



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
DEPARTMENT OF ADMINISTRATION

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January 31, 2019

The Honorable Gina M. Raimondo
Governor
State of Rhode Island
State House - Room 115
Providence, Rhode Island 02903

Re: Enterprise Technology Strategy and Services ["ETSS"] Annual Report

Dear Governor Raimondo:

Pursuant to Rhode Island General Laws § 42-11-2.8 (c), the Department of Administration hereby submits the attached ETSS Annual Report.

Sincerely,

Michael DiBiase
Director
Department of Administration

MD/njr

Enclosures

c. The Honorable Dominick J. Ruggerio, President of the Senate
The Honorable Nicholas A. Mattiello, Speaker of the House of Representatives



Enterprise Technology Strategy and Services



Annual Report 2018

Table of Contents

ORGANIZATION.....	3
STRATEGIC DRIVERS.....	6
1. Security and Risk Management	6
2. Cloud Services	7
3. Consolidation/Optimization.....	7
4. Digital Government.....	7
5. Broadband/Wireless Connectivity	14
6. Budget, Cost Control, Fiscal Management.....	14
7. Customer Relationship Management	15
8. Data Management and Analytics.....	15
9. Enterprise IT Governance	16
10. Identity and Access Management.....	16
11. Legacy Application Modernization/Renovation	16
12. Collaboration Technologies	20
13. Enterprise Resource Planning	20
14. Disaster Recovery / Business Continuity.....	21
15. Network	21
16. Telecommunication and Mail Operations	21
17. Project and Portfolio Management	22
18. Vendor Management.....	23
19. Office of Library Services	24
FUNDING.....	26
RI.gov Portal Transactions	26
Information Technology Investment Fund	27
APPENDIX.....	30
Appendix A: IT Governance Process	30
Appendix B: Active ETSS Projects.....	31

ORGANIZATION

In 2018, the **Enterprise Technology Strategy and Services (ETSS)** further defined additional functions within the Division of Information Technology. ETSS formally includes the Division of Information Technology (DoIT) and the Office of Library and Information Services (OLIS) (*Figure 1*). DoIT is organized into six towers that help drive its strategic goals, improve agency service levels, and partnerships. OLIS is responsible for developing programs that support and advance library services in the State.

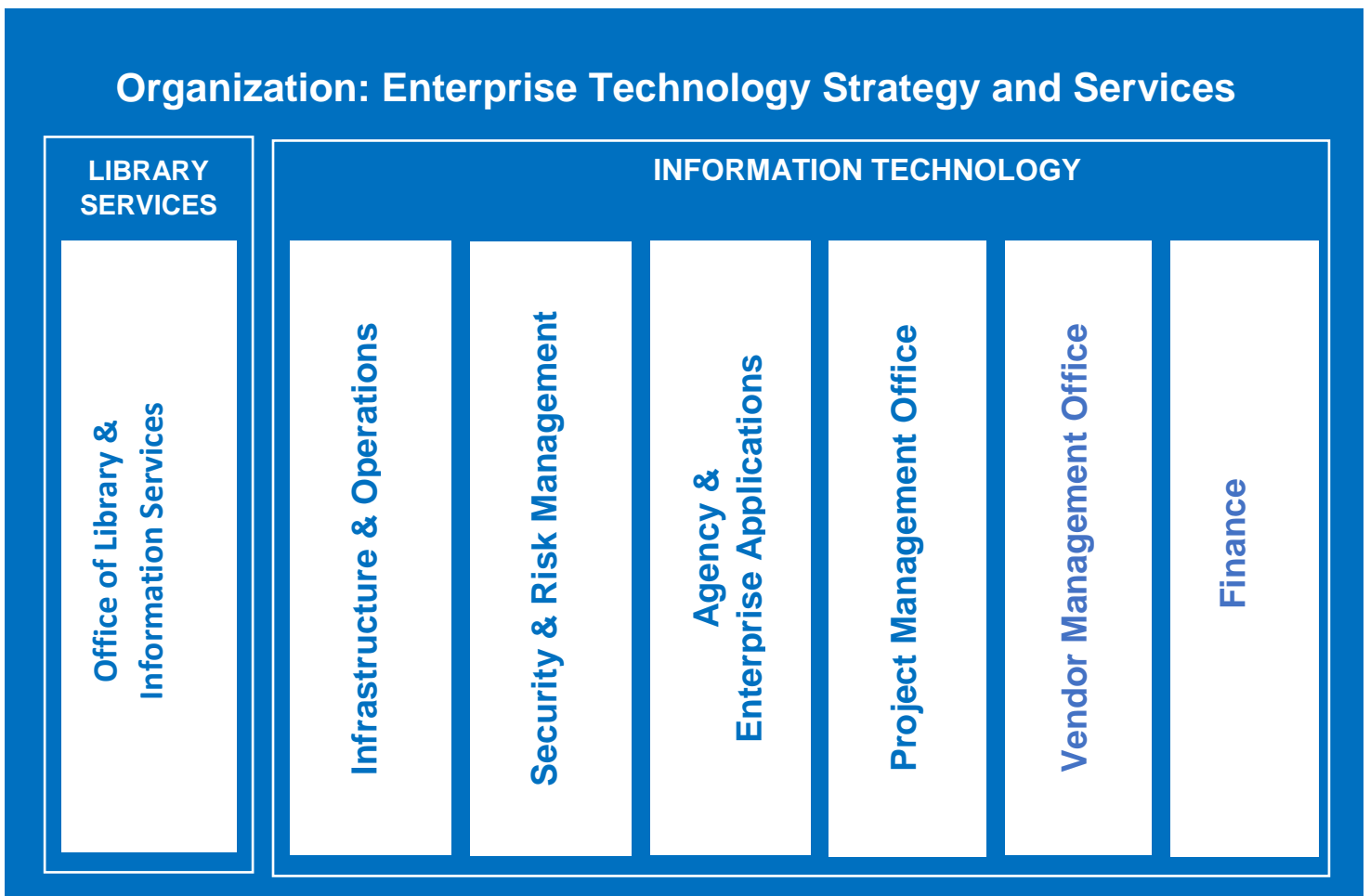


Figure 1 - ETSS Organization

Bijay Kumar, the State Chief Information Officer (CIO) and Chief Digital Officer (CDO) joined the State in July 2017. Continued focus on people, process and technology have empowered the Division to better address the technology challenges facing the State. This leadership energy and renewed focus continues to manifest itself in improvements to DoIT's organizational

structure, and strategic assessments of State applications and technologies. The CIO/CDO continues to conduct ETSS all-hands meetings, quarterly leadership offsites and structured weekly meetings. This enables the organization to align around a shared structure and vision, improve team morale and continue the progress in advancing people, process and technology at the State.

The role of ETSS is critical to the functions of State government. It includes managing IT projects in the Executive Branches, and the day-to-day technical support, software installations, system security and computer upgrades for State employees. ETSS is also responsible for ensuring that behind-the-scenes technology and infrastructure are stable. In addition to these technical support and infrastructure tasks, the past few years have seen a steady increase in requests for new technology at agencies.

The formal Project Management Office (PMO) established in 2017 and has implemented a standardized reporting platform to track all IT projects. The IT Governance process which evaluates, prioritizes, and funds projects has been streamlined and unified. The Vendor Management Office formally established in February 2018, reviews and negotiates both existing and new contracts and has saved the State millions of dollars since inception. The newly created position of Chief of Enterprise Applications and Agencies was hired in March 2018. This position was to strengthen IT centralization, with a major focus on enhancing partnerships with the State's Agencies and focus on digitalization. A new Chief Financial Officer for the Division hired in 2018 has allowed us to monitor, track, and account for all expenses and work proactively with agency CFOs to provide enhanced financial transparency.

The DoIT staff that make up the Infrastructure & Operations, Agency & Enterprise Application, Project Management and Vendor Management Office total 195 employees. As the accompanying chart shows, DoIT is tackling technology challenges with a smaller workforce than our neighboring States, both as measured per-capita and as a proportion of overall State IT workers, making it important to strive for sustainable, enterprise solutions.

