pending
- 81 Agency Sites deployed (out of 100 planned)
- 417 Agency Users (*Site Admin, Publishers, and Authors*)
- 92,081 Digital Assets (*19,578 pages / 72,503 documents*)
- 2,911,872 Average Page Views Per Month in 2023

Working in conjunction with agency stakeholders, state partner Tyler Tech RI, and Acquia Cloud hosting, an additional nine of the planned 100 State of Rhode Island government websites were successfully deployed into the Enterprise Content Management System (eCMS) platform in 2023:

Agency	Domain
Executive: Commission on the Deaf and Hard of Hearing	https://cdhh.ri.gov
Department of Corrections: JUSTICE RI	https://justice.ri.gov
Department of Administration: Office of Library and Information Services	https://olis.ri.gov
Executive: Office of Health and Human Services: STAYCOVERED RI	https://staycovered.ri.gov/
Department of Education (RIDE)	https://ride.ri.gov/
Department Of Public Safety: Sheriffs and Marshals	http://sheriffs.ri.gov
Other Committees, Agencies: Board of Elections	https://elections.ri.gov
Executive: Council on The Arts	https://arts.ri.gov
Department of Business Regulation: Cannabis Control Commission	https://ccc.ri.gov

eCMS Highlight – Stay Covered RI

On March 7, 2023, the ETSS received a time-sensitive request from EOHHS regarding the creation of a new website relative to Medicaid unwinding. Before the COVID-19 pandemic, people enrolled in Medicaid had their eligibility reviewed once a year. This is called “Renewal” or “Redetermination.” In 2020, the U.S. Department of Health and Human Services declared the U.S. to be in a public health emergency (PHE) due to the pandemic. As a result, states were allowed to keep people enrolled in Medicaid without having them go through an annual renewal process. This process changed on April 1, 2023, the date continuous enrollment in Medicaid benefits ended. In other words, beginning on April 1, and continuing over the next year, every person receiving Medicaid benefits would need to have their eligibility redetermined. To provide Rhode Islanders with comprehensive, immediate information and assist EOHHS with the large volume of eligibility and enrollment actions that would need to be completed when the PHE, it was proposed to build a one-stop resource called STAYCOVERED.RI.GOV.

Within one week, the fully functioning site <https://staycovered.ri.gov> was successfully launched, which included detailed information for Medicaid members, community organizations, and healthcare providers. Along with these resources, dynamic Rhode Island Medicaid Renewal data dashboards and engaging videos were provided to the public while site administrators could measure the effectiveness of the StayCovered RI initiative through detailed site analytics, all of which were delivered through a secure, mobile-first, and accessible-rich platform.

Prior to the creation of the eCMS, a project of this scale would have required 2-3 months to complete. In short, this critical and time-sensitive agency request is an excellent example of how the State of Rhode Island eCMS platform can facilitate the deployment of a fully functioning website within a matter of days for the benefit of the public.

Daily Service Tickets and General Requests

The ETSS MSFT 365 Services Team completes an average of 60 service requests per month. The service requests include design, development, and support services for the RI Enterprise MSFT 365 Platform, which includes SharePoint, OneDrive, Microsoft Teams, Power Apps, Power Automate, Power BI, MS Forms, MS Bookings, MS Planner, MS Shifts, Dynamics 365, and Power Pages. Additional services include Migration Support, Office Apps Retention, and Backup/Restore, Conditional Access policies, MFA & Licensing, and PowerShell scripting for all automation tasks.

RI.gov Service Metrics

RI.gov is the official web portal for the State of Rhode Island. Within the portal, residents can perform online transactions, such as renewing licenses and paying taxes. The portal is managed by Tyler Technologies RI (formerly Rhode Island Interactive) and provides over 150 transactional services for state agencies and municipalities; new services added or enhancements in 2023 are listed below. In 2023, the RI.gov portal processed 2,508,260 transactions and collected \$132,271,196 in statutory and municipal fees on behalf of the state agencies and municipalities



served. In addition, \$111,442,799 was remitted to the State to finance agency operations and \$17,289,047 was remitted to municipalities. The balance funded maintenance and development of the portal.

