

2025

Division of Enterprise Technology Strategy and Services Annual Report

Period ending December 31, 2025



Submitted: January 30, 2026

Prepared by: Brian Tardiff,
Chief Digital Officer

Greetings from the Chief Digital Officer

It is with great pleasure that I present the 2025 Enterprise Technology Strategy Services (ETSS) Annual Report. The work performed with our state agency partners in 2025 is unprecedented and is inclusive of almost every service area that ETSS supports. The strategic work of the past several years resulted in the initiation, deployment, and operationalization of numerous transformative projects in 2025, the largest of which being the Workday Enterprise Resource Planning (ERP) deployment. At the outset of the project, Rhode Island was one of six states that either didn't have a modern ERP or didn't have an ERP project underway. The risks associated with operating a mainframe-based payroll system with over 30 years of data, legacy business processes, and a dwindling support staff were great enough to achieve buy-in and support across Rhode Island state government to embark on the formidable task of transitioning to a fully modern, cloud-based unified platform.

Projects as large and complex as an ERP implementation present changes and unique challenges for our agency and business partners that are addressed through sound governance, vendor support, and consistent engagement and communication. We will continue to support the advancement of State government business capabilities through the adoption of scalable, secure, and modern technologies, while maintaining an outcome-focused strategic alignment with agency leadership.

Our perennial goal is to continue to drive modernization while delivering standard support and services with excellence. With over 100 IT projects delivered and nearly 90,000 IT service and incident tickets resolved in 2025, I am tremendously proud of the work ETSS has accomplished in support of our state's delivery of critical services to Rhode Island.

To our agency clients, thank you for your partnership. We look forward to another year of transformation in 2026.

Best,



Brian Tardiff, CDO

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The Division of Enterprise Technology Strategy & Services – ETSS

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.

Within the Department of Administration (DOA), the ETSS organization is comprised of 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 (IT) and Information Management (IM) products and services portfolio.

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 drive delivery. Each ETSS office is staffed with a hierarchy of technical staff, led by a chief who sets goals for their team that deliver on these strategic priorities.

The dynamic nature of IT and IM requires the ETSS staff to remain agile in responding to our agency partners' business needs, requiring a commitment to learning and adopting new technologies and processes to support them.

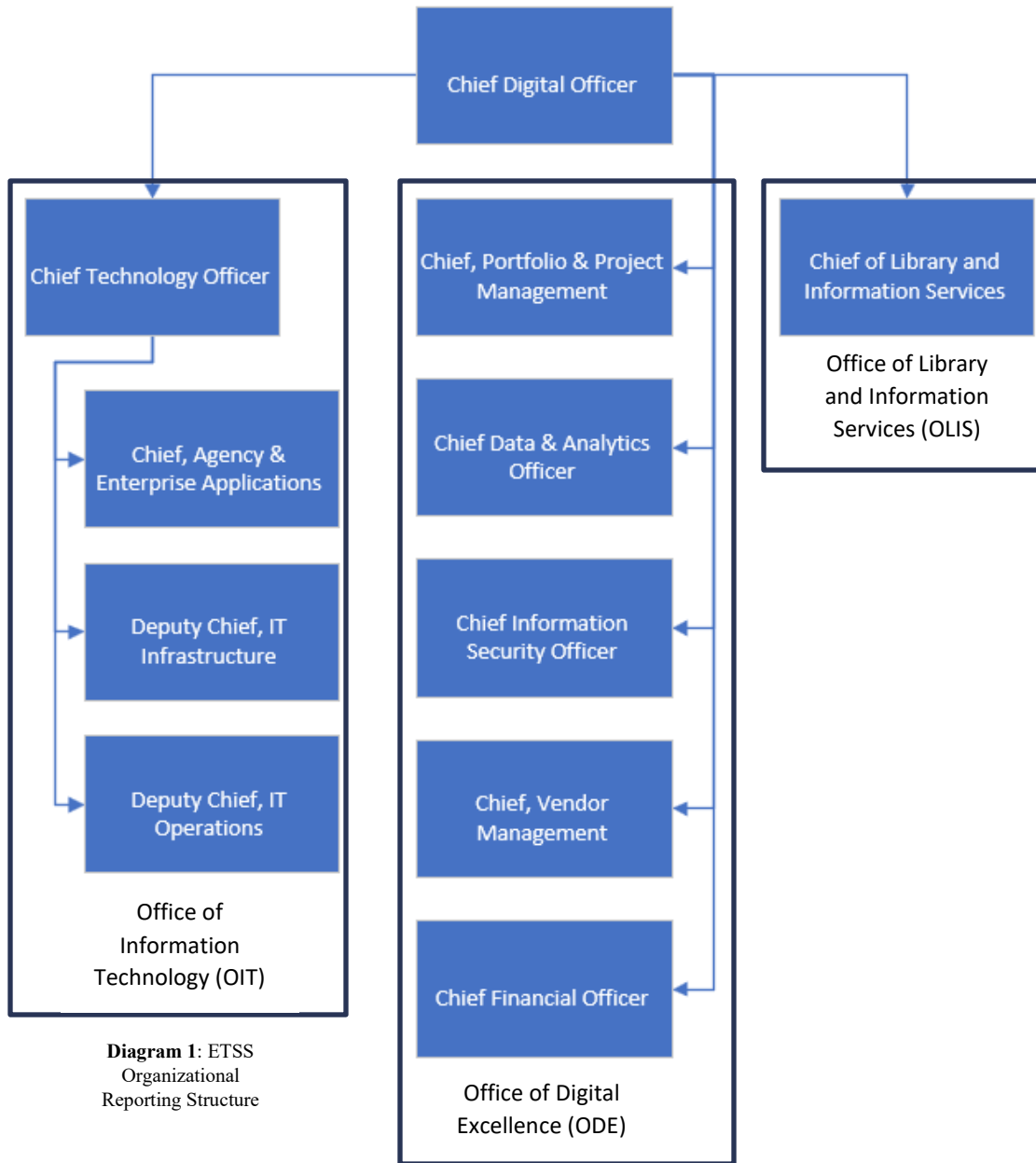
The ETSS organization maintains partnerships with our public sector peers across the country through active membership in organizations such as the National Association of Chief Information Officers ([NASCIO](#)), the National Association of State Technical Directors ([NASTD](#)), and the Chief Officers of State Library Agencies ([COSLA](#)). We also maintain relationships with private sector IT thought leaders to keep Rhode Island on pace with emerging technologies and business transformation opportunities across the enterprise IT portfolio.



CDO Brian Tardiff presents Elise Swearingen with the 2025 ETSS Customer Service Excellence Award.

ETSS is staffed with a professional and highly committed team of full-time employees, contractors, and vendor-managed services, all united to achieve operational excellence. In 2025 ETSS saw eight retirements and three non-retirement departures. As attrition occurs, we evaluate our capacity and competency to support our strategic initiatives and our agency partners' IT service, and project needs and execute strategies to staff accordingly. Over the past year, this approach to staffing has resulted in the promotion of 13 current employees, the hiring of 10 highly skilled ETSS staff and the proposed creation of new IT job descriptions to support the emerging technologies we continue to deploy to our agency partners and across the enterprise.

ETSS Organization Structure and Operating Model



ETSS follows the Information Technology Infrastructure Library ([ITIL](#)) series of frameworks and practices. 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 executing this framework, which is scaled across supported agencies with pooled resources to support operational surge and other requirements as they arise.

The ETSS operating model begins with strategic selection of products and/or services with leadership from the ODE through the work of the Centers of Excellence (Cloud, Zero Trust Architecture, Low Code), followed by procurement support with the Vendor Management and Finance Operations teams, project delivery with the Portfolio and Project Management team, and continuous monitoring and oversight from the Cybersecurity team. The product and/or service are then delivered to the corresponding portfolio within the OIT, where the Chief Technology Officer (CTO) ensures operational delivery. This cycle renews as the product and/or service nears its end of life or support, or as changing business needs require a technology review or modernization.

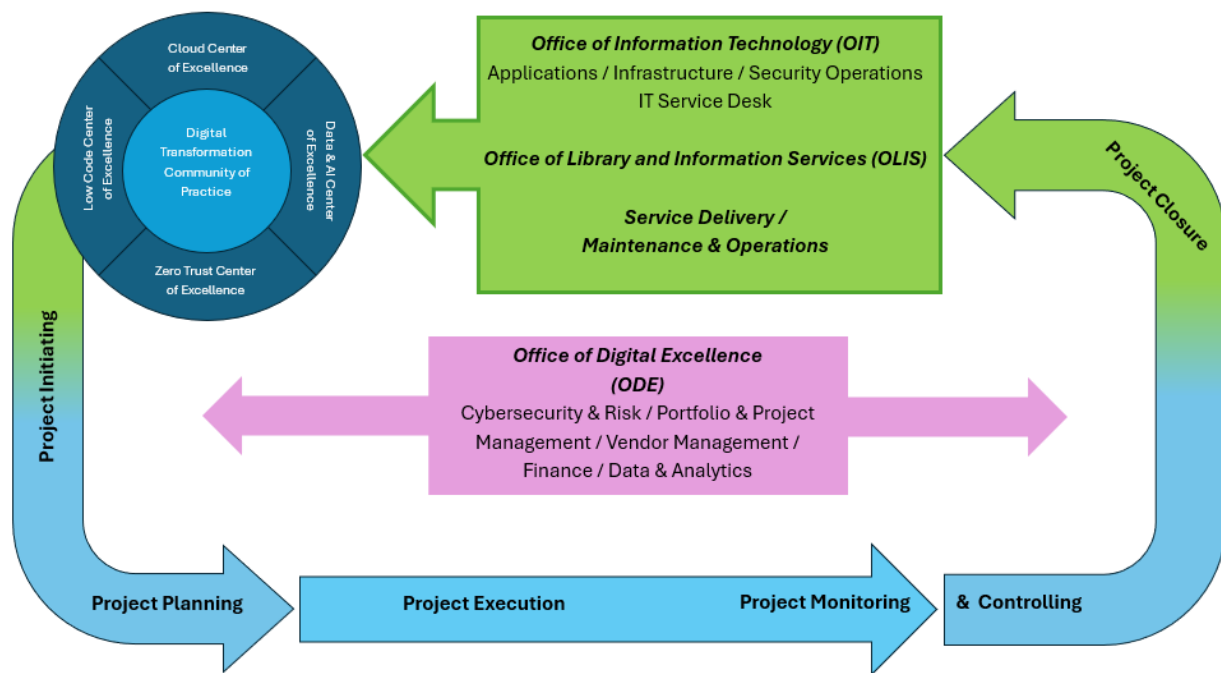


Diagram 2: ETSS Operating Model

Office of Digital Excellence

The Office of Digital Excellence (ODE) was established in 2012 via [RIGL § 42-11-2.6](#) and in 2016 became part of ETSS. The office is tasked with ensuring large-scale technology projects are delivered in a timely manner and in accordance with industry’s best practices. The office provides 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.

In its efforts to oversee the transformation of the IT portfolio with the adoption of emerging technologies, the ODE presides over the governance of the Digital Transformation Community of

Practice that brings together the Centers of Excellence and business leaders to map the appropriate technologies to support streamlining business operations.

The core functions and services of ODE provide centralized management of business and strategic operations for ETSS. We actively collaborate with our state agency clients to execute strategic planning and forecasting, with the commitment of the full ETSS workforce. Internal one-on-one, team, office, all-hands meetings, and monthly lunch & learn sessions reinforce our collaboration efforts. These efforts are compiled in quarterly business reviews (QBR) shared with agency leadership.

Data, Analytics, and Artificial Intelligence (DAAI)

Mission

To empower data-driven decision making across State government by providing standardized tools, expertise, and governance to unlock the full potential of data, analytics, and artificial intelligence, driving value and innovation through centralized leadership, best practices, and continuous improvement initiatives.

Work continued in 2025 to operationalize the [Rhode Island Data Governance Program Plan](#) that was delivered to the Governor, House, and Senate in November 2023 by the Rhode Island Longitudinal Data System (RILDS) Executive Committee. The report outlined the plan to create a statewide data governance program in Rhode Island.

One of the primary objectives for the RI Data Governance Program is the creation of a Statewide Integrated Data System (IDS) that will streamline data sharing across agencies. The IDS will also help facilitate the sharing of data between the State’s two existing large data systems: RILDS and the Health Data Ecosystem.

To provide strategic direction to the State on the Rhode Island Data Governance Plan and to encourage data sharing between agencies, Governor Daniel McKee issued [Executive Order 24-06](#), creating the new role of Chief Data and Analytics Officer (CDAO) within ETSS to establish the IDS and to lead the Data, Analytics and Artificial Intelligence Center of Excellence (DAAI CoE). The CDAO was hired in 2024, and in March of 2025, ETSS posted a Request for Proposal (RFP) to solicit solutions from qualified vendors to help the State establish the RI Data Governance Program.

The issued RFP called on vendors to present their solutions to three of the State’s priorities:

- Creation of the Data, Analytics & AI Center of Excellence
- Creation of the Statewide Data Governance Program
- Creation of the Integrated Data System

The CDAO formed and chaired an evaluation committee consisting of leading data governance experts from across state government to help evaluate the proposals and select the best vendor. Key members of the committee include the Director of the Ecosystem, the Executive Director of the RILDS, the Director of Data & Analytics at the Department of Labor and Training (DLT), the leading data governance expert at RI Department of Education (RIDE) and the Enterprise Data Architect at ETSS. The State is currently evaluating vendor responses to the solicitation and is targeting an award in the first quarter of Calendar Year 2026.



RI CDAO, Scott Gausland, speaks in a panel discussion at the Association Metropolitan Planning Organizations (AMPO) annual convention in Providence.

Data Readiness and Security

The Data and Analytics team have begun readying and applying enhanced security features to State data. The team defined a security classification scheme based on different levels of data sensitivity. These “Data Sensitivity Labels” will be applied to all unstructured data, including all emails inside Microsoft Outlook and all data stored in Microsoft SharePoint, One-Drive and Teams. Any piece of data tagged with a data sensitivity label other than “Public” will have additional protections automatically applied and be viewable only by authorized personnel. The team will be working to fine

tune the data sensitivity label policies to automate most data tagging based on its content. After the data sensitivity labels are fully deployed, the team plans to apply additional data classification schemas to State data. This work will be an output of the State’s Data Governance Program as the creation and application of data standards need to be defined.

AI Principles, Policies, Readiness and Adoption

In support of a whole of state AI approach, ETSS is a leading participant in the Governor’s Statewide AI Task Force, preparing government entities for the opportunities and risks associated with the adoption of AI within government operations. ETSS is guiding Rhode Island state government through its considerations of open and closed AI systems, as well as the appropriate use-cases for AI deployments within the IT portfolio. ETSS has begun inventorying contracted vendors’ AI capabilities and is poised to leverage those capabilities when the State’s data assets are secure and ready for use on AI algorithms, and appropriate policies and controls are defined and implemented. ETSS currently has an active working group focused on four key areas required for large scale AI deployment, with a target of governed AI deployment by the end of the first quarter of CY2026.