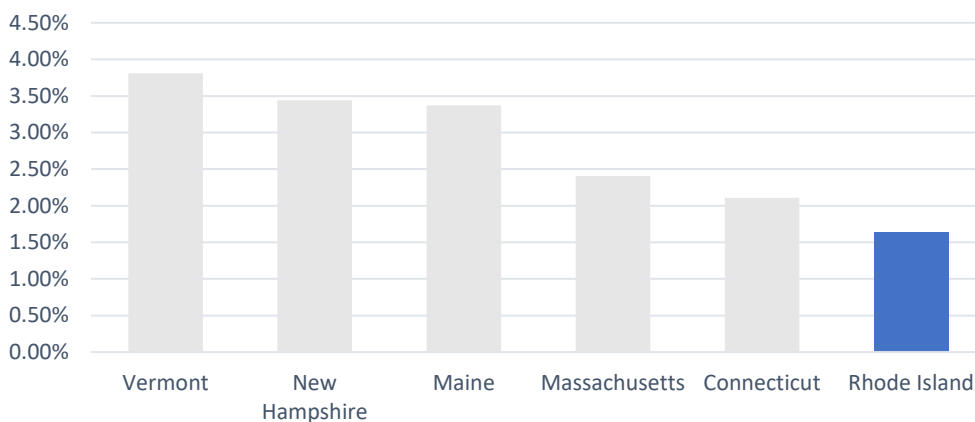


Figure 2 - IT Staff as % of Per-Total State Government Employees

DoIT has had to adapt and deliver scalable technology solutions that meet the demand for modernized direct services. These solutions enable employees to better manage resident data, replace paper with digitized services, and communicate more effectively. DoIT is committed to incorporating lessons learned from prior projects and investing in the solutions that improve the lives of residents.

The following table lists the agencies supported by DoIT and assisted by DoIT. “Agencies Supported” denotes agencies that have a DoIT Agency IT Manager (AIM) and technical staff that directly support their applications and employees.

“Agencies Assisted” encompasses non-executive branch agencies (Secretary of State, Lieutenant Governor’s Office, etc.), independent executive-branch agencies (Executive Office of Commerce), and independent agencies (Board of Elections, Ethics Commission) who use State infrastructure and occasionally receive direct IT support from DoIT Staff.

AGENCIES SUPPORTED BY DoIT

1. Department of Administration (DOA)
2. Department of Behavioral Healthcare, Developmental Disabilities and Hospitals (BHDDH)
3. Department of Business Regulations (DBR)
4. Department of Children, Youth, and Families (DCYF)
5. Department of Corrections (DOC)
6. Department of Environmental Management (DEM)
7. Department of Health (DOH)
8. Department of Human Services (DHS)
9. Department of Labor and Training (DLT)
10. Department of Revenue (DOR)
 - Division of Taxation/Revenue Analysis
 - Division of Municipal Finance (DMF)
 - Division of Motor Vehicles (DMV)
 - Central Collections Unit
11. Department of Transportation (DOT)
12. Executive Office of Health & Human Services (EOHHS)
13. Governor’s Office

AGENCIES ASSISTED BY DoIT

1. Board of Elections
2. Coastal Resource Management Council (CRMC)
3. Commission on Deaf and Hard of Hearing
4. Commission on Disabilities
5. Department of Revenue (DOR) - Lottery
6. Division of the Public Utility Commissioner (DPUC)
7. Ethics Commission
8. Executive Office of Commerce
9. Human Rights Commission
10. Lieutenant Governor's Office
11. Office of the Child Advocate
12. Office of the Health Insurance Commissioner (OHIC)
13. Secretary of State's Office

STRATEGIC DRIVERS

The National Association of State Chief Information Officers (NASCIO) conducts an annual survey of every State technology leader in the US to identify the top policy and technology issues facing State governments. Priorities rise and fall every year: for example, networking has steadily fallen as a priority over the last decade as States have implemented redundant high-speed connections and wireless access for employees and resident customers. Similarly, as States have deployed more digital services to serve residents and employees, the capabilities and interest of malignant actors to disrupt and steal data from these services have risen as well. As a result, Security and Risk Management has been on the priority list of national CIOs for last several years and has again topped the list for 2019.

ETSS actively follows national trends to inform overall strategic drivers and in 2018, our strategic priorities were aligned with those of other States. A discussion of those priorities and drivers and the work done to address them are listed below.

1. Security and Risk Management

Risk identification and mitigation were the focus of the ETSS Security and Risk Management function in 2018. This was accomplished with a focused effort on identifying gaps in the three tenants of a sound security program: people, processes and security technologies. Investments in the Rapid 7 network vulnerability scanning tool suite, App Spider Pro for pre-deployment penetration testing of State managed web sites and applications, and Proofpoint e-mail scanning and sanitization provided for the identification and mitigation of over 1.5 million identified vulnerabilities and their associated risks within the enterprise. The security team continued to improve its competencies through attendance of Federal Emergency Management Agency (FEMA) cybersecurity training, advanced vulnerability identification training, information technology service management training, and attendance of Rhode Island Joint Cyber Task Force meetings.

In 2018, Enterprise Security had the opportunity to exercise their incident response capabilities, with the successful identification, containment and mitigation of a multi-agency malware incident. This incident provided valuable lessons learned to the ETSS leadership team regarding applying a holistic approach to information security and has driven investments in vulnerability detection, information systems monitoring, access control, and forensic analysis technologies which will deliver tangible results in 2019.

2. Cloud Services

The ETSS Enterprise Operations Center (EOC) is the State's premier data center and holds a Tier II classification. We continue to leverage this investment for Executive Branch workloads and it serves as the backbone of our private cloud infrastructure. ETSS Infrastructure and Operations has made over \$300K worth of investments in hardware and software for our centralized on-premises infrastructure in 2018. Consisting of over 120 individual server hosts, enterprise class IP networking and storage area networking, this private cloud architecture enables the virtualization platform leveraged by vital Executive Branch applications and will allow the expansion of our private cloud offering into a hybrid cloud (private/public) or extended data center model. The benefits of cloud operations include reducing risk by providing high availability and disaster avoidance, increasing reliability, scalability and reducing time-to-market for systems and services.

The State has also leveraged cloud services for certain enterprise applications. These applications include E-Permitting, the new E-Procurement system and the Learning Management System or "Rhode Island Learning Center." The State will continue to explore cloud services and SaaS model where the model meets the State's needs.

3. Consolidation/Optimization

In accordance with the IT consolidation, integration and coordination mandate of Executive Order 04-06, most Executive Branch agencies leverage the ETSS virtualized platform to host their most critical applications in production with over **900** individual virtualized servers in operation. Built on VMware's industry-leading hypervisor vSphere, this virtualization platform allows production workloads to enjoy high-availability, fault tolerance and ensure maximum uptime.

Increasingly, State entities such as URI, CCRI, Turnpike and Bridge Authority, Department of Education, State Police, and others leverage the ETSS Enterprise Operations Center (EOC) for their systems as a primary co-located or fail-over site. In 2018, the Department of Corrections, and the Department of Labor and Training have both migrated significant portions of their infrastructure to the EOC. The EOC data center has maintained a 100 percent operational status for the 2017 year and is poised to meet that goal in 2018.

4. Digital Government

The State of Rhode Island webserver (SORIWEB) hosts approximately 90 active websites, each dedicated to serving a variety of agencies, offices, departments and other official State entities. It is estimated that less than 15% of the 90 sites have dedicated resources responsible for

maintenance of their site, 50% have assigned staff with additional job duties, and the remaining 35% rely entirely on the Division of Information Technology (DoIT) to accommodate website updates or major changes.

Websites affiliated with RI.gov are the digital front door of their respective agencies. As such, these sites provide valuable information to the residents of Rhode Island regarding the agency's overall mission and accomplishments. They also provide both an opportunity and obligation to present relevant and timely information to a wide range of audiences.

With this in mind, it is the primary responsibility of the Web Services Team to support State agencies as design, development, and content consultants for legacy (static) websites, the Learning Management System (LMS), and proprietary applications such as Dreamweaver, Wufoo, Tableau, and Google Analytics.

Agencies are responsible for the creation and maintenance of their web content; however, Web Services can be called upon to facilitate accurate, accessible, efficient, and reliable resident-centered online government resources by following the best practices outlined in the *State of Rhode Island Brand and Style Guide*, *ADA / Section 508 Web Accessibility Standards (WCAG2-AA based)*, and the *Website Governance and Management Policy* standards.

