



Rhode Island Department of Business Regulation Strategic Plan

September 2015

Version 1.0 (DRAFT)



Mission & Vision Set the Course



MISSION

The Mission of the Rhode Island Department of Business Regulation is to assist, educate, and **protect the public** through the implementation and enforcement of state laws mandating regulation and licensing of designated businesses, professions, occupations, and other specific activities **while recognizing the need to foster a sound business environment.**



VISION

Rhode Island will be recognized as the top state for business by:

- Ensuring sound and compliant regulated industries
- Continuing to improve and maintain the operating environment with speed and efficiency
- Attracting new businesses to the state
- Providing excellent customer service to licensees, prospective licensees, and consumers
- Developing innovative and effective regulation for targeted industries

*Competitive
Environment*

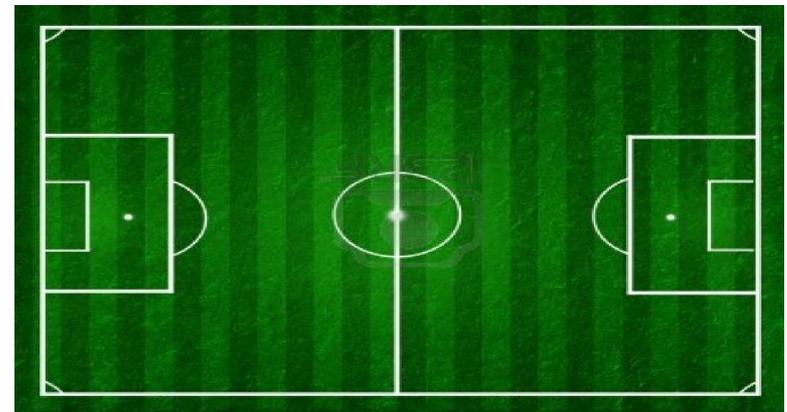
*Consumer
Safety*



DBR Creates the

“Playing Field for Business”

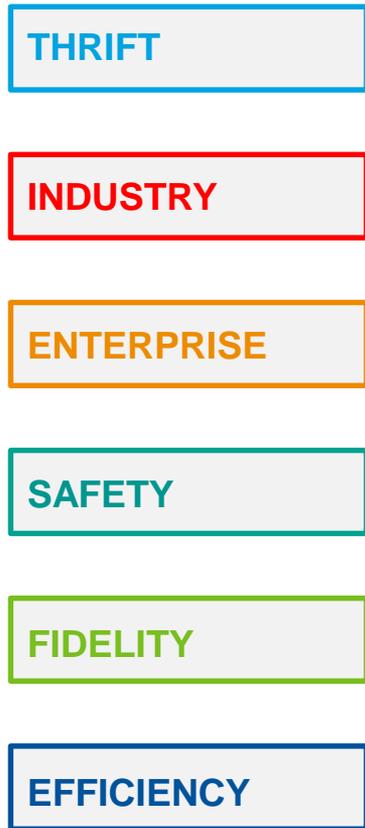
Providing rules and boundaries for operations





Values and Goals are Aligned

Shared Values



Organizational Goals



Top Policy Priorities

The Rhode Island Department of Business Regulation is focused on key policy initiatives aligned to our goals.



Making RI Ready for a Business Friendly Future

- Responding to tectonic changes in the business environment from Online Banking and cybersecurity to Virtual Currency and electronic payment systems to make RI a leader going forward



Making Government Work

- Cleaning up our regulatory environment to respond at the speed of business
- Metrics
- Performance Management
- Workforce Flexibility



Interstate Competitiveness

- Competing in every facet of business environment and excelling where we need to