Cybersecurity

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 ETSS Security Team's core focus is to protect the State of Rhode Island's data, balancing security with user experience. This is achieved by providing resources, policies, processes, and technological capabilities to further enhance our overall security posture. These capabilities are used to develop a scalable enterprise framework to protect the State's IT infrastructure and data to properly manage the risks that we face in an ever-evolving digital landscape.

2025 Initiatives

- **Mature Cybersecurity Technology**
Transitioned to a modern cloud hosted Security Incident and Event Monitoring (SIEM) to mature our observability and enhance threat detection capabilities. This new monitoring allows for increased visibility into our assets and leverage automation at scale to improve detection of potential events, reducing the impact of incidents.
- **Governance, Risk, and Compliance (GRC)**
Continued enhancement of our centralized platform to manage the operational and technology risks of our agencies and third-party partners. This platform centralizes vendor management, policy, and risk assessment to help drive adoption of emerging technologies while managing the risks from our external partners and their sub processors.
- **Workforce Development**
Continued the evolution of the security workforce and segregated work into the primary functional areas of security engineering, identity access and management (IAM) and Security Operations (SOC). The functional area roles are aligned with cybersecurity tool investments and technology training resources to support a highly capable cybersecurity workforce.
- **Zero Trust Center of Excellence (ZTA CoE)**
Actively collaborated with the other established Centers of Excellence to develop technology and configuration standards for identity management and data loss prevention deployments and solutions across the enterprise network domain.

FY2025 State and Local Cybersecurity Grant Program (SLCGP)

The State and Local Cyber Grant Program is a federally funded initiative with a State funded match aimed at bolstering cybersecurity programs and infrastructure with a strong focus on enhancing the capabilities of local municipalities, particularly those in rural areas. The ETSS CDO and CISO

chaired the committee with representation of local city and towns, K-12 education, Rhode Island Department of Emergency Management Agency (RIEMA), Cybersecurity and Infrastructure Security Agency (CISA), and state agencies to publish a statewide [cybersecurity plan](#), defining primary initiatives for funding. These initiatives strengthen programs and mitigate impactful risks by addressing workforce training, enabling multi-factor authentication, securing web domains, and exploring zero trust architecture opportunities.

As of November 2025, the State of Rhode Island has been awarded more than \$14 million in SLCGP funding, supporting over 121 submitted projects across 33 municipalities. The State has provided more than \$1.3 million in matching funds and has committed an additional \$2.1 million for future initiatives in the coming years.

FY2025 ETSS Security by the Impact and Numbers

The ETSS Identity and Access Management (IAM) team's work is focused on maturing and centralizing identities for efficient management for our State's major applications and agencies. The team enhanced the security posture and improved user experience of these services by aligning best practices, compliance standards, and portfolio transformations, supporting applications such as the State's Enterprise Resource Planning (ERP) system while maintaining:

- 2,730 identity integrations for State applications and services
- 1,300,000 average monthly authentications handled by the IAM systems with close to 264 million total logins in 2025
- 7,000,000 average monthly email activity

The ETSS Security Operations Center (SOC) team continued maturity of managed security services capabilities through the creation of 'automated playbooks to reduce detection and response delays for security incidents and events. The team also supported the migration to a modern cloud hosted Security Incident and Event Monitoring (SIEM) tool with integration of premium intelligence data sharing services into the security technology stack to support:

- analysis of roughly 18 trillion event logs
- response to 913 alert events
- automation that blocked approximately 31,340 email based attempted attacks

The SOC team also bolstered vulnerability management capabilities through a focus on cross-organizational collaboration to streamline vulnerability reporting using an enhanced vulnerability management platform. This collaborative effort matured enterprise scale vulnerability remediation of user devices and enforced Center for Internet Security (CIS) configuration benchmarks, resulting in:

- effective remediation of over 1.18 million vulnerabilities to date
- resolution of 4,894 security service tickets

The oversight of all cybersecurity risk reduction efforts is the responsibility of the ETSS Governance, Risk, and Compliance (GRC) team. The team continuously refreshes system security plans and has completed the first phase of implementing a unified GRC platform to consolidate risk management capabilities and execute:

- external third-party audits, internal third-party audits, penetration tests, and security partner compromise assessments
- supporting audits and assessments through the collection of artifacts to attest to configured controls
- risk assessments of over 450 vendor technology solutions
- delivering over 250 APRA/eDiscovery requests

The ETSS GRC team is also responsible for training for all State personnel in an ever-evolving cyber threat landscape. To equip our colleagues with the skills needed to navigate their daily tasks securely and ‘level-up’ our technology staff skillsets, the team executes a training program that provides annual training and advanced monthly phishing simulation delivering:

- 12,912 technology and cyber security trainings sessions for State personnel
- reported phish email rate of 47.9%, a year over year increase of nearly 8% from the 2024 average of 39%.

Financial 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 operates as an Internal Service Fund (ISF), with three separate areas: mailroom, telecommunications, and IT. The ISF allows ETSS to purchase technology infrastructure centrally and provides a mechanism for paying recurring costs associated with IT systems. Enabled by the ISF, multiyear plans can be documented and executed in collaboration with our agency partners to ensure transparency with expenditures.

A fully staffed and operational finance function within ETSS enables better control over the roughly \$83 million ETSS ISF budget including Central IT, Mail & Telecom. Along with comprehensive chargebacks of IT costs, ETSS finance has enabled proactive budgeting and escalation of potential issues. The breakdown of the ETSS budget for State Fiscal Year 2026 is depicted in the table below.

ETSS Internal Service Fund	Sum of 2026 Enacted
IT ISF	
APP/DEV (DMV/DOR/DBR/DLT)	\$2,752,573
APP/DEV (DOA/DEM/DOC/DOT)	\$7,247,030
APP/DEV (DOH/BHDDH/DCYF/DHS)	\$4,403,343
Directors Office	\$4,263,683
ERP: Maintenance and Operations	\$7,718,143
Infrastructure & Operations	\$40,710,810
Project Management Office	\$1,373,959
RIFANS	\$2,118,264
IT ISF Total	\$70,587,805
Mailroom ISF	
Central Mail Room - Operations	\$9,020,425
Mailroom Total	\$9,020,425
Telecommunications ISF	
Pastore Center Telecommunications	\$3,426,061
Grand Total	\$83,034,291

Vendor Management Office (VMO)

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 IT Vendor Management Office (VMO) collaborates with Agency & Enterprise Applications, Infrastructure & Operations, Cybersecurity, State agencies, and the vendor community to manage the selection, procurement, and vendor delivery 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.

ETSS VMO Strategic Goals

- **Prioritize & Deliver IT procurements (RFx / MPA / Contracts / Renewals)** to select the correct procurement process through governance to achieve favorable terms, cost savings and avoidance during contract negotiation.
- **Vendor Management, Risk & Governance** through periodic vendor Technical Business Reviews (TBR's) & Annual Business Reviews (ABR's) and vendor risk management initiatives. In 2025, 17 ABR's, and 20 TBR's were executed, as were 467 vendor risk assessments.
- **Stakeholder Management & Alignment** through frequent alignment with ETSS leadership and Agency IT Managers (AIM's) to obtain early visibility on third-party sourcing needs including renewals.
- **Continuous Improvement** through sourcing transformation and procurement reforms, executing research, sharing information on vendors and other State / NASPO market solutions; and by partnering with Purchases, DOA legal, and ETSS Cybersecurity to improve IT Terms and Conditions and explore innovative solicitation approaches.

VMO partnered with ETSS leadership and agencies to deliver the following key transformation solicitations in 2025:

Major Enterprise Solicitations Supported

- Disaster Recovery Modernization RFI
- Microsoft Licensing Upgrade from G3 to G5
- ERP Implementation and Support Contracts and Amendments
- Data, Analytics, and AI CoE (DAAI CoE) RFP

Major Agency Solicitations Supported

- Department of State Business Registry RFP
- BHDDH Electronic Medical Records [EMR] RFP
- DLT Workforce Regulation and Safety and Certified Payroll RFP
- DMV Credentialing RFP
- DCYF CCWIS IVV RFP
- EOHHS RIBridges Strategic Planning RFP
- DHS, Office of Child Support Services Planning RFP

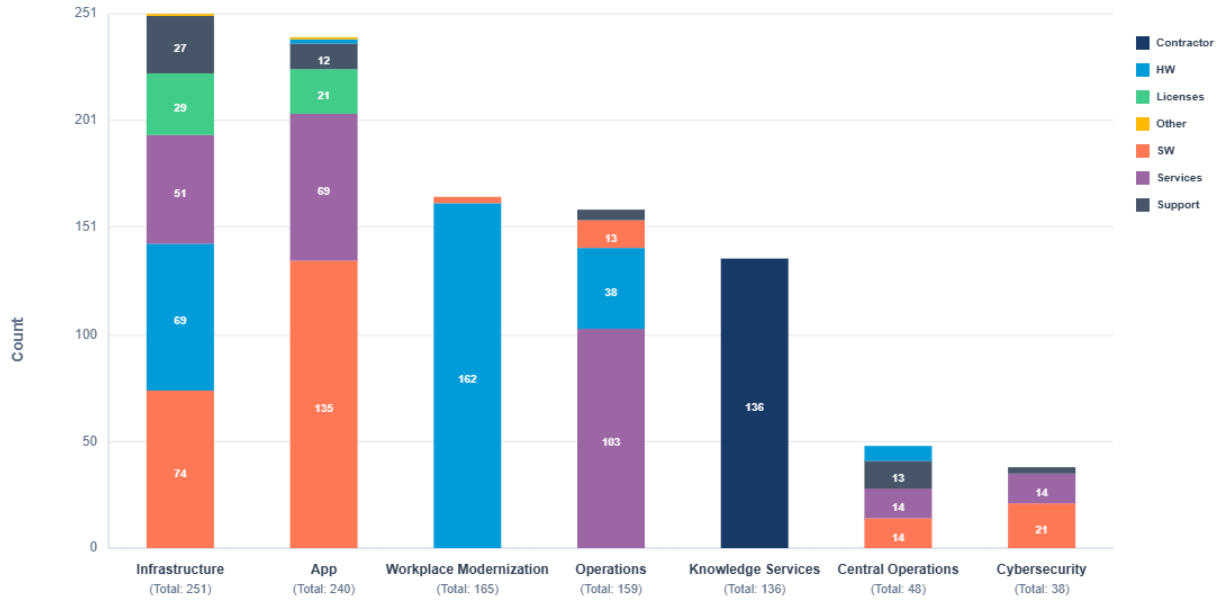


Diagram 3: 2025 IT Contracts Executed

I&O and Cybersecurity Services

- 217 annual contract renewals
- 478 new procurements
- 16 amendment / change orders

Application Services

- 20 RFx posted, awarded, and/or completed.
- 85 new engagements
- 110 amendments / contract renewals

In addition to strategic sourcing initiatives, VMO manages the lifecycle of all IT contracts, resulting in the processing of 130 IT contractor requests through Knowledge Services and the IT functional area support services.

In alignment with the VMO Continuous Improvement strategic goal, we continued with a more mature use of Archer as a vendor management tool through automation and optimization of IT procurement processes, including signature log, cost savings log, renewal reminders, vendor risk tracking, and document tracking all within this unified platform. In partnership with the ETSS cybersecurity team, this optimization resulted in the completion of over 460 vendor risk reviews. ETSS VMO continuously seeks value in third party products and services across the labor, hardware, software, and services categories. Through active vendor negotiations, VMO strives to achieve cost savings, or cost avoidance, in delivered IT contracts.

2025 Contracts Value*	Negotiated Cost Savings**	Cost avoidance***
\$154,160,323.55	\$5,316,961.70	\$2,452,626.75

Table 2: CY2025 Contract Savings & Avoidance

***2025 Contracts Value** represents the pre-negotiated total dollar amount of all VMO processed contracts (new procurements and contract renewals over their base term).

****Negotiated Cost Savings** that is negotiated savings as part of contract negotiations during RFP, procurements & renewals.

*****Cost Avoidance** includes additional value-added services negotiated, possibly additional scope, labor hours, or new tool investments [including major expenses avoided].

Portfolio and Project Management Office (PPMO)

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.

ETSS is committed to continuously improving the IT governance processes and tracking IT projects across agencies. As part of the Portfolio and Project Management 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 ensures that IT projects are delivered securely and efficiently.

Throughout 2025, the IT Governance process ensured that all IT activities aligned with the Governor’s [RI 2030 Plan](#) and ETSS priorities. It streamlines project evaluation, allowing ETSS to make strategic decisions and manage oversight of activities more effectively. ETSS broadly adopted Jira Software and associated Atlassian tools for project governance and tracking with more real-time feedback. The combined improvement in process and toolsets has helped achieve greater accountability and visibility in IT activities undertaken by ETSS.

In 2025, ETSS processed 316 projects through governance. This included applications, tools, renewals, RFPs, and strategic plans. 114 projects were also tracked to closure.

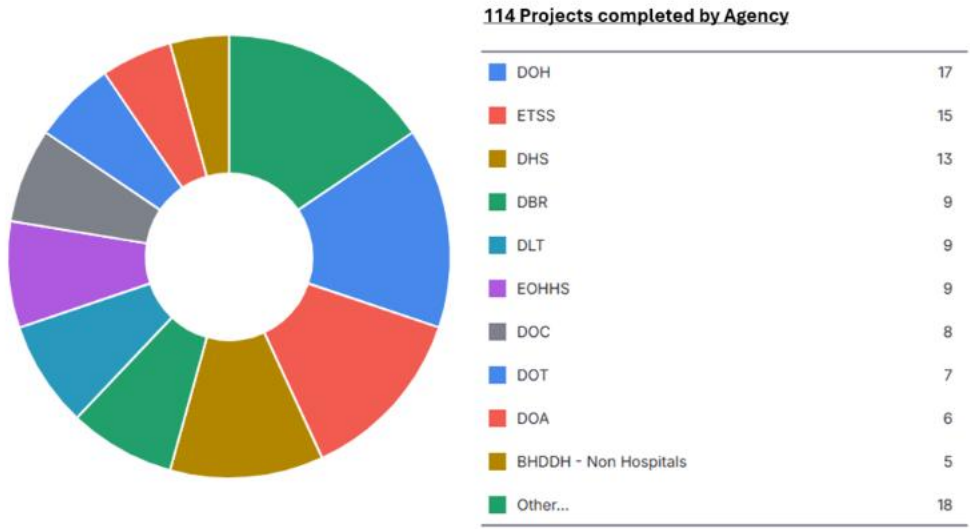


Diagram 4: 2025 Projects Closed by Agency

At the close of 2025, ETSS is tracking and reporting on 87 active projects through governance that are being executed by ETSS Agency IT Managers, contracted project managers, or other resources within ETSS.