Major Digital Initiatives

LMS Launched

- Operating as the State of Rhode Island Learning Center
- An intuitive, accessible, responsive, and user-centric Statewide Learning Management Software (LMS) solution
- Training assigned agency content authors to generate their own courses
- Specializes in the administration, documentation, tracking, reporting, and delivery of educational courses and training programs
- Provides learning opportunities to over 13,000 State of Rhode Island employees and 2,000 external users
- Ability to provide training on an agency-only level
- Currently available to all non-union personnel for Performance Development

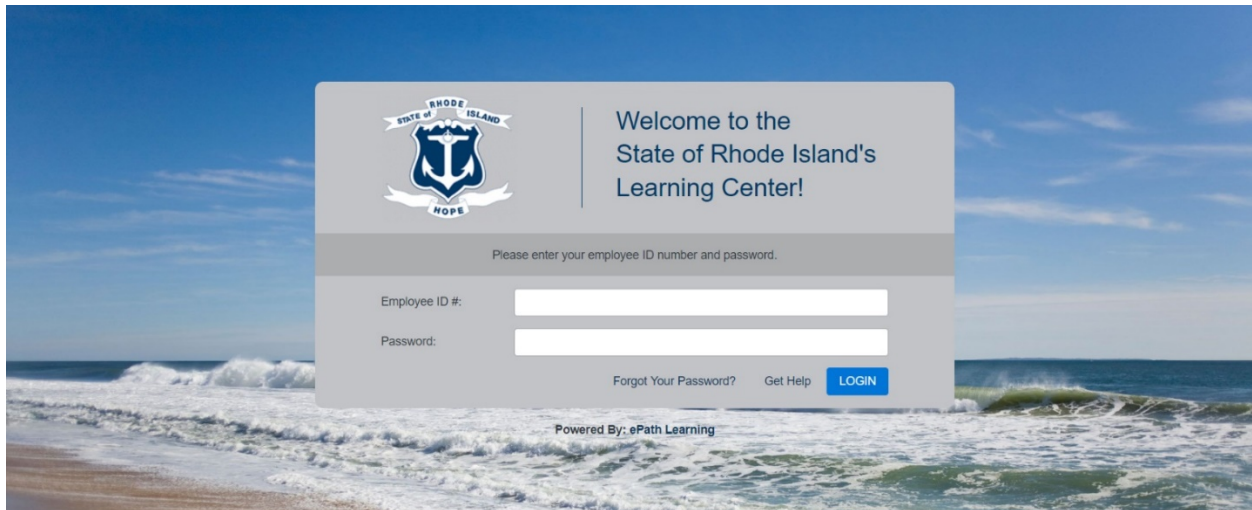


Figure 3 – State of Rhode Island Learning Center (LMS) Portal Login Page

Statewide E-Permitting

In 2018, an additional 8 municipalities joined the Statewide E-Permitting platform, bringing the total to 28. In addition, 2 State Agencies will be added to the platform, Department of Transportation and Contractors Registration/Licensing Board. The application improves management and processing time of applications. It also provides applicants a higher level of visibility into the status of their permit applications.

Applicants can use the same log-in credentials for multiple permits, across municipalities, and can more easily communicate with government officials. Automatic credential validation of architects, engineers and trades professionals for dozens of license types are required for various permits.

Licensed professionals can discover if their credentials are out-of-date instantly, and can more quickly and effectively communicate with State licensing bodies to update them.

Conceived by our partners in the Office of Regulatory Reform, scaled-out by the leadership of the Executive Office of Commerce, and now managed by the Department of Business Regulation, the E-Permitting platform has been a definitive win for the State, our municipalities, and the residents and professionals that use it every day.



Figure 4 - Municipalities and Agencies on Statewide e-Permitting Platform

Updated Social Media Policy

- By default, employees now have view/read-only access to social networking sites
- ETSS can monitor and regulate daily social media activities.
- Content viewed must be directly related to official work or professional development.
- Employees now have access to valuable social media resources, such as YouTube, to conduct research and initiate continuing education opportunities.
- Official agency videos hosted on YouTube would not only reassure the site visitor that the posted information is legitimate, but will save a considerable amount of bandwidth and space on ETSS servers as well.

2018 Website Launches

Created with the new Rhode Island Brand and Style Guidelines, the following ADA/Section 508-compliant websites were launched in 2018:

- Commission for the Deaf and Hard of Hearing (CDHH) - <http://www.cdhh.ri.gov/>
- Division of Capital Asset Management and Maintenance (DCAMM) - <http://dcamm.ri.gov/>
- Office of the Child Advocate (OCA) - <http://www.child-advocate.ri.gov/>
- Municipal Transparency Portal (MTP) – <https://data.ri.gov/>

Sites launched in conjunction with Rhode Island Interactive:

- Rhode Island Attorney General’s Office (RIAG) - <http://riag.ri.gov/>
- The Rhode Island Commission for Human Rights (RICHR) - <http://www.richr.ri.gov/>
- Rhode Island Film & Television Office - <http://www.film.ri.gov/>
- Winter Storm Warning Portal (event-activated) – <http://www.ri.gov>
- Office of Library and Information Services (OLIS) - <http://www.olis.ri.gov/>

Service and Support

Along with the creation of the public facing websites above, Web Services completed an average of 68 service requests per month (received via ticket, phone, email). These tactical, time-sensitive service requests and complex web-based initiatives included:

- The creation of robust contact and registration forms with secure administrative interfaces which allows agencies to review and download data in an intuitive manner.
- Publishing monthly UHIP Status Reports on <http://transparency.ri.gov>
- Completing several hundred content updates on over 40 sponsored State websites.
- Offering 24 / 7 availability for time-sensitive updates to Governor Raimondo's website (<http://www.governor.ri.gov>), posting severe weather / closing information, and Personnel matters (<http://www.hr.ri.gov> and <http://www.admin.ri.gov>)
- Design and implementation of logos, web-safe images, and other digital media.
- Organizing and conducting web design and development support and training to a number of agency content authors regarding the use of Dreamweaver, Foundation 5, Accessibility (ADA / Section 508) best practices, image creation, API integration, and website governance. The effective and efficient use of these resources ensures content integrity, rapid delivery, and clear objectives.

Digital Governance Standards

Digital governance principles maximize the creative use of people, policy, and processes to manage short- and long-range goals, mitigate ambiguity, and resolve conflicting cross-agency needs and priorities. They provide a framework for establishing clear infrastructure and content management responsibilities, identifying and allocating necessary resources, promoting agency-wide standards for best practices, and recognition and support for all site visitors.

In short, these standards were created to assist the State to provide convenient, intuitive, and straightforward government digital services through an energizing and engaging digital ecosystem for all Rhode Islanders.

In 2018, the Web Services Team continued to develop and refine the following standards and best practices:

- *State of Rhode Island Digital Service Standard*
- *State of Rhode Island Digital Brand and Style Guide*
- *State of Rhode Island Web Accessibility Standards & Best Practices (WCAG2-AA based)*
- *Social Media Strategy and Policy - 10-09 Policy on Social Networking (AMENDED 2-2018)*
- *State of Rhode Island Website Governance and Management Policy*
Web Services Service Level Agreement (SLA)

2018 Rhode Island Interactive Partnership

Providence Trade Name Database Launches: Thanks to the efforts of the Rhode Island Interactive team, The City of Providence launched a new online service in January that simplifies the process of how new business tradenames are registered, managed, and tracked by the City. The service replaces an antiquated system that struggled to facilitate the over 50,000 historic tradenames registered in the City, and over 450 new tradenames being registered annually. In addition to an improvement over features that the old system provided, the Tradename Service now offers city clerks with better user management and improved reporting tools. The service is not only beneficial to Providence clerks. For the first time, entrepreneurs can now browse all existing registered tradenames in the capital city to ensure that their new business name is unique. The effort has been heralded by the RI Secretary of State who is exploring the option of centralizing tradename registrations Statewide. The Office wishes to use the RII solution as a model and has already asked the portal to be involved with several high-level meetings with municipal clerks to explore this potential project further.

DMV Launches New Online System for Flashing Light Permits: The Rhode Island Division of Motor Vehicles (DMV), in conjunction with RI.gov, launched a new service that allows vehicle owners to apply for flashing light permits online (https://www.ri.gov/app/dmv/flashing_lights/). Rhode Island law mandates that all vehicles displaying either red or amber flashing lights must be registered with the DMV. The new service replaces a mail in, paper-based process with an easy to use online service. Applications and renewals can be securely submitted electronically by vehicle owners along with their payment. The new service also provides DMV staff with an administrative interface to efficiently review, approve, and manage the more than 3,000 applications that are processed by the division every year.