2023 Transactions and Fees*

AGENCY	Transactions	Gross Collected	Remitted to State	NET TYLER RI
DIVISION OF MOTOR VEHICLES	1,116,450	\$41,271,363.88	\$39,681,333.94	\$1,590,019.94
DIVISION OF TAXATION	916,636	\$13,214,302.30	\$12,721,159.00	\$493,143.30
SECRETARY OF STATE	113,375	\$9,407,547.21	\$9,082,561.59	\$332,985.62
DEPT. OF HUMAN SERVICES	36,724	\$8,240,900.55	\$8,007,307.39	\$233,593.16
DEPT. OF BUSINESS REGULATION	39,478	\$8,952,121.55	\$8,749,931.58	\$202,189.97
DEPT. OF ENVIRONMENTAL MANAGEMENT	106,049	\$7,795,569.62	\$7,647,630.00	\$147,939.62
DEPT. OF TRANSPORTATION	14,918	\$3,208,086.00	\$3,071,910.00	\$136,176.00
DEPT. OF HEALTH	60,845	\$8,511,612.21	\$8,379,182.54	\$132,429.67
CITY OF PAWTUCKET	1,986	\$13,172,803.31	\$13,114,592.01	\$58,211.30
OFFICE OF THE ATTORNEY GENERAL	58,511	\$1,428,257.00	\$1,371,633.60	\$56,623.40
DEPT. OF LABOR AND TRAINING	9,591	\$1,290,544.28	\$1,235,019.00	\$55,525.28
TOWN OF BRISTOL	3,016	\$3,868,478.66	\$3,844,426.77	\$24,051.89
DEPT. OF EDUCATION	4,275	\$821,150.00	\$804,726.00	\$16,424.00
UNIV. OF RHODE ISLAND	1,479	\$552,384.00	\$536,496.20	\$15,887.80
DEPT. OF CHILDREN, YOUTH AND FAMILIES	8,808	\$101,188.50	\$87,990.00	\$13,198.50
CITY OF NEWPORT	1,060	\$43,532.00	\$35,082.00	\$8,450.00
DEPT. OF ADMINISTRATION	1,767	\$308,966.71	\$301,014.48	\$7,952.23
CENTRAL COLLECTIONS UNIT	561	\$195,787.83	\$191,679.08	\$4,108.75
TOWN OF CUMBERLAND	2,158	\$54,720.33	\$51,391.52	\$3,328.81
OTHER MUNICIPAL	1,595	\$52,793.77	\$50,200.75	\$2,575.02
TOWN OF WESTERLY	1,062	\$33,432.56	\$31,037.40	\$2,395.16
ETHICS COMMISSION	4,125	\$2,002.50	\$0.00	\$2,002.50
OFFICE OF THE GENERAL TREASURER	980	\$9,574,542.35	\$9,572,582.35	\$1,960.00
TOWN OF LITTLE COMPTON	309	\$77,764.08	\$75,874.45	\$1,889.63
TOWN OF EXETER	591	\$50,434.84	\$48,832.08	\$1,602.76

TOWN OF BURRILLVILLE	633	\$17,282.12	\$16,067.94	\$1,214.18
TOWN OF NARRAGANSETT	321	\$12,325.25	\$11,697.95	\$627.30
CITY OF EAST PROVIDENCE	113	\$3,441.00	\$2,946.00	\$495.00
TOWN OF RICHMOND	152	\$5,367.77	\$5,113.50	\$254.27
TOWN OF HOPKINTON	439	\$1,838.29	\$1,784.75	\$53.54
LT. GOVERNOR	253	\$655.28	\$642.56	\$12.72
TOTALS	2,508,260	\$132,271,195.75	\$128,731,846.43	\$3,547,321.32

** Numbers are estimated based on a 12-month period from Dec. 2022 through Nov. 2023. The metrics listed are not intended to be audited financials. These figures are a snapshot of transactions and services supported in 2023 for the State of Rhode Island by Tyler RI.*

State of Rhode Island & Tyler Technologies Partnership

- RIO – RI One Outdoor System:** A new toll-free support line to assist customers with their Commercial Marine license renewals was implemented to assist the Department of Environmental Management (DEM) with the printing of licenses for customers who self-service through the RIO system. The team worked closely with DEM to help train staff to be able to assist with agent set-up in the new RIO system.
- Enterprise Content Management System:** Work on phase two of the eCMS deployment project was wrapped up in June of 2023 with the completion of multiple website migrations to the new framework. In July, the operation executed a new statement of work with the state's web services team to migrate additional agency sites and provide ongoing maintenance and support for the growth of the system. In-depth content management training (eCMS) training was executed to benefit the continued support of the eCMS agency implementations that were completed over the course of 2023, including RIDE, Elections, and Treasury.
- Additional New Services and Enhancements:** The Board of Elections leveraged real-time election results service for both the statewide special primary in September and the general election in November. On election nights, thousands of users accessed the service to get up-to-the-minute results soon after the polls closed. Along with the public pages, a series of data files designed to be used by various media outlets was generated for reporting on races throughout the night.
- The Executive Office of Health and Human Services deployed a new online application to allow nursing homes to submit employee wage data as part of a federal funding program. A Medicaid Renewal Date Portal for residents was launched to support identification of residents Medicaid renewal date. This assisted residents in knowing when they needed to reapply for their Medicaid benefits that had previously been extended during Covid.

- The “RI Business Assistant” service at the Secretary of State’s Office began to be re-written in October of 2023. The “Business Assistant” guides business owners through the regulatory process of starting a business in RI. The project started is scheduled to be completed in March 2024.