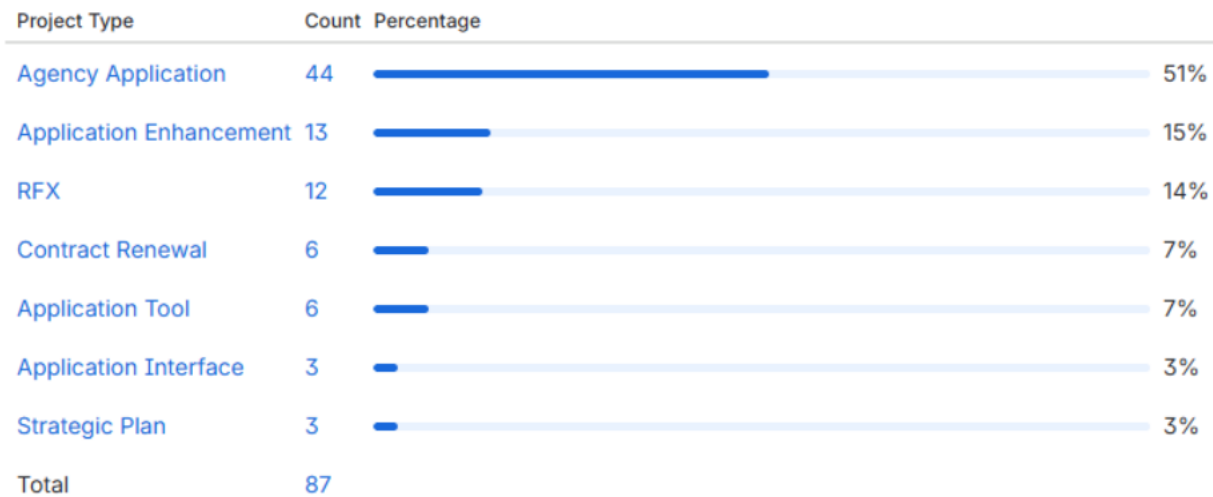


Diagram 5: Active Projects and RFPs by Project Type

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 Office of Information Technology operates and maintains IT in two primary areas, the Agency and Enterprise Applications team and the Infrastructure and Operations team. These two teams work in tandem to support day-to-day operations of the existing IT portfolio and to receive new technology projects delivered from the Office of Digital Excellence. The scope of this work can be quite complex and directly supports State agency business operations and constituent-facing services.

Agency and Enterprise Applications (A&EA)

Mission

To serve as trusted advisors to business partners (state agencies) while strengthening IT centralization. We build resident-focused, scalable and sustainable solutions using modern, digital technologies. We strive for a culture of collaboration, accountability and learning. We seek agile decision making and development practices.

Enterprise Applications

Enterprise Resource Planning (ERP)

The Enterprise Resource Planning (ERP) project launched in January 2023. After more than 30 months of work, the finance module went live in July of 2025. The Human Capital Management (HCM) and payroll modules followed shortly after in November 2025. This project is the result of the State of Rhode Island's Enterprise Application Strategic Plan ([ERP Strategic Plan](#)). Accenture was selected via a Request for Proposals (RFP) in 2022 to implement the Workday ERP solution, which supports all State employees, including all three branches of government and the state colleges. This project replaced the State's non-integrated legacy applications with a unified Software as a Service (SaaS) solution across payroll, human resources and finance with the following business process goals:

- Replace the legacy, mainframe-based payroll system.
- 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); and
- Add mobile accessibility/functionality to allow user access to the system anywhere/anytime for up-to-the-minute information.

Since go-live in July, and through December 31, 2025, the finance module has successfully processed over 686,422 business transactions, including 451,865 journal entries posted, 120,227 payments made, 52,697 supplier invoices approved, 25,275 purchase orders approved, 18,631 requisitions approved, and 7,904 expense reports approved. Additionally, the HCM and Payroll modules have processed four pay cycles for over 15,000 State employees and over 110,254 user-prompted self-service transactions since the November 16 go-live.

ERP is currently in hyper care support with implementation partner Accenture through March 2026. This period offers additional monitoring and support to triage, adjust and optimize the complex system integrations and configurations, which is typical for a State ERP system implementation. During this period, a customer call center is also available to receive and escalate complex employee inquiries regarding pay-related questions to a dedicated triage team, which includes State and Accenture subject matter experts. While there are many challenges that come with such a massive transition of systems, business processes and culture, the State and Accenture teams continue to work diligently through the current transition period to resolve outstanding issues and educate employees on the new benefits and tools at their disposal.

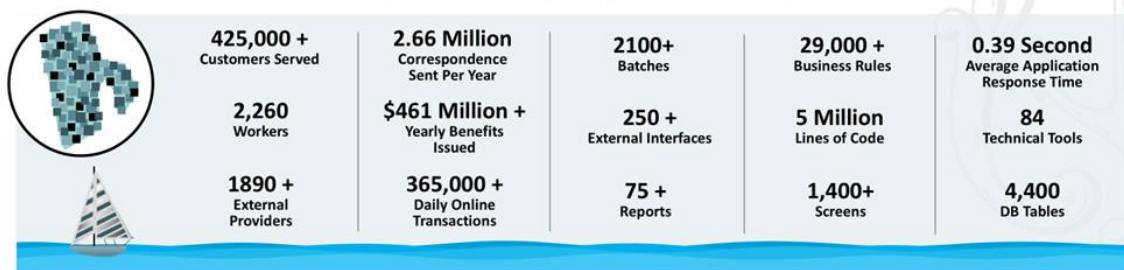
Once through the hyper care period, the project transitions to a dedicated Maintenance and Operations (M&O) model consisting of State and Accenture human resources, finance, and payroll business and technical experts who will support the ERP system moving forward.

RIBridges

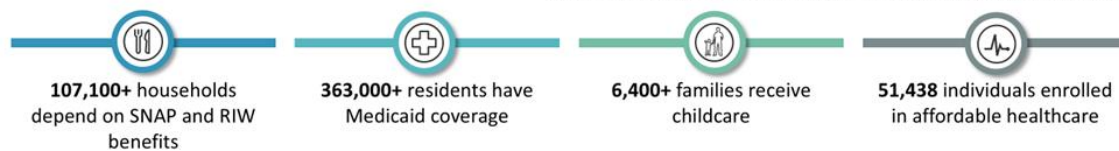
Following established governance process, the Department of Human Services (DHS), the Executive Office of Health and Human Services (EOHHS), HealthSource RI (HSRI), ETSS, and Deloitte oversee the daily operations, upgrades, and progress of key technology initiatives associated with this system that supports the timely and accurate delivery of benefits to eligible individuals and families serving approximately one third of the State's residents.

RI Bridges | System Scope and Impact

RI Bridges is one of the most comprehensive eligibility + enrollment systems in the nation.



It serves as a lifeline to one-third of Rhode Islanders



Cybersecurity Event

In December 2024, it was discovered that an international cybercriminal group had gained unauthorized access to the RIBridges system. The system was taken off-line, but business continuity processes ensured the issuance of benefits to eligible residents. Following full incident response and mitigation activities, system and program capabilities were restored in the spring of 2025 and on-going monitoring and reporting of system performance and security is being executed to ensure normal and secure operations.

Notifications were sent to individuals whose data may have been compromised by this criminal activity. Free credit monitoring and identity theft protection services were offered, consistent with legal requirements.

Maintenance and Operations

In 2025, the RIBridges system maintenance and operations activities resumed upon system restoration. Incident monitoring, triage, and resolution are cornerstones to an effective M&O team, to ensure the timely and accurate issuance of benefits to state residents. The number of system incidents averaged 238 tickets in 2025, remaining relatively consistent from the prior year. The team successfully resolved 364 problem tickets with most deployed as fixes into production within

the next available release. Severity 1 and 2 tickets remain uncommon (15 were confirmed during this 12-month period) and the team promptly addressed those issues to minimize any business impact.



99% of system issues resolved within the next release



\$461m in benefits disbursed timely and accurately



\$69m in timely payments to CCAP providers

Technology Infrastructure and Security

The Deloitte technology infrastructure and security team for RIBridges plans, manages, and executes technology and security upgrades with State oversight and approval. Some of the key upgrades in 2025 include:

- Upgraded the Document Management software to enhance reliability and supportability as the previous version was reaching end of life.
- Transitioned to a next generation firewall, VPN, and network intrusion detection and prevention system.
- Transitioned from legacy Security Information and Event Management (SIEM) solution to Splunk.
- ARC-AMP E readiness assessment being conducted to assist RIBridges to prioritize, plan, and execute initiatives to align with ARC-AMP E requirements. This assessment is in progress in preparation for the March 2026 compliance date.
- Upgraded virus protection to maintain effective security and OS compliance.
- Automated alerts were implemented to enhance efficiency and transparency by immediately notifying trading partners (ex. SSA, DLT, and HSRI) when processed files are ready for pickup. This reduces the need for manual status checks, minimizes administrative overhead, and allows partners to receive timely, clear updates to complete their downstream processes and update files without delays.
- Deployed additional data storage, positioning the program to address capacity needs for projected data growth.

In addition to upgrades, the technical team successfully completed the annual disaster recovery test in 2025:

- successfully restored 112 Production RIBridges Servers and supporting infrastructure (VPN, networking, etc.)

- cross-team effort involving Deloitte, NTT, ETSS, DHS, HSRI and EOHHS
- surpassed system recovery time and point objectives

RIBridges Application Enhancements

In 2025, the RIBridges team implemented three major enhancement releases and six patch releases to deliver more than 95 improvements to the RIBridges application.

Benefit expansion initiatives below

- Modifications in alignment with federal guidance for enhancements to Modified Adjusted Gross Income (MAGI) Medicaid financial rules to follow Gap Filing rules for monthly income calculation, expanding interface data to provide for Medicaid determination and aligned Expansion Medicaid income limits.
- Expanded Summer EBT access through the establishment of a protocol to process approved applications through DHS, facilitated benefit issuance and provided mechanisms to manage appeals and process replacement benefits where necessary.
- Adjusted verification logic to identify DACA (Deferred Action for Childhood Arrivals) recipients as lawfully present, preventing incorrect enrollment in Qualified Health Plans (QHP) with Advance Premium Tax Credits (APTC) or Cost-Sharing Reductions (CSR), in accordance with the finalized CMS amendment.
- Updated the system's business rules to align with recent legislative changes by reducing the Refugee Cash Assistance (RCA) eligibility period to four months from the date of a customer's U.S. entry for arrivals after May 4, 2025. Additionally, implemented new proration logic to issue the correct amount for the last month of RCA benefit.
- Revised the system's financial rules to comply with the latest policy changes, enabling the Standard Utility Allowance (SUA) deduction to be applied to SNAP households that include elderly or disabled members, as well as to those incurring heating or cooling expenses.
- Enhanced benefit provision and case processing for families seeking assistance through Rhode Island Works (RIW) and Child Care Assistance Program (CCAP) through expansion of RIW eligibility for pregnant spouses, updated sanction treatment for CCAP households, expanding the CCAP certification period to twenty-four (24) months, and updating system behavior to maintain benefits throughout the certification period.

Information Access, User Experience and Communication Initiatives

- Improved the Customer Portal’s Eligibility Determination interface by incorporating a detailed income breakdown, increasing transparency regarding the specific income details utilized in the eligibility determination.
- Refined the Customer Portal’s dashboard’s view and logic to offer clear, distinct entry points for essential actions—such as Report Change and Apply/Reapply—guided by insights from a recent user experience study.
- Streamlined the verification process by providing the latest Medical Assistance Review Team (MART) forms, included as part of the cover letter for the Additional Document Required notice, and thus enabling customers to take prompt action.

Operational Efficiency Initiatives

- Enhanced Continuous Eligibility processes to allow for easier transitions for children under 19 years of age from DCYF and SSI Medicaid to traditional family Medicaid where applicable, resulting in reduced processing handoffs between agencies and workers, more timely task processing, and fewer eligibility gaps.
- Enhanced information flows for SNAP benefits through greater additional data. This includes updates to incorporate online EBT card transaction data, enhancing the direct certification of individuals identified as receiving free or reduced-price lunches through the RI Department of Education (RIDE) for summer EBT benefits, and providing transactional data to field workers to assist customers with summer EBT benefits.
- Introduced interface restrictions on appointment scheduling based on office, day of week, and type of appointment to better manage office workflow on processing days to allow field workers time to accomplish case processing tasks, reducing backlog and enabling improved timeliness.
- Enhanced task process for Medical Assistance Review Team (MART) determinations by automating customer correspondence and updating the task flow, reducing handoffs among State teams and manual efforts to send and process returned documents.
- Improved claim user interface for better tracking of claim establishment and processing.

Low Code Center of Excellence (LC CoE)

Since its establishment in 2023, the LC CoE focus has been on developing and enforcing best practices for building and deploying applications using low-code platforms such as Workday, Salesforce, Microsoft, and ServiceNow. The goals are to accelerate digital transformation, ensure security and compliance, and improve efficiency by providing guidance, governance, and training.

Fostering a collaborative environment and establishing standards for reuse, security, and scalability. The team is reviewing the current application portfolio and identifying modernization opportunities. In addition, the team is refining current support models for the implemented solutions including upskilling current staff and consolidated managed services.

To date the following low code solutions have been implemented or are in progress:

Low Code solution	Agency - Application	Status	Public Facing/Internal
Salesforce	CCC – Cannabis Licensing	Implemented	Public
Salesforce	DEM – Agriculture and Water Resources	Implemented	Public
Salesforce	DHS – RI Early Start System	Implemented	Public
Salesforce	DOS – Business Registry and Online Filing System	In Progress	Public
Salesforce	DLT – Workforce Regulation and Certified Payroll	In Progress	Public
Salesforce	DCYF – Child Welfare Information System	In Progress	Public

Salesforce	BHDDH – Crisis Care Continuum (988)	In Progress	Public
Workday	Enterprise – Finance, HCM, Payroll	Implemented	Internal
Service Now	Enterprise – IT Service Management	Implemented	Internal
Microsoft Power Platform	Governor’s Office – Boards and Commissions	Implemented	Public
Microsoft Power Platform	Enterprise – State Properties Committee	Implemented	Public
Microsoft	Veterans Services - Veteran’s Cemetery Interment Application	Implemented	Public
Microsoft Power Platform & Dynamics	DOR – Central Collections Unit	Implemented	Internal
Microsoft Power Platform	DBR – Customer Feedback	Implemented	Public

Microsoft Power Platform	BHDDH – Licensing Search	Implemented	Public
Microsoft Power Platform	DOH – Beach Monitoring Data	Implemented	Internal
Microsoft Power Platform	Treasury – Constituent Tracking	Implemented	Public
Microsoft Power Platform & Dynamics	OIA – Innovation Challenge	Implemented	Internal
Microsoft Power Platform	EOHHS – Healthcare Training & Education	Implemented	Internal
Microsoft Power Platform	RI Veterans Memorial Cemetery, Interment Application	Implemented	Public
Microsoft Power Platform	DHS – Summer EBT	Implemented during Enrollment	Public
Microsoft Power Platform	DLT – Non-Payment of Wages Complaint Form	In progress	Public

Table 3: Low Code Solution Deployments

Agency Applications

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

- Electronic Medical Record (EMR)



BHDDH and ETSS are working in partnership with an EMR Planning Vendor to plan for, procure, and implement EMR solutions at the Eleanor Slater Hospital and the RI State Psychiatric Hospital. Through 2025, BHDDH worked with ETSS and the strategic planning vendor, Berry Dunn, to issue and evaluate an RFP for the implementation of EMR solutions for the two hospitals. A vendor has been selected for a tentative award with implementation expected to begin in 2026.