- <https://www.businesswire.com/news/home/20180207005096/en/Rhode-Island-DMV-Unveils-Flashing-Light-Permit>

Online Renewals for Burglar Alarm Companies and Professionals: Working with the Office of Professional Licenses at the Department of Labor and Training, the portal team added Burglar Alarms to our existing suite of online renewals. The service, which launched in early May, allows both companies and individual licensees to quickly renew their license online.

Town of Narragansett Credit Card Processing: In April, Narragansett RI became our sixth municipality to adopt the NIC Credit Card Over the Counter (OTC) system. The town will use the system to serve their constituents making payments in office of the Town Clerk. The towns of Newport and Burrillville also signed OTC agreements at the end of June with implementations scheduled for early Q3.

RI Portal Pioneers New Point of Sale System: In July, RII launched a new State-of-the-Art point of sale system for the Department of State (SOS). Based on the Clover system hardware provided by First Data, this new system offers visitors to the Business Division of the SOS the

same type of modern checkout experience customers typically witnesses only in the private sector. The system features touch screen panels that rotate for signature, thermal printers and the ability to either text or email receipts. Moreover, the system accommodates all forms of tender and the ability to split payments.

RI Realtime Election Results: RII worked with the Division of Information Technology and the RI Board of Elections to display real time official election results on primary night, September 12th and mid-term election day on November 6th. Following a great deal of preparation, which included a full security audit of the service, real-time election results were presented quickly, clearly and without incident. On election night, the RII system registered 637,000-page views with 52% of that traffic coming from mobile and tablet traffic. Page load times were excellent – averaging less than .8 seconds even at the peak of requests to the service.

RI More Transparent with Online Ethics Search: In October, the RII team worked with the RI Ethics Commission to add an online search component to their Financial Disclosure Filing System. Interested parties can now go to <https://www.ri.gov/ethics/search> to search thousands of disclosure Statements by the last name of the filing party.

Key Activities in Progress

eCMS-Request for Proposal - The enterprise content management system (eCMS) will serve as a resident-centered platform and allow agency staff to standardize information, publish content efficiently, and eliminate potential security risks (no matter their level of training). The new interconnected eCMS will also enable State government to brand its digital front door in a consistent, clear, and intuitive fashion by consolidating approximately 160 disparate, static State-owned websites.

Additional Digital Initiatives

- "Ocean State Procures" will be the new eProcurement website for Purchasing – It will also integrate legacy ASP resources such as the Public Works bid board, existing bids, and a searchable archive of closed bids
- Real ID informational site
- State Cybersecurity & Homeland Security Website
- EOHHS "Hoarding Task Force" website
- DCYF Redesign
- DOC Redesign
- Correctional Industries Website creation
- Dynamic Employee Handbook with HR
- GIS-based Freight Finder App for Statewide Planning

5. Broadband/Wireless Connectivity

Wireless connectivity in support of State business continues to grow in demand. The DoIT team has installed over 85 additional wireless access points throughout the State in 2018, providing access to State cloud services, as well as secured commercial internet access for vendors and guests. Wireless surge capacity demands at the DMV, RI EMA, and various facility projects were addressed through the execution of site surveys, vendor engagements, and access point installation and enterprise integration.

6. Budget, Cost Control, Fiscal Management

In FY 2018, an internal service fund was established for the Division of Information Technology. Under ETSS, there are three (3) separate Internal Services Funds, Mailroom, Telecommunications and DoIT. The Internal Service Fund (ISF) allows IT to purchase technology infrastructure centrally and provides a mechanism for paying recurring costs often associated with IT systems. Planning and road-mapping projects with agencies is a focus of IT. Enabled by the ISF, multi-year plans can be documented and executed in partnership. IT spend within an ISF is reliant upon and directly impacts agency budgets. The ISF is not intended to be used as a way scoop Agency budget into IT but as a way to partner with the agencies. Statewide in FY 2019 it is expected to have a total IT spend of approximately \$132 million.

Having a Finance tower within DoIT has enabled better control over the roughly \$40 million DoIT ISF budget and collaboration with the State agencies for total IT spend. The breakdown of the DoIT budget is depicted below.

Total DoIT FY 2019 Budget	\$	39,407,519.00
<i>Allocated to:</i>		
RI FANS	\$	2,206,483.00
Director's Office	\$	2,141,492.00
Infrastructure & Operations	\$	21,459,142.00
App/Dev (DMV/DOR/DBR/DLT)	\$	2,614,759.00
App/Dev (DOA/DEM/DOC/DOT)	\$	5,446,686.00
App/Dev (DOH/BHDDH/DCYF/DHS)	\$	4,013,482.00
Project Management Office	\$	1,525,475.00

Along with comprehensive charge backs of IT costs, the Finance tower has enabled proactive budgeting and escalation of potential issues. This enables agencies to plan IT spend. With the establishment of the finance tower, there is oversight of everyday operations and new engagements providing strong fiscal integrity.

7. Customer Relationship Management

During the 2018 calendar year, DoIT resolved over 41,900 service desk tickets across all supported agencies. This volume of resolved tickets reflects the commitment to improving customer relations through timely problem resolution. The staff resolving tickets are many times also responsible for implementing and supporting ongoing projects and upgrades. A renewed focus on customer trust through frequent engagements and improved communication and collaboration were also paramount to an improved relationship between ETSS and our customers. Throughout 2018, regular meeting cadences with agency directors and leadership staff were initiated. These meetings range from weekly status, monthly strategic and quarterly meetings that include the State CIO. This collaboration with the agencies has led to better financial planning, short and long-term project goals and roadmaps that include the agencies visions for the future.

8. Data Management and Analytics

DoIT has an active partnership and works with EOHHS on an Integrated Data System also called EcoSystem. Significant and complex data resides in various agencies within State, however to analyze real life issues requires an integrated view of data. Many critical areas such as child maltreatment prevention, young adult behavioral health, improvement of 3rd grade reading, prevention of opioid use disorder etc. requires evidence-based decision making.

EOHHS has worked extensively to build an Ecosystem. Data is integrated and curated into a State Ecosystem warehouse. DoIT hosts the warehouse in State Data Center and maintains the server. Self-service BI tools and analytic products are enabled giving Users a powerful interface. PowerBI is used as a tool for dashboards, data exploration and SQL table access for advanced queries.

Project team is working to find answers to critical questions through analytics like:

- How do families at risk of child maltreatment interact with the State before a DCYF investigation? How can we support them?
- Which children are eligible for early intervention services but never enrolled? Where are the children who have dropped off?
- Which parents of young children are in treatment for opioid use disorder? Who is using but has not sought help?
- Can we improve transitions to adulthood for children with BH needs?
- How do children change schools when they move among foster homes?
- Can we help stabilize enrollment?

9. Enterprise IT Governance

A defined security governance framework was implemented. An update of the enterprise policy library is in progress for alignment with the selected NIST Cyber Security Framework in order to accurately document policy, procedures, and operational guidelines. The Enterprise Security team formed and chairs an Audit Working Group consisting of representatives from Executive Branch Agencies, for collaborative preparation and response to internal and external IT audits.

An approved IT Project Approval policy was implemented which defines the governance process for all IT projects. This includes the Project Review Committee (PRC), the Architecture Review Board (ARB) and the IT Governance Committee (ITGC). All have clear guidelines and requirements identified, including tracking and reporting (Appendix A).

10. Identity and Access Management

Significant investments were made in 2018 for the 2019 implementation of Multi Factor Authentication (MFA) as well as a Network Access Control (NAC) solution. These enhanced layers of user access and authentication, along with the capabilities provided by the current technology stack, will provide a measurable increase in the level of information security and is in direct alignment with the NIST Cyber Security Framework as well as the State of Rhode Island Cyber Security Strategy. The identity and access management technology selected will securely enable the ETSS strategy of migrating the enterprise user experience to a fully collaborative, mostly cloud based business processing platform.