List of New or Enhanced eCMS Services Launched in 2023

Project	Launch Date	Type
TAX Expanded Direct Debit Phase	01/2023	ENHANCEMENT
DOT Oversize Overweight Alert System	02/2023	ENHANCEMENT
EOHHS Nursing Care Facility Wage Filing	03/2023	NEW
RIDE New Website in the eCMS Content System	04/2023	NEW
TAX TX-17 Display Tax Rates for Business	05/2023	ENHANCEMENT
TAX SST Admin Functionality	05/2023	ENHANCEMENT
ELECTIONS New Website in the eCMS Content System	05/2023	NEW
TREASURY New Website in the eCMS Content System	05/2023	NEW
RIDE - New Website in the eCMS Content System	06/2023	NEW
BOE Statewide September Primary Election	09/2023	NEW
BOE Statewide November Primary Election	9/13/2022	ENHANCEMENT
DBR Liquor License Label Updates	11/2023	ENHANCEMENTS

Appendix A: 2023 System / Application Launches

Agency	Project
BHDDH	Health Radiology Services
DBR	Cannabis Programs
DCYF	Higher Education Scholarship System
DCYF	Electronic Health Records
DCYF	Policy Documents Publishing
DEM	One Outdoors - Hunting & Fishing Licenses
DEM	One Outdoors - Commercial & Marine Licenses
DEM	Volunteer Management System
DEM	Archive Digitization
DHS	Adult Protective Services Case Management System
DOA	Legal Case Management (Salesforce)
DOA	State Motor Pool
DOA	EEO Report Management
DOA	Department of Housing Agency Technical Creation
DOC	Koha Library Services
DOC	GE Gateway Pro Integration
DOC	Substance Abuse Tracking System (SATS)
DOH	Cancer Registry
DOH	Beach Quality Control
DOH	Electronic Farmer's Market Program (eFMNP)
DOH	Interface with Planned Parenthood and State Labs
DOR	DMV Chatbot
DOR	STAARS Tax System
DOR	Customer Portal
DOR	Debt Collection System
DOR	Customer Login
DOR	KnowledgeLake Cloud Migration
DOR	Mail Tracking System
DOT	dTIMS Pavement Management System
DOT	TMC Camera Software
DOT	Bridge Software
EOHHS	Medicaid Renewal Lookup
EOHHS	National Background Check
EOHHS	Medicaid Renewal Coverage
OMB	Fiscal Notes

Appendix B: Active Projects

Agency	Project
DOA	ERP Implementation
DOA	Informix Stabilization
DOA	Fiscal Notes PowerApp
DOA	DEDI Compliance Software
DOA	RIFANS/KnowledgeLake Azure Connection
DOA	RI Human Right Commission Case Management
DOA	OIA Fraud Case Management
BHDDH	Crisis Care Continuum for Coordination of Behavioral Health Care RFP
BHDDH	Electronic Medical Records - Strategic Planning & RFP
DBR	Gateway to Government
DBR	OpenGov Dashboard
DBR	CAVU Licensing Upgrade System (SRPS)
DBR	Website for Cannabis Control Commission
DCYF	Power DMS Policy System
DCYF	CCWIS Strategic Plan & RFP
DCYF	RITS EMR System
DCYF	RIDOH - RITS Immunization Interface
DEM	Licensing & Permitting System Modernization (FoxPro)
DEM	OCI RCRA Archive Digitization
DEM	Parks & Rec Payment Processor
DEM	One Outdoors (RIO)
DEM	Air Resources Records Digitization RFP
DHS	Early Childhood Data System (RISES)
DHS	eBT Processing RFP
DHS	Office of Rehab Services Case Mgmt. System
DHS	RIbridges Child Care Tracking and Mobile Access
DHS	Office of Healthy Aging Volunteer Guardianship Program
DHS	Veteran's Admin DD214 Digitization of Military Service Records
DLT	DLT Systems Modernization Strategic Plan
DLT	DLT-Workers Comp Fax Server
DMV	Idemia Replacement RFP
DOC	The Last Mile Education Project
DOC	Community Mapping and Reentry Services (CMARS)
DOC	KOHA Library Services
DOC	Offender Management System Replacement RFI
DOC	Wi-Fi & Tech at ACI
DOH	LIMS Replacement RFP
DOH	EMS/Patient Tracking RFP

Agency	Project
DOH	ARLN Interface
DOH	WIC Case Management System RFP
DOH	Traumatic Brain Injury Registry
DOH	Upgrade MLO for Enhanced Nurse Licensure Compact (eNLC)
DOH	Real Time Outbreak and Disease Surveillance (RODS) Upgrade
DOH	CDC's Vaccine Access Management System (VAMS)
DOH	eCMS Migration
DOH	Genomics Workbench - Qiagen
DOT	DOT Primavera Unifier
DOT	eConstruction Phase II (Headlight Software)
DOT	dTIMS Upgrade
DOT	Environmental Permitting
DOT	TMC Camera Migration
EOHHS	LTSS IT Modernization
EOHHS	MES Strategic Plan (Planning Vendor)
EOHHS	Health Information Exchange RFP & Implementation (Opt Out)
DOR	Customer Portal for Division of Municipal Finance
DOR	Online Debt Payment & Collection System (CCU)
DOR	Technology Upgrade STAARS migration to the Cloud
ETSS	Hardware Asset Management (HAM)
ETSS	Guardium Data Encryption
ETSS	HCI Backup and Disaster Recovery
ETSS	Proofpoint Archive and e-Discovery
ETSS	CyberArk Privileged Access Management
ETSS	Archer GRC Implementation
ETSS	Rhode Island Health Lab Move