- Omnicell Automated Dispensing Cabinet (ADC) Upgrade and Expansion

Upgraded the existing eleven ADCs in Eleanor Slater Hospital and the RI State Psychiatric Hospital and expanded the Omnicell system to include six new ADCs.

- State Employee Wi-Fi at Zambarano

Installed employee wi-fi throughout the Zambrano campus in preparation for the EMR deployment.

Department of Children, Youth and Families (DCYF)

- Comprehensive Child Welfare Information System (CCWIS)

ETSS worked with DCYF to issue an RFP for modernizing its core Child Welfare Management System to replace its 25-year-old legacy system. The awarded systems implementation vendor, Accenture, began discovery work in January 2025 with a 33-month implementation schedule. Over the next six months, Accenture conducted discovery sessions across all modules and business units within DCYF. The build phase of the implementation is underway, with the intake and investigation module near completion. DCYF subject matter experts, along with ETSS, have access to a sandbox environment to experience the build as new iterations are released. It is expected that the build phase of the implementation will continue through 2026.

Department of Corrections (DOC)

- Community Mapping and Resource System (CMARS) - Phase II

Phase II of the Community Mapping and Resource System (CMARS) rewrite was implemented at the end of 2025. This phase enhanced the existing application by incorporating direct information from community providers. These enhancements help law enforcement and other agencies use the system to better connect individuals with providers that meet specific needs, such as shelters, mental health services, and other support resources.

The system allows users to select the services requested and enter a ZIP code or town. Once submitted, an interactive map displays pinpoints of available providers. Users can click on each location to view details such as current openings, addresses, telephone numbers and hours of operation.

CMARS has become a valuable tool for Probation and Parole staff at RIDOC, enabling them to more effectively assist clients who require access to community services.

- Education Network Wi-Fi Implementation

In 2025, RIDOC successfully completed the implementation of a dedicated Education Network Wi-Fi system across all six facilities that is designed to support inmate rehabilitation while enhancing institutional safety. This initiative aligns directly with RIDOC's mission to promote a reduction in recidivism, provide enhanced institutional safety and security, build inmate digital literacy, and provide access to higher education and specialized training.

Department of Environmental Management (DEM)

- DEM Modernization

DEM and ETSS partnered on an RFP to modernize the systems supporting regulatory programs within the Office of Water Resources (OWR) and the Division of Forestry and Agriculture (DAFE). A strategic objective of this effort was to broaden the State's use of low-code and rapid application development platforms to advance business modernization and digital transformation goals. The project was launched in September 2023 with the goals of modernizing legacy applications, consolidating multi-agency workflows, digitizing paper and semi-manual processes, and delivering consistent front-end user experience while integrating with legacy systems of record via APIs. The DAFE solution launched in October 2024, and OWR followed in two phases: non-on-site wastewater treatment systems (OWTS) programs (Underground Injection Control, Wetlands) in April 2025, and OWTS in May 2025. Through the new platform, application submissions and payment occur online with greater visibility into the review and approval process, allowing DEM staff to process applications more efficiently across multiple programs, streamlining work for staff and improving service delivery for the public.

Department of Health (DOH)

- Commissioning of a State-wide Lead Rental Registry

In SFY2023 RIGL § 34-18-58 (Statewide Rental Registry) went into effect but did not have an associated budget allocation. An application development budget of \$500,000 was proposed and enacted for SFY2024. In 2025, ETSS and DOH partnered to develop and deploy the registry.

- New RI State Health Laboratory Building

Implementation of the network and IT infrastructure (voice, fax, phone, data) was successfully completed in October 2025 and all RI State Health Lab personnel were relocated to the new 150 Richmond Street location. This was an extensive project involving

1272 data/voice drops across three floors, and dual redundant network connectivity to the Internet and State Network infrastructure.

- Office of the Medical Examiner Relocation

This project involved relocating equipment, data infrastructure and personnel from the Medical Examiner's office to the new location, with a project completion in January 2025.

- Cloud-based call center for the Health Information Line

Transition from an IBM/Nice/Verizon eContact solution to a cloud-based call center from Genesys, implemented by New Era. This solution offers the Health Information Line a single interface for multiple interactions with callers across email, voice, and fax channels. This involved multiple integrations with Amazon Web Services (AWS), the State e-mail system (Proofpoint mail forwarding /receipt to/from Genesys), phone call routing via the cloud, and digital faxes being routed via the cloud to agent inboxes.

- Digital, Cloud Based Faxing for the State Health Laboratories

In the third quarter of 2025, RIIDOH completed the deployment of RICOH's XMedius Cloud faxing solution. The solution receives faxes on behalf of the State Labs (four ported lines) and stores them in the cloud for on-demand viewing/ forwarding/ downloading. The solution also integrates existing fax multifunction devices, and State document storage solutions. The solution also supports the transmission/receipt of secure and encrypted faxes and supports usage-based pricing and tracking by designated user groups, facilitating bill-back.

- RI Beaches Water Quality Database Automation

Developed by the ETSS Low Code CoE, this application automates the digital entry of water quality sample data of RI beaches from various sources (State Health Laboratories, external parties). The data entry has been fully automated, and sample data (received via email) is automatically written to the Beaches Database so that prompt and immediate action can be taken to close or open beaches based on the water quality data. The low-code solution was developed and put into production in the Fall of 2025

Department of Human Services (DHS)

- Child Support Case Management

The current legacy Child Support Case Management system is built on the aging natural programming language and Adaptable Data Base System (ADABAS). Over the past year, the awarded planning vendor, CSG, has partnered with the Office of Child Support Services and ETSS to develop detailed as-is and to-be plans. CSG conducted detailed interviews and user sessions to determine both business and technical processes and flows. Additionally, CSG included new federal regulations and requirements to ensure technical

compliance with the expected solution. The user sessions will inform recommendations and requirements for an upgraded child support system.

- Rhode Island Start Early System (RISES)

The new childcare licensing and workforce registry system was developed for DHS in 2025. The RISES platform serves as the system of record for all childcare licenses and workforce registry for all professionals who work or plan to work with children in early childhood and licensed school age settings. The system is on a Salesforce platform and implemented in partnership with MTX, the systems implementation vendor, and DHS. The implementation was over four phases with the final phase scheduled for execution in 2026.

Department of Labor and Training (DLT)

- Workforce Regulation and Certified Payroll Modernization

An RFP was issued in October 2024, and the State selected an Infosys implementation of Salesforce as the low-code solution to replace Workforce Regulation and Certified Payroll systems. The project kicked off in September 2025, and this project will be implemented in five phases, with the first phase focused on the Licensing Staff Portal, which will allow staff to digitally process professional licensing applications.

- Unemployment Insurance Online (UIO)

Existing legacy systems continue to be integrated with the cloud, with ETSS committing considerable effort to ensure the legacy applications can meet current DLT needs. For example, the Unemployment Insurance (UI) systems were updated to accommodate multiple federally declared disasters and provide Disaster Unemployment Assistance (DUA).

- Unemployment Insurance Employer Form Digitization Modernization Initiative

This initiative was executed through the DLT UI Division to replace an inefficient paper-based process that included the mailing, completion, and scanning of approximately 1,000 employer forms weekly, with a secure, electronic submission system. This digitized workflow collects data electronically, generating an accurate and standardized PDF output that provides for secure data storage and ingestion into OnBase, eliminating manual scanning and its associated failures. This new capability improves efficiency by supporting secure form pre-population using a combination of the claimant's SSN and the Employer Registration Number (ERN) to enhance speed and accuracy. An on-premises data gateway securely connects existing on-premises databases with cloud-based tools for workflow automation and analytics.

Department of State (DOS)



- Partnered with ETSS, the Rhode Island Department of State issued an RFP to modernize their business registry and online filing system. The DOS is responsible for administering the filings and information requests related to Business Entity Filings, Uniform Commercial Code (UCC), Trademarks, Notaries Public, Authentications, One-day Marriage Officiant Certification, Service of Process, and the Business Information Center. Within the Business Entity Filings program the DOS is charged with the recording of Trade names, Athlete Agents, Non-Resident Landlords, Non-Resident Owners of Amusements, Non-Residents Doing Business in Rhode Island, Registration of Credit Bureaus, Sustainable and Green Entities, and Games of Chance. Vendor bids were received and reviewed, and a selection is in the final stages of procurement.

Department of Transportation (RIDOT)

- Advanced Transportation Management System (ATMS)

In 2025, Arcadis and RIDOT completed the design of a modern, cloud-based Advanced Traffic Management System (ATMS) that will significantly enhance the State’s real-time traffic operations and roadway safety capabilities. This new system is planned for full deployment in 2026, at which time configuration, integration, and implementation activities will be carried out to bring the platform into production. Once deployed, the platform will unify critical traffic operations functions, event management, CCTV monitoring, dynamic message sign control, weather and roadway condition tracking, travel time analytics, asset visibility, and system reporting—into a single, integrated environment. A new video restreaming engine will enable low-latency browser-based camera viewing, improving operational responsiveness and situational awareness. With design completed in 2025 and deployment slated for 2026, RIDOT is positioned to launch a resilient, future-ready ATMS that modernizes statewide traffic management, strengthens operational effectiveness, and improves the travel experience for Rhode Island’s motorists.

- Geographic Information Systems (GIS) Architecture & Data Lake

Following a 2024 RFP, RIDOT initiated a major modernization effort with CyberTech to transition its ArcGIS Enterprise development, staging, and production environments from on-premises infrastructure to an AWS hosted cloud platform. This initiative replaces the legacy server architecture with a scalable, secure, and highly available solution designed to support RIDOT’s enterprise-wide GIS. The project officially launched in the first quarter of 2025, with a go-live in July 2025 of six fully deployed portals. With this milestone achieved, CyberTech has transitioned into the Managed Services (Maintenance & Operations) phase of their contract. RIDOT anticipates having all GIS applications and portals fully operational in AWS by July 2026, which will allow the corresponding on-premises systems to be formally sunset. RIDOT will defer the proposed Data Lake

component until all GIS systems are fully transitioned to AWS. That phase is expected to be revisited in FY27.

- AASHTOWare Permit Route

In 2025, RIDOT initiated the modernization of its Oversize/Overweight (OS/OW) permitting operations and selected AASHTOWare Permit Route, supported by ProMiles, as the system that will be deployed in 2026. This upgrade enhances RIDOT's ability to protect infrastructure, improve routing accuracy, and deliver faster, more reliable service to the trucking industry and the public. Deployment efforts in 2026 will focus on onboarding ProMiles, migrating existing permit data, implementing the required functionality, and retiring the current permitting platform.

Executive Office of Health and Human Services (EOHHS)

- Medicaid Enterprise System (MES) Planning Vendor – OASIS

The Medicaid Enterprise System Modularity Procurement (MES OASIS) is in progress with the Project Management Office (PMO) vendor, North Highland, assisting in identifying requirements and scope as multiple procurements are in process. The PMO vendor has set up the Testing Center of Excellence (TCOE) to assist in managing testing among all module vendors. This PMO portion of the contract extends through 2030 and will transform the current Medicaid Management Information System (MMIS) into a module-based system. The bid for a Third-Party Liability (TPL) modular vendor has been tentatively awarded, and contract negotiations are underway. The request for proposal (RFP) for a System Integrator and Operational Data Store (SI/ODS) module has been tentatively awarded, and contract negotiations are underway. The scope for Provider Enrollment/Provider Management is complete, and the RFP is expected to be published mid-2026. RFPs for the additional modules Electronic Visit Verification (EVV) and CORE (which includes Claims Payment, Financial Management, Managed Care Enrollment, Program Integrity, and Pharmacy Drug Management functionality) are expected to be posted in calendar year 2026. Additional procurements and implementation expected in the remaining five 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), and Surveillance and Utilization Review.

Infrastructure and Operations (I&O)

- Storage and Hosting
- Disaster Recovery
- Workplace Technologies
- Networking
- Telecommunications
- Central Operations & Mailroom

Mission

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

Within the Infrastructure and Operations area of responsibility are the technical experts that select, configure, deploy, and maintain the enterprise IT infrastructure. The functional area technical teams work to ensure secure, stable, and standard IT services delivery and respond to IT service incidents through centralized IT operations and Service Desk.

Infrastructure

Storage and Hosting

Cloud Center of Excellence (C CoE)

As a core component of the ETSS modernization efforts, the C CoE has the primary mission of defining how the State of Rhode Island will adopt cloud capabilities in support of delivering 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 has since supported various cloud opportunities presented by the technology modernization activities across State government. The C CoE is primarily tasked with assessing existing application hosting environments and defining the strategy to scale cloud capabilities that align with the appetite for adoption into the currently deployed and supported cloud environments/offerings:

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

The C CoE brings together vendors and ETSS subject matter experts across technology domains to develop and execute a scalable cloud strategy in adherence to the established ETSS operating model and IT governance models. While the primary mission is to steer cloud adoption, the C CoE accomplishes this through several critical, interconnected tasks.

- Defining and continually evolving the overall cloud strategy, target operating model, and cloud roadmap.
- Creating policies, standards, and guardrails for security, compliance, cost management, network design, and automation. This ensures consistency and reduces risk across all cloud deployments.
- Building and managing reusable core cloud components (like standardized environments, landing zones, and deployment pipelines) that teams can use to accelerate their migration and development efforts.

- Monitoring cloud spend, identifying opportunities for efficiency, and enforcing best practices to control costs.

In essence, the C CoE acts as the catalyst, educator, and governance body that transforms an organization from having fragmented, ad-hoc cloud usage to a standardized, optimized, and scalable cloud operating model.

Cloud Hosting Architecture

Partnered with the ETSS LC CoE and agency business leads, the cloud infrastructure team identified requirements to propose cloud hosting solutions for the applications portfolio in 2025. Cloud based solutions, such as Software as a Service (SaaS), Infrastructure as a Service (IaaS), and easy, drag-and-drop cloud tools were presented as opportunities to provide increased reliability, speed, agility in development, and fiscal savings through cloud adoption.

Several 2025 application modernization and digital initiatives leveraging cloud models:

- Workday Enterprise Resource Planning (ERP) – Finance, HR and Payroll deployments
- AWS Aurora Postgres Database - Upgrades landing zone was successful
- Deployment of Qualys Cloud Agent – AWS EC2 continuous visibility and security
- Covid Data Archive - Project to copy Covid-19 data to AWS S3 Deep Glacier (DOH)
- QuickSight Report Dashboard(s) for Leadership - created Quicksight Dashboards to automate/modernize data visualization associated with UI Online Plus (DLT)

Hyper Converged Infrastructure (HCI) On Premises Hosting Architecture

A large portion of the State’s application portfolio resides on the State’s HCI hosting environment, managed by the ETSS platform architecture team. Work performed in 2025 included the upgrade of HCI components to the most stable current versions of firmware, core hosting application versions and Virtual Machine (VM) Operating Systems.

In addition, data migrations from the legacy Storage Area Network (SAN) environment to our new and modern all flash SAN storage solution were completed. This included a major related Brocade SAN Fabric upgrade and optimization producing a more efficient design to realize cost savings and reduce complexity. The new SAN provides for all storage for our virtual guests, as well as added capacity and capability to support any physical server storage requirements at the data center.