11. Legacy Application Modernization/Renovation

One of the largest efforts undertaken by ETSS in 2018 is related to legacy modernization. IT improved several of the State's mainframe systems through transitions to new applications and preparation of the State's legacy platforms for migration to the cloud. Part of that preparation included converting what were, at one time, bulky and expensive mainframe computers with physical tape backups into cheaper, more secure virtual machines. Some examples of legacy modernization include:

Unified Health Infrastructure Project (UHIP)

The UHIP project began in 2011 as the mechanism for the State to implement a health exchange in compliance with the Affordable Care Act (ACA). In 2012, like many other States, Rhode Island took advantage of enhanced federal funding and expanded the vision to include a single, unified eligibility system (RIBridges) for virtually all public

assistance programs in Rhode Island. The integrated eligibility system was designed to replace the State's legacy health and human services system.

RIBridges launched with significant challenges in Fall 2016. In February 2017, an assessment was completed to identify a path forward. The State established a turnaround team and focused on reallocating resources and prioritizing stabilization efforts.

In 2018, UHIP continues to be stabilized and is functioning at a higher capacity. Significant application changes have made it more efficient for workers to use, processes to be streamlined, and a greater ability to address the needs of our customers. Operating controls and procedures have been established to better ensure stabilization.

For a full accounting of data regarding RIBridges, visit the State's transparency portal: www.transparency.ri.gov/uhip

Division of Motor Vehicles: Real ID

On December 3, 2018, the DMV launched the enhancements to the Rhode Island Motor Vehicle System (RIMS) to become compliant with the U.S. Department of Homeland Security REAL ID Act. The requirements meet the security standards for State-issued driver's licenses and identification cards. RIMS now has real-time interfaces for data exchange with U.S. DHS's Verification of Lawful Status (VLS) and US Passport Verification System (USPVS). Rhode Island is one of the first States to implement the latest version of VLS (3.2) and Photo First, returning any photo stored within U.S. DHS or USCIS to verify documents presented by customers.

Division of Taxation: Integration Tax Systems (STAARS)

In 2018 STAARS was expanded to include Business Intelligence Reporting capabilities. This is a 3 -phase project that will conclude during the first quarter of 2019. The focus for phases 1 and 2 were on the Revenue Estimating reports as well as statistical data, visual charts and dashboards that provide Taxation with results that help in short and long term tactical and strategic decision making. It is being integrated across STAARS to capture performance measures.

Department of Human Services: QS1 Pharmacy System

This application replaced an obsolete, unsupported legacy pharmacy system with a modern, upgraded pharmacy system solution at the Veterans Home. This system improved overall pharmacy process automation, system performance, reliability and minimized the risk of medication errors while also improving patient care. It delivered functionality fully compatible with the existing Long Term Care system and the Automated Table Packaging system (ATP). The ATP System interfaces with the QS1

Pharmacy System to automatically to prepare medication packets customized for each patient based upon their med profile and physician orders. It significantly enhances the operations of the RIVH Pharmacy and greatly reduces the possibility of medication errors.

Department of Human Services: ADL Computerized Physician Order System

This system enables the electronic entry of physician medication and treatment orders which previously had been manually prepared. Its seamless interface with QS1 Pharmacy System allows for the creation of reliable Medication Administration Records for each patient and is part of the overall plan to implement a fully electronic health record capability within the RIVH.

Department of Behavioral Healthcare Developmental Disabilities and Hospitals : Division of Developmental Disabilities(DDD) Case Management System

DDD needed a robust case management system in order to manage their programs and services and to measure outcomes. DDD's existing 25+ year old Informix Admissions and Financial systems were inadequate for case management.

In October of the past year we went live with two facets of the new Case Management application. Internal BHDDH users are now maintaining demographic information and case notes in the new application. We expect to complete the remaining functionality in 2019.

1. The new case management information system includes the necessary administrative, case management, clinical, quality improvement, financial and reporting components that will: Provide for better management of capacity planning
2. Provide for increased efficiencies by reducing redundant data entry and manual processes
3. Provide linkages to EOHHS systems including the claims and eligibility systems

Department of Behavioral Healthcare Developmental Disabilities and Hospitals : Eleanor Slater Hospital Automated Dispensing Cabinets

Eleanor Slater Hospital (ESH) needed a modernized drug dispensing unit to ensure proper level of care is consistently provided to their patients. To address this need, an automated dispensing cabinet (ADC) system was procured and implemented. The project is broken into 2 phases of deploying the automated cabinets. A portion of the cabinets were deployed in November into the new ESH

Benton Building, and the remaining will be deployed by March 2019. These automated dispensing cabinets provide the following:

- Improved patient safety by reducing the risk of medication errors
- Consistency in medication delivery and administration processes across ESH campuses
- Interfaces with the Eleanor Slater Hospital pharmacy application

Department of Environmental Management: Unified Hunting and Fishing Licenses

Hunting and Fishing license systems were disparate combination of online services and paper-based systems.

New system combines all license types as well as tags and stamps into one unified online system that is available to customers and vendors (town halls, bait shops). Customers now able to consolidate multiple licenses, permits, tags and stamps into one document that is accessible online.

Since March 1 launch, 72,167 customers bought 87,916 licenses and 37,997 permits.

Department of Administration: Initial Phase of New E-Procurement

In December of 2018, the first phase of the new Procurement system was implemented. This rollout included current MPA vendors and a pilot program to register vendors. In January 2019, the new website will be rolled out for full vendor registration.

Department of Administration: Implementation of New Health Plans and Online Enrollment Coordination

All new health care contract changes were implemented and for the first time employees were able to select their health plans online. DoIT worked with HR and third-party vendors to interface data to collect and process employee elections. The new health plans take effect January 2019.

Department of Transportation: New VOIP Phone System

An unsupported analogue system was replaced with a digital hosted COX solution. New phones lines were wired throughout 2 Capitol Hill and 360 Lincoln Avenue. Approximately 400 new phones were provided to the two locations. Users will now receive their voicemails through their emails.

Department of Transportation: E-Construction Pilot

17 iPads and new software (Bluebeam Revu and Headlight) was purchased and piloted for 10 construction projects. The hardware and software will assist construction in improving their inspection and processes by eliminating paper (daily reports, daily diaries, plans and specifications). The pilot is complete and the department is discussing expansion.

Department of Business Regulation: Medical Marijuana

The Medical Marijuana platform also completed several key enhancements, most notably the shift from physical RFID tracking tags to a digital certificate system. This allows patients and caregivers to print their certificate at home, rather than coming physically to DBR to pick something up. Patients and caregivers have positively received the change, which will save DBR a significant amount of time and money, and increase the ease with which law enforcement can inquire about the validity of a given credential.

12. Collaboration Technologies

ETSS continues to move the needle by partnering with the Microsoft 365 Success Team to enable innovative and industry leading Office productivity tools. The next-generation of cloud collaboration services comprising of Skype for Business, OneDrive and SharePoint on the Microsoft 365 Platform will provide users with an unparalleled business productivity platform. These innovative features are currently being used within the Executive Branch with an anticipated enterprise-wide rollout in 2019.

13. Enterprise Resource Planning

The State of Rhode Island is currently issuing an RFP to select a vendor to examine options and develop a strategy to replace, upgrade or maintain its current enterprise applications. These applications consist of the following:

- HRIS/HCM Applications including Time and Attendance
- Payroll
- Finance (enterprise financial applications)
- Applications supporting the enterprise applications

The State recognizes such an undertaking requires a significant investment of resources and as such, the leadership wants to reduce risk, minimize costs, and optimize return to the State by developing a strategy that will maximize visibility and drive informed decisions.

The State wants to improve efficiencies, integrate multiple systems, automate manual processes, and replace and modernize its current enterprise technologies.

To accomplish these goals, the State is issuing a RFP to select for a vendor that will help us research best practices for our business needs. This research will help us to review high-level business needs and the technology available to meet those needs. As well as gaining a high-level understanding of the cost of the products, delivery methods and types of technology.

This RFP is scheduled to be released January 2019 with a vendor selected the first quarter of 2019.

14. Disaster Recovery / Business Continuity

The EOC Team designed, implemented and successfully tested our infrastructure Disaster Recovery solution which leverages off-site hosts running vSphere in conjunction with EMC's Networker and Data Domain for replicated backup datasets. In 2018, this recovery solution was successfully leveraged by several agencies to meet their annual recovery test commitments. This resilient platform provides assurance to agencies that their hosted applications, systems and services within the EOC Private Cloud Infrastructure can be restored in the event of a disaster within the stated Recovery Time Objectives (RTO).

15. Network

ETSS Data Communications is in the initial stages of modernizing the Network Architecture and Infrastructure to support current and future Digital Transformation. Current initiatives include migration from Analog to Voice Over IP Telephony, Next Generation Firewalls, Core Switch and Router replacements, and Network Redundancy and Resiliency to increase capacity and facilitate ease of access to a mobile and agile workforce.