Unix and Linux platform updates and optimization efforts also occurred this year through consolidation and deprecation of legacy Unix / Linux servers, virtualization of several physical based systems, and continued mitigation of older Unix / Linux operating systems. Standards were established as well, such as defining RHEL 9 as our preferred current supported Linux OS and implementing CIS hardening guidelines in our golden virtual image.

Workplace Technologies

The ETSS Workplace Technology team focuses on the delivery of a secure, stable, and predictable user experience. This work includes configuration management and deployment of end user devices throughout the enterprise. In 2025, this included the shift to a fully cloud managed OS update architecture, resulting in vastly improved OS update reliability and consistency, as well as a reduction in risk.

The team also supported ERP go-live by delivering kiosk workstations across the organization, allowing users without State devices to access the capabilities of the ERP system without compromising security.

The primary accomplishment of the team in 2025 was meeting the migration deadline from Windows 10 to Windows 11 for over 10,000 devices. The team took the opportunity presented by this mandatory upgrade to implement asset management, encryption, and configuration standards.

This upgrade was accomplished with the support of the ETSS technical teams to:

- configure, distribute and deploy 4,559 new desktops and laptops
- reset and reconfigure 1,350 existing devices for Windows 11
- perform “in-place” OS upgrade of Windows 11 ready devices

Key outcomes of the Windows 11 upgrade effort include:

- increased security posture, strengthened through OS upgrade, encryption standardization, and endpoint protection
- operational efficiency by providing improved device visibility and lifecycle management
- compliance through full alignment with Microsoft’s support lifecycle and internal governance policies

Networking

The modernization and continuous improvement of the State wired, and wireless networking infrastructure continued in 2025 with the replacement of outdated equipment and the deployment of more efficient and modern technology to support the State’s dynamic operating environment. Work performed in 2025 includes:

SD-WAN Deployment. Thirteen DEM and five BHDDH remote sites were migrated from metro-ethernet lines to SD-WAN networking, providing network resiliency and a cost savings of \$420 a month per line. Additional locations are targeted for 2026.

RI Health Lab technology refresh. Forty-seven new Aruba wireless Access Points have been installed, along with twenty-three new Cisco Catalyst network switches, and a redundant SD-WAN primary connection for resilience and savings.

Life cycle management of core networking infrastructure was executed as well, including the replacement of 11 core switches, the upgrade of the enterprise firewall stack, and the upgrade of the enterprise web proxies. Continued life cycle management and modernization is planned for 2026.

Telecommunications

Over 480 end-user mobile devices (cell phones and tablets) were successfully deployed and configured for various State of Rhode Island employees. This initiative ensured personnel across multiple agencies had current, secure, and standardized technology, significantly improving productivity and remote work capabilities.

A comprehensive upgrade of the State of Rhode Island's legacy Avaya Private Branch Exchange (PBX) Phone System was executed in 2025. This complex project involved updating core switching hardware and software, enhancing system reliability, improving call quality, and introducing advanced features (e.g., unified voicemail and mobile integration) for over 10,000 State desk phone users.

In 2025, a strategic Microsoft Teams phone pilot program was initiated. This pilot involves planning, configuring, and testing the integration of Microsoft Teams for enterprise-grade Voice over IP (VoIP) calling, aiming to assess its suitability for use across the enterprise to reduce long-term operational costs and facilitate a modern, unified communications experience.

Lastly, through an inventory utilization review, almost 1,000 mobile phones were decommissioned, and almost 100 no longer required Wi-Fi hot spots were removed from State service, realizing cost savings through termination of service contracts.

Disaster Recovery

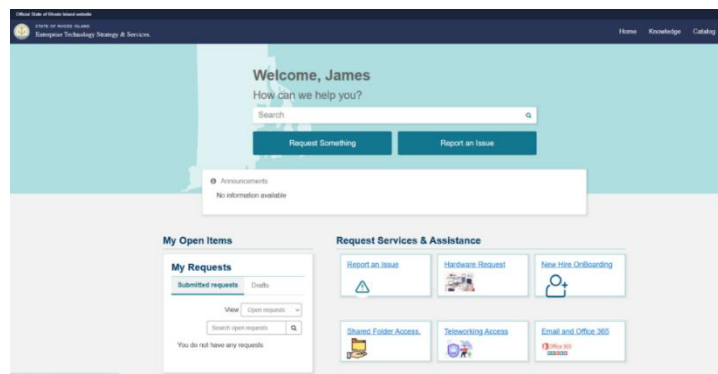
Disaster Recovery Test Modernization and Optimization. Our primary Disaster Recovery (DR) support vendor (11:11 Systems) facilitated a move of our DR infrastructure from their facility in New Jersey to their Philadelphia, PA location to meet best practices for geographic separation of production and backup infrastructure. Through months of careful planning and coordination with 11:11, a successful migration to the new facility was executed with minimal down time and disruption of production backup replication. In October 2025, ETSS performed a successful remote DR test at the new colocation facility of the critical systems identified by the Auditor General, in addition to some new systems to expand scope and more closely mimic production functionality.

Operations

Service Desk and Incident Management

ETSS service and incident management is executed using a tiered service model, starting with customer self-service (Tier 0), then the most common and least complex issues and services (Tier 1), escalating to agency specific issues and services (Tier 2), and finally to the most complex (Tier 3). Operating 24 hours a day, 365 days a year, the Tier 1 ETSS IT Service Desk is the first line of support for all IT service requests and reporting of IT related incidents. The IT technical teams at the Enterprise Operations Center (Tier 3) and the technical teams supporting the agencies (Tier 2) respond to Tier 1 escalations, requests for support/services, and execute an incident response process to address system and services related problems and outages. To better respond to customers' needs, continuous process improvement activities were executed in 2025:

- **IT Service Management (ITSM)** A project to mature our ITSM strategy leveraging ServiceNow's out of the box capabilities, best practices, and expertise to streamline and automate several key ITSM processes and operational functions was executed, with focus on:
 - change management
 - configuration management
 - incident management
 - knowledge management
 - problem management
 - service catalog
 - request management
 - service operations
 - hardware asset management
- **ServiceNow IT Service Management Maturity** Introduced several catalog items, with standardized automated workflows on the ETSS self-serve portal that allows users to submit requests for onboarding, teleworking access, shared folder access, email requests and hardware orders.
- **Agency Technical Support Improvements** Enhanced our Tier 1 support model to increase the volume of tickets resolved remotely and reduce the amount of time to resolve issues being reported by our user community.
- **Process improvements** Continued to document and standardize enterprise processes such as employee onboarding and offboarding, management of surplus equipment, and hard drive destruction.
- **Functional Staff Organization** Aligned technical support staff to like portfolios to increase support capacity across like services and platforms.



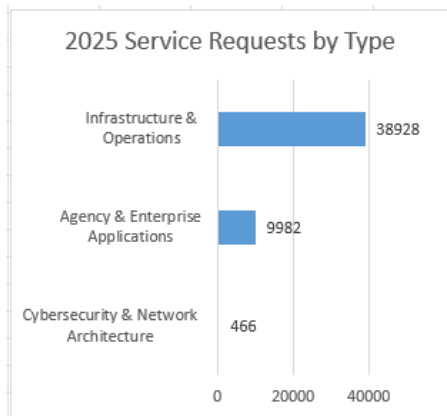


Diagram 6: 2025 Service Requests by Type

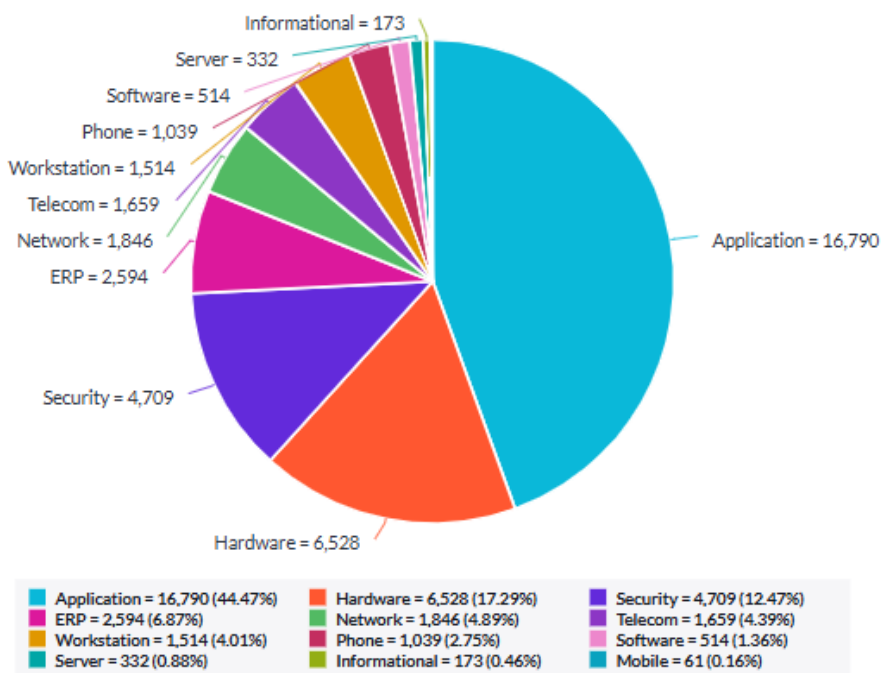


Diagram 7: 2025 Incidents Reported by Type

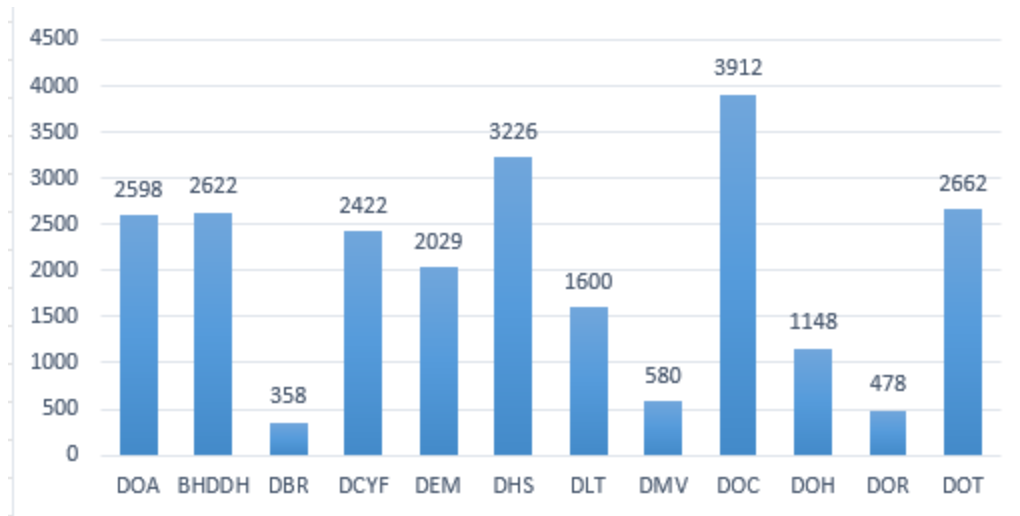


Diagram 8: 2025 Service Requests by Agency

Central Operations & Mailroom

The Central Operations and Mailroom teams operate and maintain core services for information management in Rhode Island. This team operates and maintains the primary data center, central printing, and mailing operations for the State. Some of the 2025 highlights include:

- Partnered with Division of Capital Asset Management & Maintenance (DCAMM) to contract with a vendor on building modifications needed for the A/C replacements in the data center, universal power supply, and computer operations rooms. The project commenced in October 2025.
- Replaced the end-of-life UPS system at DOA.
- Worked with DLT to break out annual 1099 large file into smaller files so that they could be printed on multiple high-speed printers.
- Installed three new RIBridges racks in the data center, coordinating the new electrical and data wiring requirements for the units.
- Installed third high speed Xerox printer in the enterprise operations room. Coordinated the electrical, data wiring, and testing requirements. The installation resulted in a reduction in overtime needs as the increased speed provides greater print capacity.

The State mail operations center realizes tremendous cost savings over what traditional mail services would cost.

- Utilizing a barcode sorter over \$1,130,505 in savings were realized, an average of \$0.117 per piece on 9,662,436 pieces of mail sent.
- Through use of bulk (pallet) discounts afforded us by the USPS, approximately \$48,000 of savings were realized.

In addition to mailing operations, ETSS billed agencies for 34,650,731 print impressions during calendar year 2025, with a single print impression equal to one side of print.

State Agency	Impression Count
Board of Governors for Higher Education	162
DOA	2,586,232
DCYF	80,793
DOC	17,349
DEM	50,861
DOH	16,436
DHS	9,380,935
DLT	658,615
DOR	5,193,562
DOS	76,157
BHDDH	26,559
Judicial Dept. – Constitution	30,225
EOHHS	16,309,511
RI Ethics Commission	4,091
Treasury	219,243
Total Print Impressions	34,650,731

Table 4: 2025 Print Impressions

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, academic, public 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 152 libraries that make their resources and services available to all member libraries and their patrons.

Throughout CY2025, OLIS fulfilled its statutory requirements to coordinate and support library services Statewide. With OLIS support and guidance, 48 public libraries in Rhode Island's 39 cities and towns provided services throughout the year in compliance with the Minimum Standards for RI Public Libraries. Under the State's Aid to Cities and Towns, OLIS administered \$10.6 million in State aid to libraries for operating expenditures and \$2.2 million to reimburse public library construction projects in eight cities and towns.

OLIS also administers programs supported by federal Library Services and Technology Act (LSTA) funds, which constituted 43% of the OLIS budget in FY24. In FY2025 through its Library of Rhode Island grant programs, OLIS awarded formula grants to support the summer reading program at public libraries and a cooperative program with the University of Rhode Island that supports professional field experiences for graduate students in library and information studies. In total, OLIS processed a total of 51 LSTA subawards (\$65,963) in federal fiscal year 2025 along with 61 State-funded grants (\$12.1 million).

On March 14, 2025, President Trump issued [Executive Order 14238](#) ("*Continuing the Reduction of the Federal Bureaucracy*"), eliminating the Institute of Museum and Library Services (IMLS) and three other federal agencies. Federal grant funds, frozen temporarily at the beginning of the Trump administration, were again frozen. This funding uncertainty impacted OLIS activities throughout calendar year 2025 as the agency pivoted to protect key programs and delayed



May 29, Cranston Public Library: Chief of Library Services Karen Mellor joins members of RI's congressional delegation, State Senator Hanna Gallo, and Director Ed Garcia at the Rally for Libraries.

or canceled activities that may not have been reimbursed. The agency revised its strategic plan for the use of federal funds under new federal guidelines while working with the state's federal delegation and other state library agencies across the country to restore federal funding for libraries.

In April 2025, a lawsuit filed in the US District Court in RI resulted in the release of funds for OLIS' existing award which funded 2025 activities, and ultimately the release of congressionally appropriated awards for federal fiscal year 2025, which will be expended by OLIS in State fiscal year 2026. While OLIS was ultimately able to access funds, the uncertainty of federal funding throughout the year resulted in a reduction of subgrant programs and an analysis of ongoing programs. In addition, the loss of support from the IMLS impacted data gathering activities.

Subgrants and Statewide Programs

Grants and Support for Reading. OLIS awarded over \$40,000 in grants to public libraries to



RI author-illustrator Oge Mora signs books at the annual Kids Reading Across RI event in May 2025 at William Hall Library.

support summer reading programs using federal funds provided through the Library Services and Technology Act, administered by the IMLS. In addition, OLIS contracted with the RI Center for the Book to support children's reading programs, including Kids Reading Across Rhode Island, the Rhode Island Children's Book Award, and the RI Festival of Children's Book Authors, statewide reading projects that promote engagement with books. Federal funds were also used to support Great Reads, a RI Center for the Book project featuring

RI authors and the featured books for RI's booth at the annual National Book Festival coordinated by the Library of Congress in Washington, DC, and for Reading Across Rhode Island, a statewide reading program for high school students and adults.

Library of Rhode Island (LORI) Grants. OLIS awarded 11 grants to public libraries to sponsor semester-long internships for students enrolled in the University of Rhode Island Graduate School of Library and Information Studies. The program enables students to gain professional experience in their preferred area of librarianship while libraries benefit from the students' work at the library. Several students have been hired by their host library following completion of their degree.

Program	Number	Awards
Professional Field Experience	8	\$23,760
Summer Reading Grants	43	\$42,203
Statewide Reading Programs	5	\$72,000
TOTAL, FEDERAL SUBGRANTS & READING PROGRAMS	56	\$137,963

Table 4: 2025 Grants Awarded

Summer Reading Program. With support from the LORI Grant Program, 14,717 children, teens and adults participated in the [2025 Summer Reading Program](#). Over 78,000 children, teens, and adults attended in-person and virtual programs at libraries. OLIS promoted the program on highway billboards and RIPTA bus placards; program attendance increased over 40% from 2024. A popular “Find Gordon” campaign hosted by more than half of the participating libraries had families scurrying around the state visiting libraries to log sightings of the purple tapir from the *Have You Seen Gordon?* picture book.



Support for Libraries

Freedom to Read. On August 12, Governor Dan McKee signed the Freedom to Read Act ([RI Gen. Laws § 29-9](#)), which ensures that every Rhode Islander is granted the right to read what they



Governor McKee signs the landmark Freedom to Read Act on August 12 at the Rochambeau Library, part of the Community Libraries of Providence.

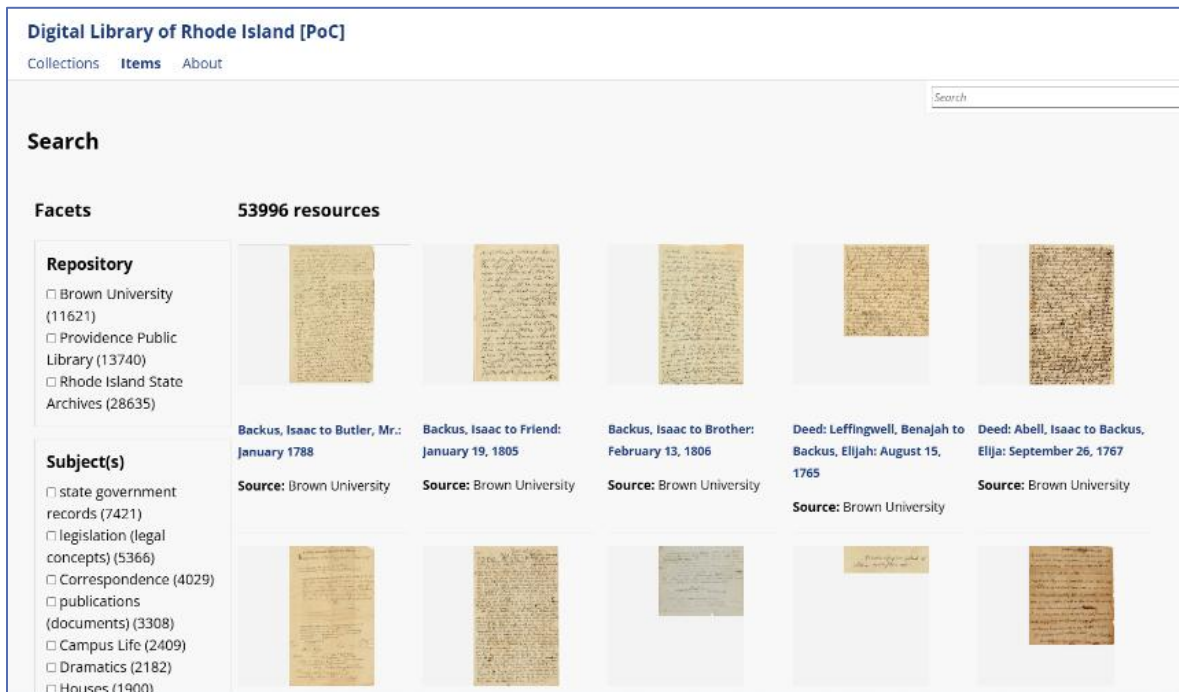
choose. Celebrated as the strongest law in the country by national groups involved with its passing, the Freedom to Read Act protects the right to read as well as the right for libraries and librarians to curate without penalty diverse collections that meet the needs of learners and readers statewide. The Governor hailed the bill as landmark legislation that ensures libraries are sanctuaries for intellectual freedom for generations to come. Under the law, OLIS is charged with developing a model collection development and consideration policy for public libraries and ensuring that libraries establish such to ensure

inclusive and diverse collections at their libraries. OLIS is further charged to develop a model

collection development policy for school libraries in partnership with the RI Dept. of Education. This work has begun and will be implemented by June 2026.

Continuing Education. OLIS offered 39 programs attended by 693 library staff. Programs to serve the professional development needs of library staff statewide were offered virtually and in-person, with the majority being virtual. 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 provided fewer courses (15% less than FY2024) but focused on more in-depth learning opportunities for librarians; average attendance per course remained steady at 18 people per session. OLIS also provided on-demand learning opportunities through the online [OLIS Library Learning Center](#), a learning management platform that includes courses developed by state library agencies nationwide along with locally produced content. In FY2025, a total of 481 library staff were registered in the system; users logged a total of 1,367 sessions in 169 different courses, with popular topics including strategic planning, grant writing, trustee training, de-escalation techniques, copyright, and more. Utilization of these synchronous and asynchronous courses and sessions increased 75% over FY2024.

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, budgeting, and reporting to stakeholders. Data is also reported to the IMLS for aggregation into national data publications on public libraries. In 2025, OLIS staff worked with four other states to lead the effort to continue nationwide data-gathering activities while IMLS was shuttered. Digital Library of Rhode Island. In partnership with the Brown



University Library and the Providence Public Library, OLIS developed a prototype for the Digital

Library of Rhode Island (D-LORI), a portal that aggregates and displays digital content from participating institutions. A demonstration site was launched in November 2025 with content from the Brown University Library, the Providence Public Library, and the RI State Archives. The portal displays digital collections featuring RI history and culture and allows users to search and filter to find specific

collections or item types. Content is served from the participating institution's website but brought together to be discoverable through the D-LORI portal. With the success of the prototype, OLIS and its partners will add additional collections from other institutions with the goal of making at least 100,000 items available through a public website that will be launched as part of the America 250 celebration in 2026.

Disaster Preparedness. The Simplified Continuity of Operations Plan (SCOOP) is an online tool designed to streamline library emergency preparedness. It enables libraries to efficiently create, organize, and update critical information, including personnel responsibilities and key emergency contacts. The application generates a user-friendly printout, providing easy access to essential information. In 2025, SCOOP was updated to improve the management of multiple library outlets from a centralized access point, provide users with a progress bar as they work through the program, and enhance tracking capabilities to enable OLIS to monitor the progress of libraries in completing their plan.

State Aid to Libraries – Operating. In FY2025, State Aid to Libraries for operating costs was funded at the statutory level of 25% of local appropriations and expenditures per [RIGL § 29-6-2](#). OLIS distributed \$10.6 million to municipalities to support public library service in accordance with State statutes and regulations.

State Aid to Libraries – Capital. In FY2025, \$2.2 million was distributed to reimburse eight library construction projects. Projects in Jamestown and Narragansett, completed in FY2024, received their first payments in FY2025 and will be reimbursed over a 20-year period.

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](#). Resources include research databases by EBSCO, encyclopedias for K-12 students from World Book. Other learning tools include 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. In FY2025 Rhode Islanders logged nearly 8.1 million sessions using the various resources on AskRI and conducted over 12 million searches.

Services for Rhode Islanders

Library of Rhode Island (LORI) Delivery and Interlibrary Loan. One hundred fifty-two libraries participated in the [Library of Rhode Island network](#) to facilitate sharing of the over 10 million items available in Rhode Island's public, academic, school, and special libraries. One million seven

hundred thousand items were shared among RI libraries in FY2025. OLIS also facilitated 28,565 loans to Rhode Islanders from out-of-state libraries via their local library. RI libraries' biggest out-of-state sharing partners are Massachusetts libraries, due to a cooperative agreement with the Massachusetts Library System (MLS): OLIS and MLS share a common vendor and split costs on a delivery route from RI to MA, saving libraries the expense of shipping costs between libraries in the two states. Out-of-state libraries borrowed over 37,000 items from RI libraries.

Talking Books Library. One thousand fifteen Rhode Islanders who are unable to use print materials due to blindness, vision loss, or a reading disability rely on the [Talking Books Library](#) to deliver library materials in audio or braille formats. The primary membership of the library includes Rhode Islanders over 65, a demographic that was disproportionately affected by the pandemic. Membership has decreased 32% since 2019, a combination of a database clean-up and loss of members during the pandemic. While outreach efforts to senior centers and nursing homes are ongoing, new enrollments are 19% below pre-pandemic levels but increased 16% from FY2024. While membership has decreased overall, circulation has increased substantially: in 2025, members borrowed or downloaded over 94,000 items from the collection, an increase of 27% over 2024. Circulation now exceeds the pre-pandemic level by 73%, a reflection of the new practice of placing multiple books on a single digital book cartridge and greater access to books through digital channels.

Digital and Web Services

The Digital and Web 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 team supports state agencies as design, development, and content consultants for legacy (static) websites, the Enterprise Content Management System (eCMS), Microsoft 365 applications (SharePoint, Power Platform, Power BI), the Learning Management System (Absorb LMS), and proprietary applications such as Adobe Creative Cloud Suite (Dreamweaver, Photoshop, Acrobat, etc.), YouTube Studio, and Google Analytics.

The overall responsibilities of the Digital and Web Services Team focus on four primary areas:

- website design, development, and support
- program/application support
- daily service tickets and general requests
- training and consultation services

In 2025, the Digital and Web Services team successfully deployed 13 websites on time, on quality, and on budget into the eCMS platform and the new SORI web environment.

Agency	Domain Name
Department of Health	https://health.ri.gov
Department of Children, Youth, and Families: Be an Anchor	https://beananchor.ri.gov
Executive: Office of the Governor - RI2030	https://rhodeisland2030.ri.gov
Department of Administration: Personnel Appeal Board	https://pab.ri.gov
Office of the Governor (Children's Cabinet)	https://kids.ri.gov
Division of Human Resources	https://hr.ri.gov
Department of Health: Live Smoke Free	https://livesmokefree.ri.gov
OMB (Transparency)	https://transparency.ri.gov
Rhode Island Water Resources Board - Corporate	https://water.ri.gov
Rhode Island Nuclear Science Center	https://rinsc.ri.gov
Human Resources: Employee Handbook	https://employeehandbook.ri.gov
Council of the Arts (FILM)	https://www.film.ri.gov
Judicial Nominating Commission	https://www.jnc.ri.gov

Table 5: 2025 eCMS Migrations

Enterprise Initiatives

2025 ETSS Digital Services Academy Sessions

The ETSS Digital Services Academy offered a series of monthly presentations designed to educate and empower agency representatives to better understand all aspects of the Rhode Island eCMS to deliver user-friendly, information-rich content and digital public services.

Each monthly session, conducted in an informal “Lunch and Learn” style, featured a primary topic along with an opportunity for agencies to share success stories, propose platform enhancements, collaborate with colleagues on digital initiatives, and address any concerns or issues. Primary topics included Web Content Authoring and Auditing Best Practices, Storytelling with Data, and Understanding Accessibility Compliance.

Presenting lively and informative sessions to agency technical or non-technical specialists, the ETSS Digital Services Academy is committed to enhancing digital awareness by focusing on human-centered methodologies. The optimum goal is to enable all agencies to better connect Rhode Islanders to digital public services in a natural, engaging way. Attendance at these sessions averaged 50 users of the eCMS.

State of Rhode Island Enterprise Content Management System (eCMS)

In 2025, the eCMS celebrated its five-year anniversary. Since its launch in 2020, the award-winning eCMS continues to be a tremendous success story for ETSS and the State of Rhode Island. Delivering over 100 State of Rhode Island agency-affiliated websites, and over 8.9 million page views per month, the eCMS is a secure, cloud-based, human-centered platform that empowers State of Rhode Island agencies to deliver world-class digital public services in an intuitive manner.

Built from the ground up to deliver accessible and modern code, design, and content, the eCMS promotes digital equity by exceeding performance benchmarks based on page-load speeds, mobile friendliness, security, and accessibility. In short, the creation of new websites that once took months to complete can now be deployed within a matter of days (if not hours).

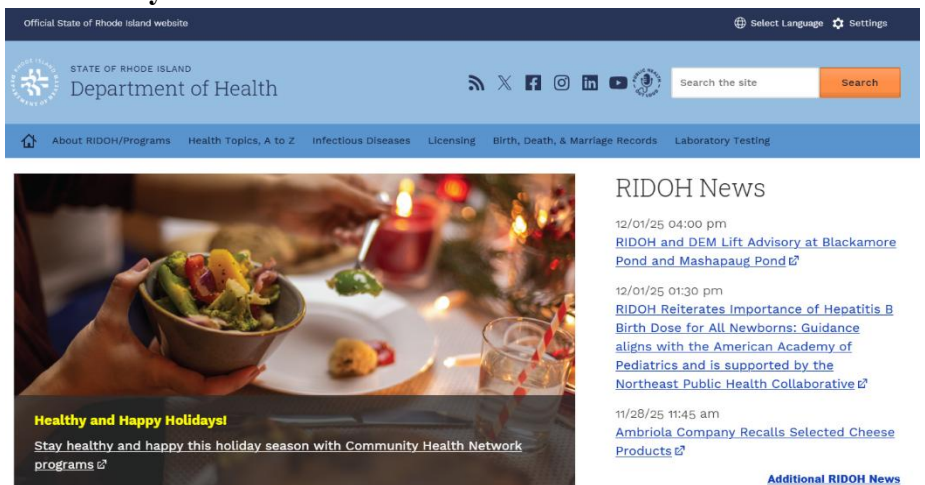
Visitors to State of Rhode Island websites hosted on the eCMS are presented with an impressive, human-centered digital experience in a secure and reliable environment. Informative and relevant content is delivered in a mobile-friendly, consistent brand manner, exceeds all accessibility requirements ([Section 508 / ADA](#)), offers translations and site-personalization at a touch of a button, and dramatically changes how residents interact with their State government.