In 2018 ETSS increased the scope and deployment of monitoring of the State network and network resources across all agencies providing alerting of disruption of network services to appropriate response personnel. This enhanced capability allows for rapid, proactive measures to be taken resulting in a measurable reduction in downtime.

16. Telecommunication and Mail Operations

The ETSS Telecom team coordinates agency telephone and telephone system requirements. In 2018, this included purchases of Interactive Voice Response systems, telephone systems and telephone handsets. The Telecom group also provides telephone design, installation and

maintenance, ensuring gain of economies of scale on large purchases and through maintenance of our own telephone switches. Telecom centralizes all cell phone and smartphone purchases to achieve cost savings from our large contract, as well as ensure that all phones are managed through our mobile device management solution, providing a measure security for State data.

All outgoing U.S. Mail received from the Enterprise Messaging Center, the Computer Center, various State Departments, Agencies and Colleges, as well as some Cities and Towns are processed by the Enterprise Mail Facility. It is barcode sorted and sent to the USPS, all on average, below the cost of a regular piece of first class piece of mail. Proper mail piece design by the mailroom decreases the postal operation costs to the State. In 2018, there was a savings of \$675,160 to the State. A barcode sorter enables application of all postal discounts afforded to a large mailer. On average, a million pieces of mail a month are processed through this facility.

Couriers employed by the Enterprise Messaging Center support various State Agencies dispersed throughout the State to pick up and deliver interdepartmental correspondence and outgoing U.S. Mail for processing. Approximately 2,000 mail items are processed daily, including incoming USPS mail for One Capitol Hill. This activity presents cost savings through bypassing mailing of these packages, which on average would cost the State over \$1 each.

17. Project and Portfolio Management

Since its establishment, the Project Management Office (PMO) has improved IT Governance processes, tracked all IT projects throughout the State and completed weekly status reports for each active project. The PMO has maintained an average of 69 projects throughout the year and under its direction has completed 23 projects successfully. Driven by lessons learned from past and existing projects, strategic analysis, and agency need, a more structured and formalized project review and approval process has been implemented. The project review committees and formal governance process serve to review and prioritize IT projects from across Executive Branch agencies. The purpose of these reviews is to ensure that IT projects comply with IT standards and policies, are initiated with proper IT staff assigned, and are driving strategic enterprise goals. The full list of active projects can be found in the Appendix B of this report. A breakdown on projects by agency can be found below:

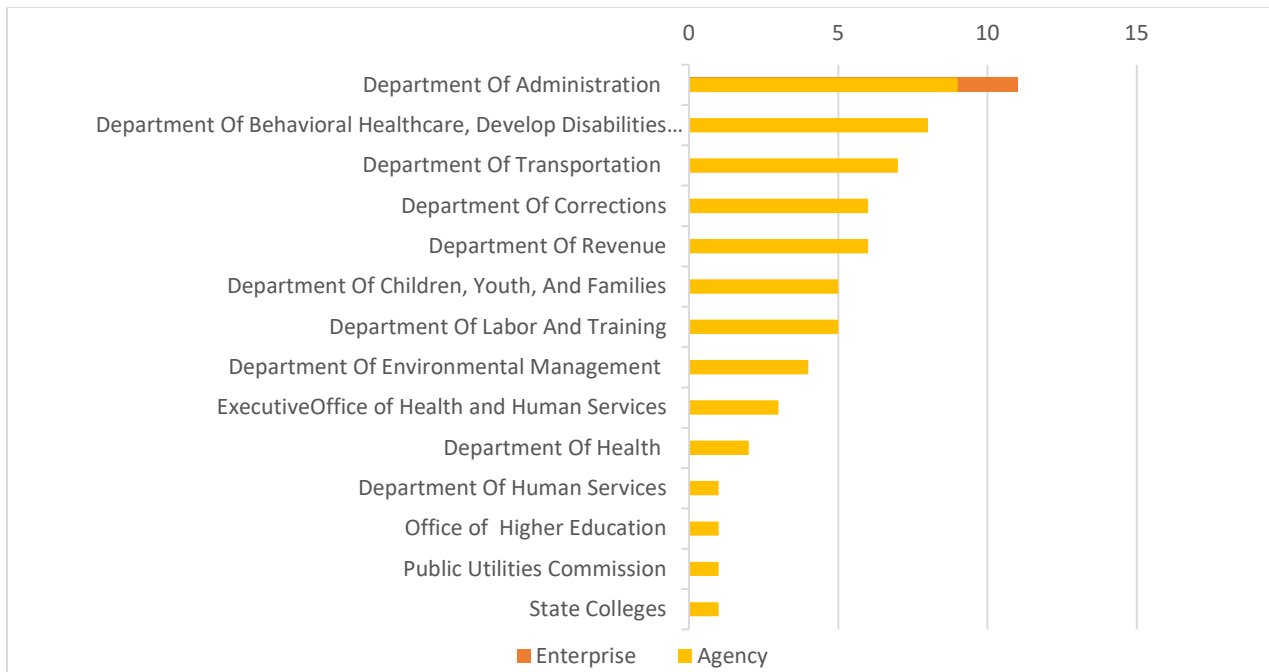


Figure 5 - Active Projects by Agency, Enterprise Classification

18. Vendor Management

1. VMO Charter

The Vendor management function established within ETSS in March 2018 was set up to manage Strategic sourcing, Contracts management, Vendor management and Vendor governance disciplines for Procurement of Third Party Services. The VMO manages Procurement of Third Party Services for ETSS / Agency technology projects, Planning and executing upcoming RFP / RFI / Contract Renewals, Vendor escalations, Contract Negotiation and Vendor Governance. VMO will serves as the ETSS interface with Vendors, State Purchasing, DOA and Agency Legal

2. VMO Focus Areas

- Delivery Excellence
 - Prioritize and Deliver on ETSS & Agency* Sourcing Initiatives (RFPs /Contracts)
 - Cost avoidance and Cost Savings through Strategic Sourcing, Contract Negotiation
- Vendor Management and Governance
 - Establish and Improve Vendor Governance Model
 - Manage Vendor Escalations including Vendor Audits
 - Measure Vendor Performance and ensure Contract Compliance
- Process Improvement & Innovation
 - Partner with Service Owner (IT / Agency IT) to provide Innovative Sourcing Options using the available Contracting Vehicle
 - Partner with Purchasing and other States (NASPO) to explore innovative RFI/RFP approaches

- Adherence to Sourcing Processes:
 - Scoping → Solicitation → Evaluation/Selection → Contract Negotiations → Governance
 - Build and use Sourcing Tools and Templates
- Stakeholder Satisfaction
 - Partner and deliver on ETSS & Agency stakeholder's sourcing demands
 - Share Best Practices on Vendors, Third Party Solutions
- Continuous Improvement

3. 2018 Key Accomplishments

- Established VMO Organization – Charter, Goals – short and long term strategy
- Established regular cadence with Stakeholders, Purchasing and Legal
- Established Vendor Governance Model and scheduled Quarterly Business Reviews with Strategic Vendors
- Developed Service Catalog to manage sourcing demands
- Developed basic Sourcing Metrics to document and report Sourcing Requests
- Sourcing for several key projects
- Cost savings/avoidance and better terms and conditions for the State

19. Office of Library Services

The Office of Library and Information Services (OLIS) is responsible for developing a Statewide plan for library development, interlibrary cooperation, and resource sharing to serve the library and information needs of state residents. It has the statutory authority and responsibility to administer state and federal funding to develop programs that support and advance library services in the state. OLIS coordinates services and administers programs for public, academic, school, and special libraries. Its mission is to strengthen, connect and empower libraries to advance knowledge, connect communities and enrich the lives of all Rhode Islanders.

The office directly serves the public through the Talking Books Library, the Statewide Reference Resource Center (Askari), and online directories to Rhode Island library services. It administers the Library of Rhode Island, a network of over 200 libraries who make their resources and services available through any Rhode Island library.

Projects

- 2020 Census. OLIS connected the US Census with libraries and helped coordinate activities for the end-to-end test in Rhode Island, in preparation for the 2020 Census.
- Continuing Education. In FY2018, OLIS offered 79 programs attended by 1200 librarians. Profession development opportunities for RI librarians expanded with the creation of new peer learning groups for Digital Innovation, Urban Libraries, and Special Collections.