State agency Site Administrators and Content Authors maintain their websites through a convenient and intuitive interface which requires no knowledge of programming or complex technologies. The platform enables these public servants to:

- ensure content integrity through effective publishing workflows
- foster public trust in government through accurate and timely information.
- verify accessibility compliance (ADA Title II, WCAG 2.2 AA) via a pre-configured system and other automated tools
- measure success with detailed analytics
- rapidly deploy a wide range of digital services

2025 Digital and Web Services Success Story

ETSS and the Department of Health were proud to announce that the new health.ri.gov was successfully deployed in 2025. Perhaps the most technically challenging and largest website within the eCMS tenant (1,412 pages / 2,509 documents), this two-year project was a major initiative that required a significant amount of custom programming and Department of Health stakeholder engagement.



Accessibility in the Ocean State: ADA Title II Digital Accessibility is a critical success factor for any Digital Services initiative, focusing on delivering Worldwide Web Content Accessibility Guidelines (WCAG) Level 2.2AA compliant design, code, and content. To ensure these digital public services remain compliant, the Digital Services team have hosted several accessibility workshops with agency stakeholders (via the monthly [Digital Services Academy](#)) to share best practices and resources.

In addition to the eCMS, ETSS is undertaking an enterprise-level ADA Title II Digital Accessibility Initiative to ensure that all digital public services are fully accessible, inclusive, and compliant by the April 2026 federal deadline. This initiative establishes a unified, sustainable framework that strengthens how the State designs, builds, governs, and maintains digital experiences across all departments, divisions, and agencies.



To achieve this, the project is developing comprehensive best practices and Statewide governance standards that guide accessible content creation, service design, and technology implementation. A robust auditing and reporting structure will provide continuous visibility into compliance, while enhanced vendor management requirements ensure that external partners meet the same rigorous accessibility expectations.

Standardized testing protocols – covering automated, manual, and assistive-technology reviews – will support consistent measurement of accessibility across the RI.gov ecosystem. Additionally, a statewide training and education program will equip staff, contributors, and leadership with the knowledge and skills needed to build and sustain accessible digital services long-term.

RI.gov

RI.gov is the official web portal for the State of Rhode Island, providing residents with convenient access to online government services such as license renewals, tax payments, and agency transactions. Co-managed by the State and Tyler Technologies RI (formerly NIC Rhode Island / Rhode Island Interactive), the portal supports more than 140 transactional services across state agencies and municipalities.

In 2025, the RI.gov portal processed 4,456,129 transactions, collecting \$142,955,857 in statutory and other fees on behalf of the State and municipal entities, with \$116,707,302 remitted to the State to finance agency operations and \$21,408,749 remitted to municipalities. In addition, \$57,344 was

remitted to the State in 2025 as revenue share. The balance funded maintenance and development of the portal.

In 2025, Tyler RI continued its modernization of portal services. As part of its overall modernization plan, to be completed no later than 2029, Tyler RI is migrating services to the cloud and modernizing applications. In addition, the RI.gov homepage and all application websites will be rebranded to match the eCMS branding. The first phase of this project will be completed at the start of 2026.

2025 Transactions and Fees*

** Numbers are estimated based on a 12-month period from Dec 2024 through Nov 2025.*

The metrics listed are not intended to be audited financials.

***Tyler RI Net is before merchant fees are deducted. For Health, Ethics, and Treasury, amount includes revenue from services that are not transaction-based.*

Agency / Entity	Transactions	Gross Collected	Remitted to State	Tyler RI Net**
DOA – Central Collections Unit	828	\$275,318	\$270,267	\$5,051
Dept of Administration	1,968	\$400,375	\$390,284	\$10,091
Dept. of Business Regulation	90,649	\$12,170,985	\$11,904,134	\$266,851
Dept. of Children, Youth and Families	9,439	\$108,549	\$94,390	\$14,159
Dept. of Education	5,164	\$1,093,254	\$1,067,800	\$25,454
Dept. of Environmental Management	80,228	\$9,645,047	\$9,233,805	\$411,242
Dept. of Health	56,696	\$8,072,329	\$8,064,541	\$23,427
Dept. of Human Services	46,436	\$10,943,646	\$10,642,021	\$301,624
Dept. of Labor and Training	11,434	\$1,511,408	\$1,445,807	\$65,601
Division of Motor Vehicles	3,343,166	\$29,549,912	\$27,128,789	\$2,421,123
Dept. of Transportation	18,968	3,985,389	\$3,813,630	171,759
Division of Taxation	575,721	\$18,998,793	\$18,379,159	\$619,634
Ethics Commission	-	\$0	\$0	\$2,014
Office of the Lieutenant Governor	24	\$607	\$595	\$12
Office of the Attorney General	61,328	\$1,373,713	\$1,316,715	\$56,998
Office of the General Treasurer	1,149	\$16,152,522	\$16,152,522	\$2,298
Secretary of State	120,508	\$6,988,533	\$6,651,390	\$337,143

University of Rhode Island	482	\$152,899	\$151,453	\$1,446
TOTALS	4,424,188	\$121,423,279	\$116,707,302	\$4,735,927

Table 6: 2025 State Agency Transactions and Fees

Municipality	Transactions	Gross Collected	Remitted to Municipalities	Tyler RI Net**
Bristol	4,962	\$5,027,968	\$4,996,170	\$31,799
Burrillville	768	\$20,678	\$19,253	\$1,425
Charlestown	673	\$44,667	\$43,047	\$1,620
Cumberland	6,673	\$150,103	\$140,373	\$9,731
East Providence	113	\$4,066	\$3,501	\$565
Exeter	657	\$57,840	\$56,000	\$1,841
Hopkinton	26	\$5,012	\$4,918	\$94
Lincoln	45	\$1,681	\$1,456	\$225
Little Compton	383	\$86,073	\$83,938	\$2,135
Narragansett	459	\$19,221	\$18,270	\$951
Newport	1,239	\$47,604	\$41,409	\$6,195
Pawtucket	12,909	\$15,964,835	\$15,903,674	\$61,161
Richmond	183	\$6,610	\$6,301	\$309
Westerly	1,336	\$43,701	\$40,435	\$3,267
Woonsocket	1,515	\$52,519	\$50,004	\$2,515
TOTALS	31,941	\$21,532,578	\$21,408,749	\$123,833
Total State & Municipality	4,424,188	\$142,930,403	\$138,116,051	\$4,859,760

Table 7: 2025 Municipal Transactions and Fees

State of Rhode Island and Tyler RI Partnership

Modernization Roadmap of Digital Services and Applications

In 2025, Tyler Technologies Rhode Island initiated a coordinated enterprise-wide modernization program to upgrade more than 140 state and municipal digital services. This multi-year initiative will establish a unified user experience across agencies, enhance the State’s technology resilience through AWS cloud migration, and modernize the entire application portfolio with updated branding and design standards to establish cohesion and consistency across the entire portfolio of State and Tyler RI-implemented services.

This program establishes a single, enterprise roadmap that brings together ADA accessibility, Statewide branding, migration to AWS cloud hosted services, application rebuilds, low-code / no-code acceleration, and the retirement of legacy technologies – positioning Rhode Island to deliver faster, more secure, and more accessible digital services for years to come.

Enterprise Modernization Focus Areas

- Enterprise ADA Accessibility
Ensure every service meets modern accessibility standards and delivers an inclusive experience for all Rhode Islanders.
- Unified Statewide Branding
Establish a consistent, modern visual identity across applications to create a cohesive and trustworthy online experience.
- AWS Cloud Migration
Move all RI.gov applications to a secure, scalable, and resilient cloud environment to strengthen continuity and long-term sustainability.
- Application Rebuilds
Rebuild legacy applications using modern frameworks and intuitive user experiences.
- Low-Code / No-Code Acceleration
Use low-code platforms to reduce development overhead, deliver features faster, and ensure applications remain maintainable and adaptable over time.
- Retirement of Legacy Technologies
Phase out outdated infrastructure and technical debt while implementing secure, future-ready solutions across the enterprise.

Throughout the year, Tyler RI addressed vulnerabilities across the legacy environment, and we collaborated closely with Tyler RI's Infrastructure and Security teams to define a clear and comprehensive path toward a modern, resilient hosting foundation for the State's digital services.

This modernization roadmap establishes the optimal strategy for each service – whether re-hosting, re-platforming, re-architecting, or retiring legacy systems – to ensure long-term sustainability and reduce operational risk. A key component of this plan includes using Tyler RI's low-code/no-code application platform to rebuild services and accelerate delivery across the portfolio.

These coordinated efforts enhance operational resilience, strengthen Statewide security, and lay the groundwork for a secure, scalable, and resident-centric digital government ecosystem.

Major strategies include:

- remediating legacy coding risk and stabilizing high-priority applications
- increasing operational resilience through standardized, fault-tolerant deployment patterns
- improving enterprise security by aligning monitoring and controls with State IT
- laying the foundation for scalable AWS hosting via containerization and automated pipelines.

New Services and Enhancements

Tyler RI strengthened its customer service and operational support model for state agencies. Building on last year’s investment in a dedicated Customer Support Services team, two additional staff members were brought onboard to support Rhode Island applications. This expansion provided greater coverage, more consistent communication, and enhanced responsiveness, resulting in improved service delivery for agencies and Rhode Islanders.

RI One Outdoor System. The complete suite of services within the One Outdoor Platform was made available in 2025. With a dedicated One Outdoor Tyler customer service team supporting the platform and a local Tyler RI resource working closely with DEM, this year saw strong adoption and seamless operations, delivering a more efficient, flexible, and user-friendly system for recreational licensing and online payments for both citizens and businesses.

Enterprise Content Management System (eCMS). Tyler RI continued its work supporting the eCMS which now houses nearly all State content sites – 91 sites in total. The final site to be launched, the redesigned ri.gov homepage, is scheduled to debut in early 2026. Once live, this new homepage will serve as a Statewide gateway, offering Rhode Islanders a simple and intuitive “any-door” entry point to all state agency websites and services.

Electronic Digital Titling Services. In collaboration with the DMV and their vendor, CHAMP Titles, Tyler RI completed the first of three phases in the DMV’s Digital Titling modernization initiative.

- Phase One. Services the financial lienholder community; scheduled for launch in January 2026.
- Phase Two. Introduce digital titling capabilities for auto dealers; will be developed during 2026 with an anticipated late-2026 go-live.
- Phase Three. Introduce digital titling capabilities for individual auto buyers and sellers; will be developed during 2027.

This multi-phase effort will modernize and streamline Rhode Island’s automotive titling process, dramatically reducing turnaround times while improving efficiency for financial institutions, auto dealers, and Rhode Island residents.

Services Launched in 2025

Project	Type
DBR – State Regulatory Licensing Platform – Payment Integration	new
DEM – Over the Counter Payments - Great Swamp & Fort Wetherill	new
DEM – Water Resource – Payment Integration 3rd Party Vendor	new
DHS – Childcare Licensing – Payment Integration 3rd Party Vendor	new
DMV – Electronic Digital Titling – Lenders (ELT)	new

DMV – Manufacturer / Distribution Renewal Licenses	new
DMV – Registration Renewal – Adding New Fuel Type (EV)	enhancement
DMV – Technology Fee, all DMV services – Legislation Requirement	enhancement
DOA – Comprehensive Services Dashboard – all Agency Services	new
DOH – Rental Lead Registry Application	new
ETSS – Content Management System - Department of Health Site	new
ETSS – PCI Compliance Process for 3rd Party Software Payments	new
ETSS – Design Upgrade to Single Directory Components	new
ETSS – Drupal 11 Update - State content website	enhancement
ETSS – ri.gov portal – Press Syndication and Emergency Notification	new
SOS – Custom Invoicing Form	new
SOS – Tradename – Payment Integration	new
TAX – Business Registration (BAR) – Enhance User Table & Search	enhancement
TAX – Direct Debit – new MEF Processing File System	enhancement
TAX – Streamline Sales Tax – New Schemas for Payment Types	enhancement
Legacy Services – 10 Applications Retired	new
Municipalities – Vital Records Application – (8) Low-Code Platform Rebuilds	new
Modernization – Legacy Services rebuilt with Low-Code Platform – 16 services	new
Security – Established New Secure VPN Tunnel Services w/State	new
Security – SFTP – Improved Security Protocols with Agencies	enhancement

Table 8: 2025 Tyler Services Launched

Appendices

Appendix A: 2025 Projects Completed

Agency	Project	Completion Date
BHDDH - Hospitals	Kahua Desktop Host Application	28-Aug-25
BHDDH - non-hospitals	Collect & Report GPRA Data to Federal Website for SOR Grant	17-Apr-25
BHDDH - non-hospitals	CANVA Team RI Recovery Friendly Workplace	10-Mar-25
BHDDH - non-hospitals	Licensing System Replacement - Phase 1	10-Mar-25
DBR	Archived Files Digitization Pilot	22-Sep-25
DBR	QuestionMark Testing & Exam Software	22-Oct-25
DBR, DEM	CSI InfoShare - State Police - SSO Integration	27-May-25
DBR	Switch to Adobe Sign - Cannabis Licensing	28-Mar-25
DBR	OpenGov Enhancement - Planning & Zoning	1-Oct-25
DBR	Guidance on Surveillance Camera Standards	11-Sep-25
DCYF	Procurement of Azure Dev Ops for CCWIS	9-Jun-25
DCYF	Tableau Connector Pro for Jira	10-Mar-25
DEM	DEM - One Outdoors (RIO)	2-Jan-25
DEM	Air Resources Records Digitization	24-Sep-25
DHS	ORS API Interface between AVI TRT and Libera Informed	21-Oct-25
DHS	Image Now 22.2 to 24.1 Major Update	21-Jun-25
DHS	ORS CommonLook	30-May-25
DHS	S Grammarly - Advanced Writing Enhancement Tool	30-May-25
DHS	Office of Rehab Services AVI Transition Readiness Toolkit	26-Aug-25

DHS	Weatherization MINT	10-Apr-25
DHS	SoftwareAG Component Transfers to IBM	30-Apr-25
DHS	New License ISPF for KidsBridge Development Environment	15-Sep-25
DHS	Summer EBT III Automate Application Process	19-Sep-25
DHS	New AWS Application Account - Snowball Edge Device	2-Jan-25
DHS	Field Offices - iPads for Blind HOH Access + On Demand Translation Services	28-Aug-25
DHS	Public Kiosks for DHS offices	25-Feb-25
DHS	Digitization and Repository of Military Service Records (DD214)	29-Aug-25
DHS	Mobile Offices for Training & increased office capacity	13-Nov-25
DHS	Rhode Island Start Early System (RISES)	16-Sep-25
DLT	Mainframe PSR Support Contract	5-Nov-25
DLT	Purchase Two New BTE Controllers for Arrigan Rehabilitation Center	2-Dec-25
DLT	WDS- Google Cloud Platform	3-Jun-25
DLT	Workers Comp ISO Contract (Insurance Services Office, Inc.)	30-May-25
DLT	Google Workspaces Renewal for Backtoworkri	30-Mar-25
DLT	Governor's WorkForce Board- JotForm Enterprise Software Renewal	13-Jun-26
DLT	Mainframe Host Integration Server Implementation	8-Oct-25
DLT, DOT	Tyler Tech - DLT Employer Tax / DOR Business Registration (BAR) Project	25-Feb-25
DLT	UIO Document Upload	12-Dec-25
DLT	Grammarly Subscription	13-Feb-25
DLT	WRS Clear Investigative Software Subscription	7-Feb-25
DMV	AAMVA/DMV Communication Upgrade	23-Feb-25
DOA	Governor's Commission on Disabilities - Zoom Account	6-Nov-25
DOA	Learn365RI	30-May-25
DOA	RIBridges Audit Report Automation	12-May-25
DOA	ERP - Finance A&C/Tax/Treasury Transactions Supporting Documents Storage	2-Apr-25
DOA	Oxygen Application Subscription for Workday Integrations	18-Apr-25
DOA	Boards & Commissions Application Digitization	17-Nov-25