- **Library Construction.** OLIS worked with Providence Public Library, reviewing plans and approving application for reimbursement of \$9 million of the eligible costs for the \$21 million renovation of the downtown library. Project will modernize the library and greatly expand opportunities for learning and collaboration for children and adults. OLIS is also working with libraries in Jamestown and Narragansett, which intend to apply for reimbursement funding for the renovations of those libraries.
- **Library Futures.** OLIS convened a summer series in 2018 for librarians, bringing in national speakers from inside and outside the library world to focus on trends and current topics so libraries may better plan services to meet the evolving library and information needs of Rhode Islanders.
- **Studio Rhode.** In collaboration with the Office of Innovation, OLIS led a demonstration project to create digital learning centers in libraries. In FY2018, OLIS oversaw 5 grant awards and the production of a toolkit to document best practices and case studies on supporting digital learning and creation in libraries; toolkit will be hosted by OLIS and distributed nationally.
- **Summer Reading.** Over 15,000 children participated Statewide in the 2018 Summer Reading Program, with an additional 14,000 people attending educational programs coordinated by OLIS at libraries. OLIS also coordinated the 10th annual Kids Reading Across RI Statewide read for 4-6th graders and continues to work with and support the Governor's 3rd Grade Reading Challenge and Summer Learning programs.

Operations

- **State Aid to Libraries.** \$8.6 million in operating grants awarded to 39 cities and towns to support public library service in accordance with standards established by OLIS.
- **AskRI.** \$700,000 awarded to Providence Public Library to provide support for online electronic resources for all Rhode Islanders. Over 5.5 million sessions executed.
- **Library of Rhode Island (LORI) Delivery.** 209 libraries participated in the network, sharing 2.1 million items through LORI delivery. New contract was bid and entered for delivery for 2019-2021.
- **Talking Books Library.** 1,500 Rhode Islanders who are blind or visually impaired borrowed or downloaded over 50,000 items from the collection and received support and service from OLIS. 259 new members signed up for service in FY2018.
- **Regulations.** OLIS developed and promulgated new regulations, approved by the Governor-appointed Library Board of Rhode Island, for the Public Library Construction Reimbursement Program and Minimum Standards for Institutional Libraries; regulations for the Library of Rhode Island network and Minimum Standards for Public Libraries were refiled through the Office of Regulatory Reform.

FUNDING

RI.gov Portal Transactions

RI.gov is the official web portal for the State of Rhode Island. Within the portal, residents can perform online transactions such as renewing licenses and paying taxes. The portal is managed by Rhode Island Interactive (RII) and encompasses the projects listed on page 32. In 2018, the RI.gov portal processed 1,900,828 transactions and collected \$91,519,657.77 in statutory funds on behalf of the State entities served. \$89,256,894.26 was remitted to the State to finance agency operations. The difference funded RII's maintenance and development of the portal.

RI.gov Portal Transactions			
Agency / Department	Transactions	Gross Revenue	Remitted to State
Division of Motor Vehicles	607,007	\$25,750,533.64	\$24,772,649.00
Dept. of Environmental Management	85,908	\$5,784,919.63	\$5,522,715.00
Division of Taxation	396,080	\$6,175,550.03	\$5,892,169.60
Secretary of State	66,004	\$3,443,992.41	\$3,273,703.10
Dept. of Business Regulation	19,495	\$3,811,859.05	\$3,690,144.88
Narragansett Bay Commission	108,064	\$14,452,841.72	\$14,375,595.26
Municipal	24,144	\$8,902,596.38	\$8,810,831.39
Dept. of Human Services	13,164	\$2,981,096.84	\$2,896,826.25
Univ. of Rhode Island	7,072	\$979,375.30	\$938,683.00
Dept. of Labor and Training	5,447	\$794,224.95	\$761,588.65
Kent County Water Authority	18,657	\$2,774,199.31	\$2,743,615.91
Office of the Attorney General	32,071	\$517,089.60	\$491,335.00
Dept. of Health	143,196	\$14,359,661.09	\$14,333,947.22
Dept. of Education	2,711	\$613,003.00	\$596,550.00
Dept. of Administration	366,940	\$15,238.00	\$0.00
Contractors Registration Board	752	\$155,871.82	\$151,340.00
Ethics Commission	3,871	\$1,935.50	\$0.00
Division of Public Utilities and Carriers	-	\$0.00	\$0.00
Dept. of Children, Youth and Families	176	\$2,012.50	\$1,750.00
RI State Police	69	\$3,657.00	\$3,450.00
Housing Resources	-	\$0.00	\$0.00
TOTALS	1,900,828	\$ 91,519,657.77	\$ 89,256,894.26

Information Technology Investment Fund

The Information Technology Investment Fund (ITIF) was established in 2013 under section 42-11-2.5 for the purpose of acquiring information technology improvements and services that were not budgeted for in the capital plan and could have a significant positive impact on the operations of an agency or across the enterprise. The ITIF approved **13 projects in 2018** for enterprise-wide solutions, agency-specific needs, and resident-facing initiatives, totaling just less than **\$6.7 million**.

Historically, the Information Technology Investment Fund (ITIF) has helped to advance the IT needs of the State of Rhode Island. However, as the demand for modernization in government increases at an accelerated rate, the Administration recognizes it must work together with the General Assembly to think more creatively about how to fund necessary upgrades and replacements and improve the IT talent pool, processes, and technology in the State.

Active Projects Approved in Prior Years

Department	Project Title	Budget Approved (Multiple Years)
DOH	Active Directory Consolidation	\$520,200
DHS	DHS Terminal Server Project: Remote Desktop	\$15,265
DOR	Reservation System Upgrade	\$282,571
DBR/DOA-DoIT	State E-Permitting Initiative (Phase I & II)	\$1,520,000
DOA-DoIT	Office 365 Migration	\$4,090,580
DOA-DoIT	Telecom Support Technicians (MPA-230)	\$95,760
DOA-OMB	Integrated Budget Development System	\$2,500,000
BHDDH	DDD Case Management System	\$487,500
DLT	OnBase Imaging System Upgrade	\$850,000
EOHHS	Unified Health Infrastructure Project (UHIP)	\$6,623,232
DEM	FoxPro to PLOVER Migration	\$333,400
DOA-DCAMM	Capital Asset Management and Information System	\$417,343
DOA-OMB	Grants Management System	\$1,860,884
DHS-VA	State Veterans Coordinated Care Network	\$300,000
DOA-OER	Utility Bill Analysis and Management Platform	\$300,000
DOC	Probation and Parole Case Management System	\$750,000