DOA	BMS Metasys - DOA-UT-HVAC02 2012 Server Upgrade	13-Jan-25
DOA	DEDI Compliance Software	14-Apr-25
DOC	Unit Premises System - Wireless Request	10-Jun-25
DOC	AXON Taser - 10 Battery Docking Stations	9-Apr-25
DOC	Replacemagic - Tool to Fix Broken Links in SharePoint	10-Jan-25
DOC	Transition from Prison to Community DB (TPCDS) Enhancement - Weekly Scheduling	21-Aug-25
DOC	Email Tool Removed from Server	2-Apr-25
DOC	MS Dynamics Development Tenant	10-Jan-25
DOC	Community Mapping & Reentry Service (CMARS)	31-Mar-25
DOC	Wi-Fi and Tech at ACI (App 23.01.007)	17-May-25
DOH	LC/NC PowerApps Environment for DOH	27-Oct-25
DOH	Twilio SMS Messaging for CAIDE	17-Sep-25
DOH	RedBook by Merative for PDMP at RIDOH	26-Jun-26
DOH	WFR for Vital Records	10-Mar-25
DOH	Beach Database Monitoring Solution	30-Jun-25
DOH	RISHL New Building	31-Oct-25
DOH	OSME Building Move	24-Jan-25
DOH	Olympus Dictation System for Medical Examiner's Office	30-Jun-25
DOH	Porter Lee LIMS Upgrade- Center for Forensic Science	30-Jun-25
DOH	DOH RICOH XM fax	24-Oct-25
DOH	Healthcare Loan Repayment Program Database	27-Aug-25
DOH	Lead Rental Registry Phase II - Tolemi	21-Feb-25
DOH	Covid Quant Data Archive	30-Jun-25
DOH	WIC GIS Enrollment Application	8-Sep-25
DOH	AWS Storage for Quant Team SharePoint	30-Jun-25
DOH	AWS Storage for Sequencing Core Lab	30-Jun-25
DOH	eCMS Migration, Phase II	22-Jan-25
DOH	Women's Cancer Eligibility System	8-Sep-25
DOR	Chainbridge Data Modeling Project	12-Aug-25

DOR	Tax - Annual Software Upgrades	9-May-25
DOR	KNIME Analytics to Business HUB (24.05.0017)	3-Jan-25
DOT	HaulHub - SSO & API (Project)	30-Sep-25
DOT	Preservica - Digital Preservation Records System	14-Nov-25
DOT	Purchase ESRI Software VertiGIS Studio	19-Mar-25
DOT	3D Modeling Hardware & Software	12-Mar-25
DOT	Pell Bridge Remote Traffic Signal Management	14-Sep-25
DOT	GIS AWS Architecture & Data Lake	18-Jul-25
DOT	TMC Tapco BlinkLink Wrong Way Driver API Notification	16-Jul-25
EOHHS	Move Data Center from Orlando to TX and DR to VA - Gainwell	27-Sep-25
EOHHS	Procure Jira instance - MES OASIS Project Management	30-Oct-25
EOHHS	Ecosystem Interface to RIBridges	2-Jun-25
EOHHS	EazyBi Procurement (Jira Add-on)	15-Oct-25
EOHHS	Xray Add-on for Jira	15-Oct-25
EOHHS	RIBridges - Implement the Work Number/Equifax Interface for Verifications	25-Aug-25
EOHHS	HIE CurrentCare Opt-Out Implementation	15-Aug-25
EOHHS	Parallels to Replace Citrix	3-Mar-25
EOHHS	Stata for Data Analysis	27-Feb-25
EOHHS	Portfolio & Project Mgmt. Tool - Sensei	15-Apr-25
ETSS	Create AD Security Group for ETSS Technicians	12-Jun-25
ETSS	Azure DevOps	12-Sep-25
ETSS	GRC - CrowdStrike Domain Controllers	14-Mar-25
ETSS	Zero Usage - Verizon Savings	28-Feb-25
ETSS	VPN Migration (Pulse Secure to Cisco Secure Client (AnyConnect VPN)	6-Mar-25
ETSS	F5 Replacement	30-Jun-25
ETSS	UPS Replacement - DOA - Data Center	31-Mar-25
ETSS	I&O - Zero Usage - Verizon Savings	30-Apr-25
ETSS	I&O - ServiceNow ITSM Maturity	28-May-25
ETSS	Java Code Signing Certificates for Oracle E-Business Suite (Geocerts)	20-Feb-25
ETSS	Purchase of FAQs from CSI	2-Jan-25

ETSS	Guardium Data Encryption & Protection	15-Oct-25
Govs Office	Create rhodeisland2030.ri.gov	12-Feb-25
HSRI	AHS Info. Bot Implementation	15-Jul-25
HSRI	Re-Procurement of Camtasia+Audiate	15-May-25
OLIS	Groups.io Listserv	4-Sep-25
OLIS	Digital Public Library of America (DPLA) Rhode Island Hub	27-May-25
RIBridges	Implement CrowdStrike on RIBridges network	1-Apr-25

Appendix B: Active Projects

Agency	Project	Funding Source
BHDDH	Hospitals Omnicell Automated Dispensing Cabinet (ADC) System Upgrades and Expansion	Agency General Revenue
BHDDH	Electronic Health Records Implementation	LSIF Approved
BHDDH	BHold 3.0 Implementation	Federal Funding
BHDDH	Crisis Care Continuum for Coordination of Behavioral Health	Agency General Revenue, Federal Funding
DBR	CCC - License Lottery	Agency General Revenue
DBR	Housing Dashboard	Agency General Revenue
DBR	CAVU Replacement - SRPS	Agency General Revenue
DCYF	CCWIS - Data Masking Tool	LSIF Approved
DCYF	CCWIS - Salesforce Field Dump Pro purchase to export Metadata	Federal Funding, LSIF Approved
DCYF	Child Welfare Information System modernization (CCWIS)	Agency General Revenue, Federal Funding, LSIF Approved
DEM	Bureau of Natural Resources Permitting Platform	Seeking ITRR
DHS	Summer EBT III Automate Application Process	
DHS	New Hire & NMSN Implementation	Agency General Revenue, Federal Funding
DHS	RIW TuaPath Implementation	Federal Funding
DHS	OCSS Child Support Case Management IT Modernization Strategic Planning	Agency General Revenue, Federal Funding
DHS	RIbridges Child Care Tracking & Mobile Access	LSIF Approved
DHS	RIbridges - IE-HIX Modernization Strategic Planning RFP	Medicaid Federal
DLT	ASWA SUTA & Occucoder Renewals	Federal Funding
DLT	Employee Tax - Outsourced Data Entry	Agency General Revenue, Federal Funding
DLT	Certified Payroll & Workforce Regulation Project Execution	LSIF Approved
DLT	Konica Minolta / Onbase, RightFax, Kofax Contract Renewal for CY2026	Agency Restricted Receipt, Federal Funding

DLT	Mainframe PSR Support Contract	Agency Restricted Receipt, Federal Funding
DLT	Workforce Development - Geographic Solutions Contract	Federal Funding
DLT	Change DLT's Backtoworkri. com virtual career counseling platform from Google Workspace and GCP Based to Microsoft Bookings	Agency Grant
DLT	Infosys Contract Single Source Renewal	Agency General Revenue, Federal Funding
DLT	AWS CodeGuru, Amazon Inspector & Guard Duty Components for UIO	Federal Funding
DLT	TDI IVR - Strategic Options	Other
DLT	Board of Review System Upgrade from MS Access	Federal Funding
DLT	Unemployment Insurance Forms 425/468 Responses Made Fillable Online	Federal Funding
DLT	UIO Decouple BacktoworkRI and Career Compass	
DLT	WRS Non-Payment of Wages Complaint Form	
DLT	UIO Document Upload	
DMV	E-titling	Other
DMV	Credentialing RFP	Agency General Revenue
DOA	Statewide Planning - Ersi Geospatial AI - Enablement	No Cost
DOA	ERP - TAPP to 401ODE Jira Migration	No Cost
DOA	BoE - Election Reporting System - RFP	Agency General Revenue, Agency Grant
DOA	Transparency.RI.gov eCMS migration	
DOA	Campaign Finance System Upgrade	Agency General Revenue
DOA	Power Pages - ServiceNow Integration for ERP Ticketing	LSIF Approved
DOA	EZLease Subscription Renewal	Agency General Revenue
DOA	Digitize Advisory Opinion, Complaints & Financial Disclosure Systems	Agency General Revenue
DOA	Informix Stabilization	Agency General Revenue
DOA	NextRequest Enterprise-wide Implementation	ITRR Approved
DOA	ERP SaaS Implementation (App 23.01.005)	ITRR Approved, LSIF Approved
DOC	Correctional Industries - Credit Card & POS System	Agency General Revenue

DOC	New License Plate Project in Maximum Security	Agency General Revenue
DOC	CSI InfoShare Investigation & Intelligence Modules COTS System	Agency General Revenue
DOH	PDMP RFP	Agency General Revenue, Federal Funding, Medicaid Federal, Medicaid State
DOH	MLO Contract Modification	Agency General Revenue
DOH	KIDS.RI eCMS Migration Project	
DOH	Labs-Genomic Data Analysis Workflow on AWS Cloud	Agency Grant, Federal funding
DOH	Development of CYSHCN Online Resource Directory	Medicaid State
DOH	Upgrade of DHD Food Protection by Tyler Technologies	Agency General Revenue
DOH	OSME - VertiQ CME Case Management System Upgrade	Agency Grant
DOH	Genesys New Era - Phase II	Agency General Revenue
DOH	ESRI Heat Map Dashboard	Agency Grant
DOH	LIMS Replacement RFP	Agency Grant
DOH	WIC eBT processing RFP	Agency General Revenue, Federal Funding
DOR	Financial Institutions Data Match	Other
DOR	Tax - Enhanced Collection Compliance Tool	Agency General Revenue
DOR	Central Collections Unit Modernization	Agency General Revenue
DOT	E-ZPASS Back Office System	Agency General Revenue
DOT	gNext Labs Bridge Inspection Software	Federal Funding
DOT	Preservica - Digital Preservation Records System	Federal Funding
DOT	Advanced Transportation Management System (ATMS)	Federal Funding
EOHHS	Reprocure EVV vendor as a Single Source	Agency General Revenue
EOHHS	Use of GCC5 Service Account license to automate charter creation	Agency General Revenue
EOHHS	CORE Module Procurement (OASIS)	Medicaid Federal, Medicaid State
EOHHS	Electronic Visit Verification (EVV) Procurement RFP (OASIS)	Medicaid Federal, Medicaid State
EOHHS	EOHHS desires to utilize Microsoft Whiteboard with 3rd parties	Other
EOHHS	New Provider Directory Webform - Gainwell	No Cost

EOHHS	Quality Reporting System RFP	Agency General Revenue, Medicaid Federal
EOHHS	Medicaid Enterprise Systems (MES) Strategic Plan	Agency General Revenue, Medicaid Federal
EOHHS	MES Systems Integrator & Operational Data Store (SI/ODS) RFP	Agency General Revenue, Medicaid Federal
EOHHS	Provider Management Module RFP (MES)	Agency General Revenue, Medicaid Federal
EOHHS	MPA for Digital Platforms for Service Referrals	
EOHHS	TPL Procurement RFP (MES)	Medicaid Federal
EOHHS	LTSS IT Modernization	Federal Funding
ETSS	Jira SSO & MFA Enablement	No Cost
ETSS	Deploy Microsoft CoPilot Chat to Executive Branch Agencies	No Cost
ETSS	DAAI CoE & IDS RFP	Federal Funding, ITRR Approved
ETSS	Jira to SNOW Integration	No Cost
ETSS	RI.gov / Tyler Tech RI Service Catalog Brand Alignment Initiative	No Cost
Other	Housing - Use of Jira	Agency General Revenue
Other	DPUC - Grammarly Licenses	Agency General Revenue
SOS	SOS - Modernization of the Business Registry and Online Filing System	LSIF Approved

Appendix C: Inventory of Artificial Intelligence (AI)

AI Capabilities Inventory

Definitions and Terminology

Expert Systems

An "expert system" is an intelligent computer program that uses knowledge and inference procedures to solve problems that are difficult enough to require significant human expertise for their solution. The knowledge necessary to perform at such a level, plus the inference procedures used, can be thought of as a model of the expertise of the best practitioners of the field.

Reinforcement Learning

A branch of machine learning focused on how agents should take actions in an environment to maximize cumulative rewards. Reinforcement Learning involves learning through experience by interacting with the environment and receiving feedback in the form of rewards or penalties.

Robotics

An interdisciplinary field focused on the design, construction, operation, and use of robots to perform tasks traditionally done by humans. It integrates various branches of engineering and sciences, including mechanical engineering, electrical engineering, and computer science.

Natural Language Processing

AI-driven natural language processing tools may be employed to analyze public sentiment, engage in open-ended user feedback, and gather insights for policymaking while safeguarding user privacy.

Computer Vision

A subfield of artificial intelligence (AI) that equips machines with the ability to process, analyze and interpret visual inputs such as images and videos. It uses machine learning to help computers and other systems derive meaningful information from visual data.

Generative AI

The class of AI models that emulate the structure and characteristics of input data (prompts) to generate derived synthetic content. This can include images, videos, audio, text, and other digital content.

Machine Language

Machine language, also known as machine code or object code, is a low-level programming language that consists of binary bits (0s and 1s) that a computer's CPU can directly execute.

Application AI Capability Status	Count of Expert Systems	Count of Reinforcement Learning	Count of Robotics	Count of Natural Lang. Processing	Count of Computer Vision	Count of Gen AI	Machine Language
AI Turned OFF	5	5	5	1	5	5	1
AI Turned ON	0	0	0	4	1	1	2
Grand Total	5	5	5	5	6	6	3

AI Turned on - Application Details

Division/ Office	Application Name	Natural Language Processing	Computer Vision	Machine Learning AI	Gen AI
Office of Cannabis Regulation	Metrc Vendor Cannabis Seed-to-Sale Tracking System	x			
Legal Services	CourtAlert	x			
DMV	AWS Chatbot	x			
DMV	IDEMIA - Credentialing		x	x	
Division of Taxation	Tax Customer Contact Center	x			
Division of Taxation	Enhanced Taxpayer Compliance & Collections			x	x