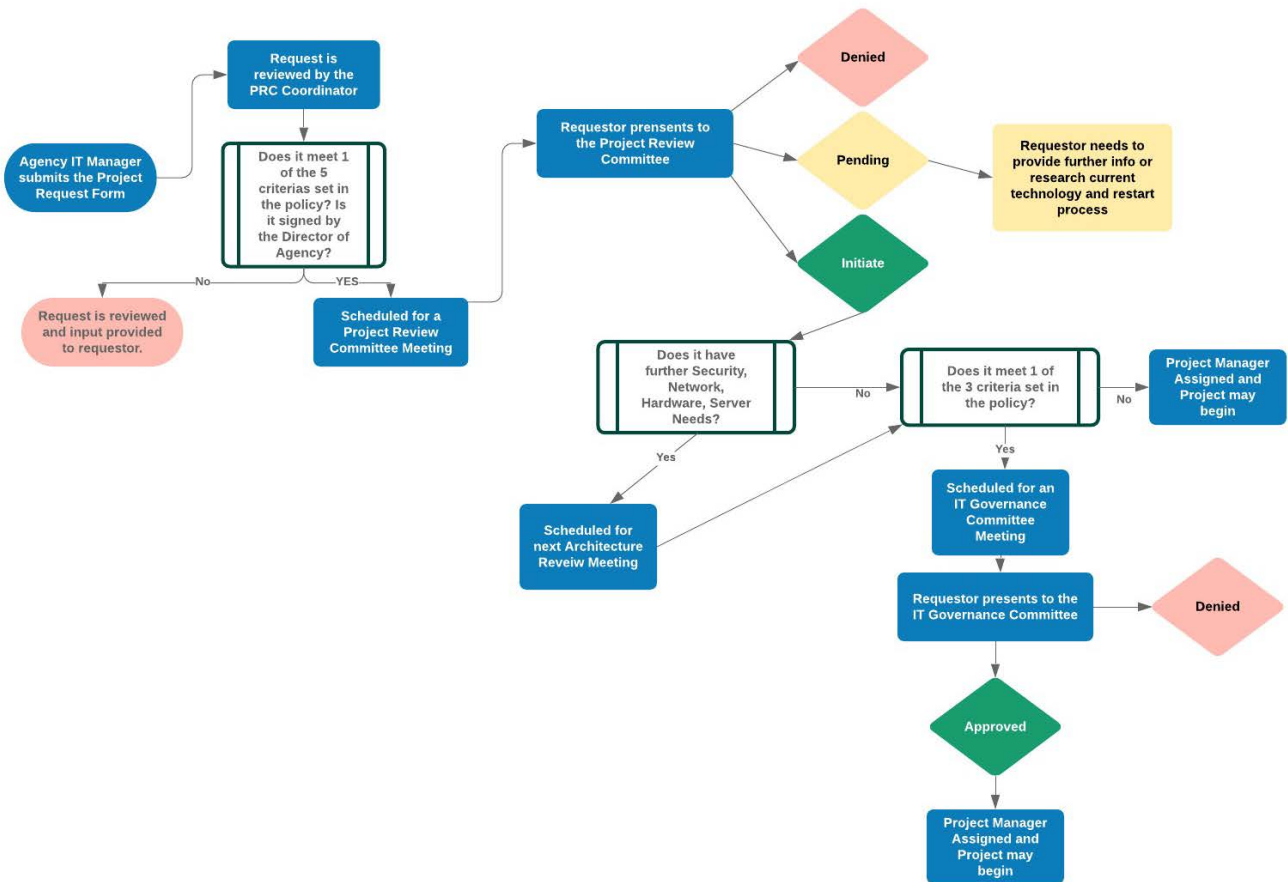
DOA-DoIT	Enterprise VMware Upgrade	\$250,000
DOA-DoIT	Enterprise SharePoint Design and Maintenance Solution	\$150,000
DOA-DoIT	Enterprise Service Desk Application Replacement	\$110,000
Board of Elections	Update Electronic Reporting Tracking System (ERTS)	\$350,000
RIC Campus Police	Campus Police Dispatch Console	\$72,359
DOR-DMV	DMV Woonsocket Relocation Project	\$62,500
DOA-DoIT	Mainframe Replacement Project	\$160,000
RIDE	Tableau Reporting Data System	\$221,000
DOR-DMV	DMV RIMS System	\$4,400,000
DOA-HR	Learning Management System	\$241,500
DOR-DMV	DoIT Strategic Plan	\$200,000
Secretary of State	E-Poll Books	\$2,017,960
DOA-Purchasing	E-Procurement	\$1,310,740
DOR-Taxation	Integrated Tax System Customer Portal / Support	\$1,700,000
DOR-Taxation	Integrated Tax System Reporting & Cashiering Enhancements	\$1,600,000
DOA-OMB	Legislative Bill Tracker	\$18,000
(Approved in 2016/2017) Subtotal		\$33,810,794

Approved Projects in 2018

Department	Project Title	Budget Approved (Multiple Years)
BHDDH	Long Term Care System – Project Manager only approved	\$150,000
DOC	Electronic Medical Record System	\$576,903
RI Commerce	Business Path Website	\$39,000
EOHHS	UHIP System M&O Advisory Services	\$469,600
DOH	Childhood Lead Poisoning	\$511,600
EOHHS/UHIP	Augmented Testing Capacity	\$102,800
DMV	RIMS/REAL ID	\$2,256,312
DOH	Vital Records	\$522,000
CCRI/RIC	Integrated Guided Pathway	\$697,500
DEM	Expansion of Digital Records	\$300,000
DCYF	Child Welfare Information System Modernization	\$303,225
DOA/Purchasing	eProcurement/Civic Initiatives	\$751,250
DEM	Berthing Management Database	\$78,000
(Approved in 2018) Subtotal		\$6,658,190

APPENDIX

Appendix A: IT Governance Process



Appendix B: Active ETSS Projects

All Active ETSS Projects		
Departments	Project Name	Status
<i>Department of Administration</i>	Content Management System	In Progress
	E-911 Phone	In Progress
	Enterprise Service Desk Application Replacement	Research
	E-Permitting Municipality/State Agency roll out	In Progress
	E-Procurement	In Progress
	Enterprise Collaboration Suite	In Progress
	Grants Management System	In Progress
	Legal Case Management System	In Progress
	Linux - Informix Migrations	In Progress
	SANS Switch Upgrade	Planning
	Strategic Plan - DoIT	Planning
	Upgrade SORIWEB to LAMP servers	In Progress
	Utility Bill Analysis and Management Platform	In Progress
<i>Department Of Behavioral Healthcare, Develop Disabilities & Hospitals</i>	Bandwidth Upgrade between ESH Campuses	Planning
	BHDDH Windows 10 Implementation	Planning
	DBH and DDD Incident Reporting	In Progress
	DBH RIBHOLD Replacement	In Progress
	DDD Case Management System	In Progress
	ESH Automated Dispensing Cabinets	In Progress
	ESH LTC System (Business Applications Replacement Project)	In Progress
<i>Department Of Business Regulation</i>	Contractor's Registration & Licensing Board Application	In Progress
	Medical Marijuana Licensing System	In Progress
<i>Department Of Children, Youth, And Families</i>	DCYF Bridges Interfaces	In Progress
	DCYF Mobilization - Imaging of Tablet / Laptops	In Progress
	DCYF Modernization: RICHIST Database Infrastructure	In Progress
	DCYF VoIP IPC system	In Progress
	DCYF Website	In Progress
<i>Department Of Corrections</i>	Automated Library for Facilities	In Progress
	CDC Order Management, Inventory, Receivables	In Progress
	DOC Electronic Medical Records	In Progress
	Inmate Phone System	In Progress
	Offender Tablets	In Progress
	Probation and Parole Case Management System	In Progress
	RIDOC Rewrite Webpage	In Progress
	Parole Hearing Board Scanning	In Progress
<i>Department Of Environmental Management</i>	Coastal Resources Berthing & Land Lease System	In Progress
	Electronic Document Mgmt.: OWTS Digital Records Phase II	In Progress
	Enterprise Electronic Hunting and Fishing License System	In Progress
	FoxPro to PLOVER Migration	In Progress
	Produce Safety Inspection System	In Progress

	Stormwater Construction and Water Quality	In Progress
<i>Department Of Health</i>	APRA Software	Research
	Childhood Lead Poisoning and Asbestos Surveillance	In Progress
	Licensing: L2K update to MLO	In Progress
	RI PDMP/HIE/EHR Integration	In Progress
	STD Sexual Health Ap	In Progress
	Vital Records System Replacement	Research
<i>Department Of Human Services</i>	Child Support System Modernization	In Progress
<i>Department Of Labor And Training</i>	DLT Active Directory Migration Project	In Progress
	DLT Data Center Move	Research
	OnBase Imaging System Upgrade	In Progress
	Real Jobs RI Data Management System	In Progress
	Unemployment Insurance IVR Replacement Project	In Progress
<i>Department Of Revenue</i>	DMV Online Registration Inquiry and Purchase	In Progress
	DMV RIMS: REAL ID	In Progress
	DMV WiFi	In Progress
	Taxation Business Intelligence Reporting	In Progress
	Integrated Tax System Customer Portal / Support	In Progress
<i>Department Of Transportation</i>	Data Domain Backup System	In Progress
	ESRI Enterprise Advantage Program	In Progress
	Falcon Upgrade	In Progress
	MS-2 Transportation Traffic Data Management System	In Progress
	PMP Upgrade	In Progress
	Server Migration	In Progress
<i>Executive: Office of Health and Human Services</i>	Aging and Disabilities Resource Center Website	In Progress
	Asset Verification	In Progress
	Hoarding Website	In Progress
	Unified Health Infrastructure Project (UHIP)	In Progress
<i>Board of Elections</i>	Update Electronic Reporting Tracking System (ERTS)	Planning
<i>RIC Campus Police</i>	Campus Police Dispatch Console	Planning
<i>RI Department of Education</i>	Tableau Reporting Data System	In Progress
<i>RI Department of Public Utilities</i>	Public Utilities Website	In Progress