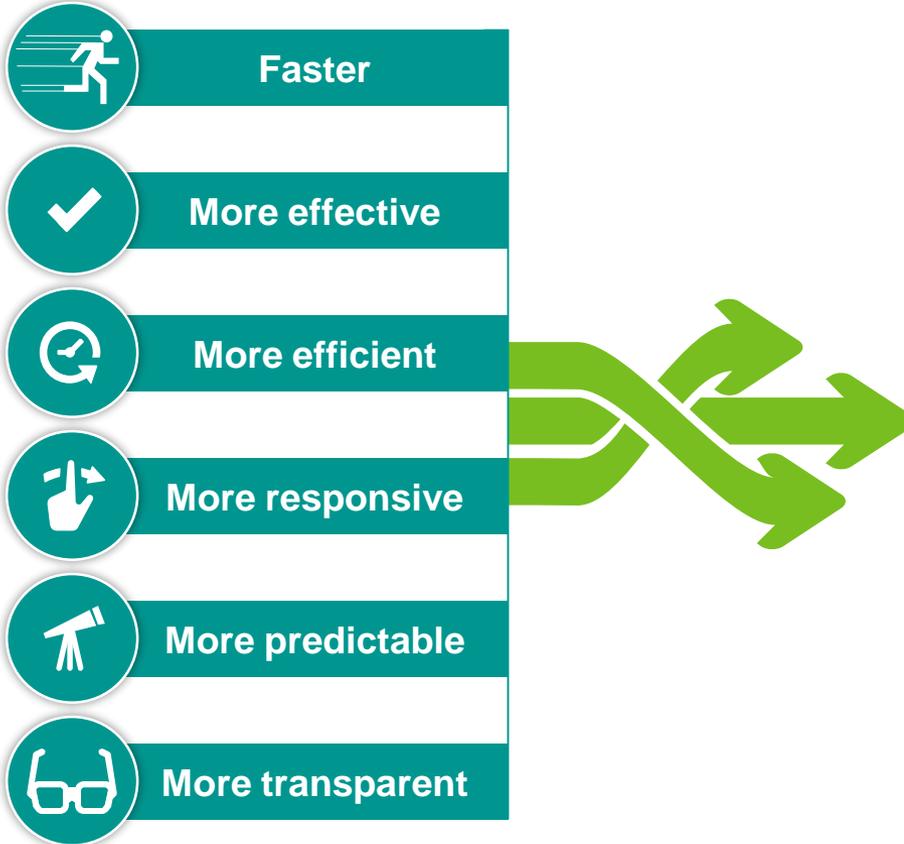
Consumer Protection and Transparency

- Making RI a safe space for Consumers and Small Business to operate and thrive

The Goals of the DBR Transformation are Clear and Measurable



Transformation Goals

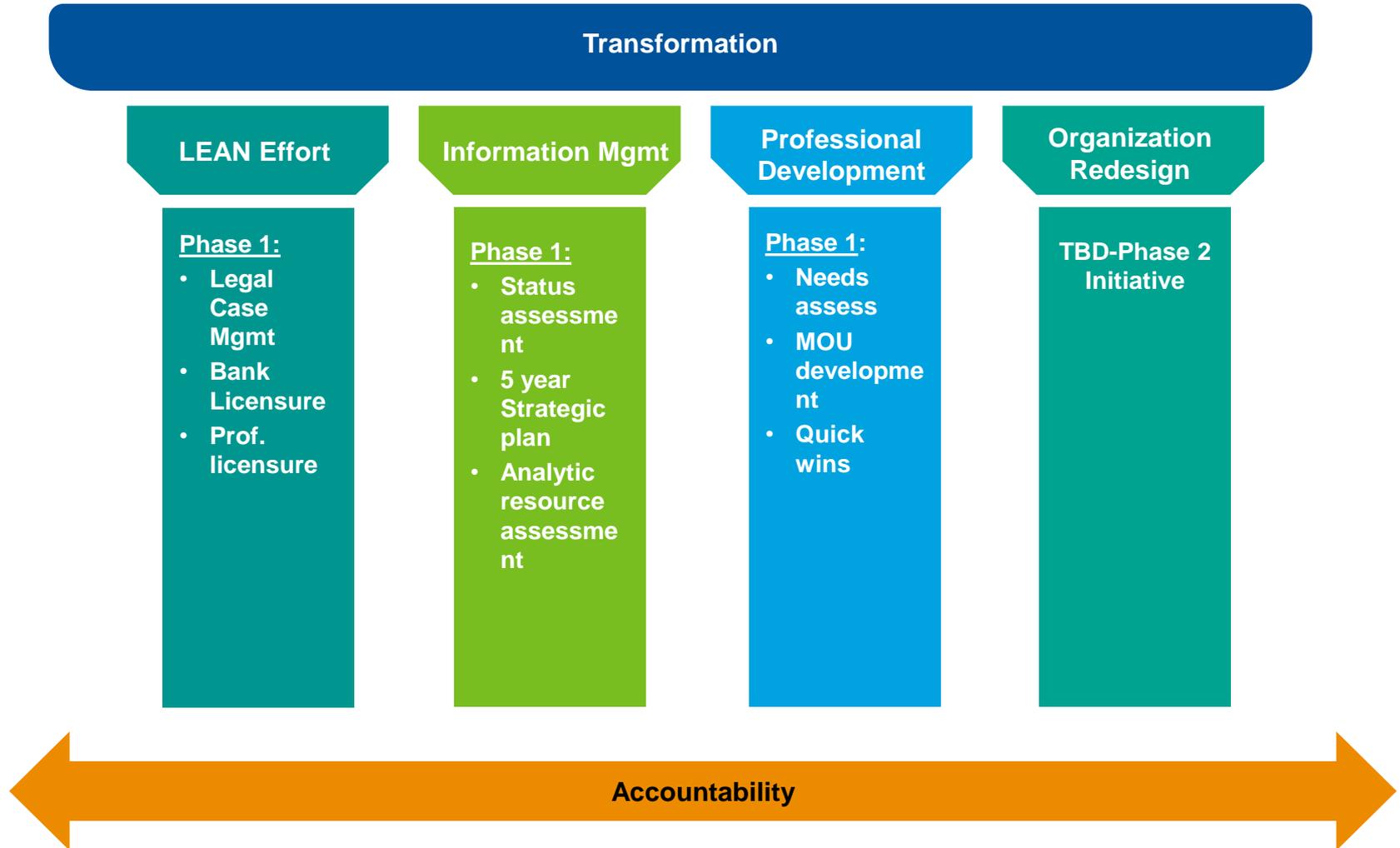


Expected Results

- **Lean** will reduce licensing and permitting timeframes, identify regulatory opportunities and obstacles and produce metrics
- **Innovation** in policy using new technology, regulatory tools and market-based approaches
- **Improved Customer service** to our regulated community and the citizenry at large
- **Increased Transparency** for our regulated community so that they can track their submissions from start to finish
- **Solicitation of Customer feedback** will be continuous and critical for the long term success of the effort



Transformation Components



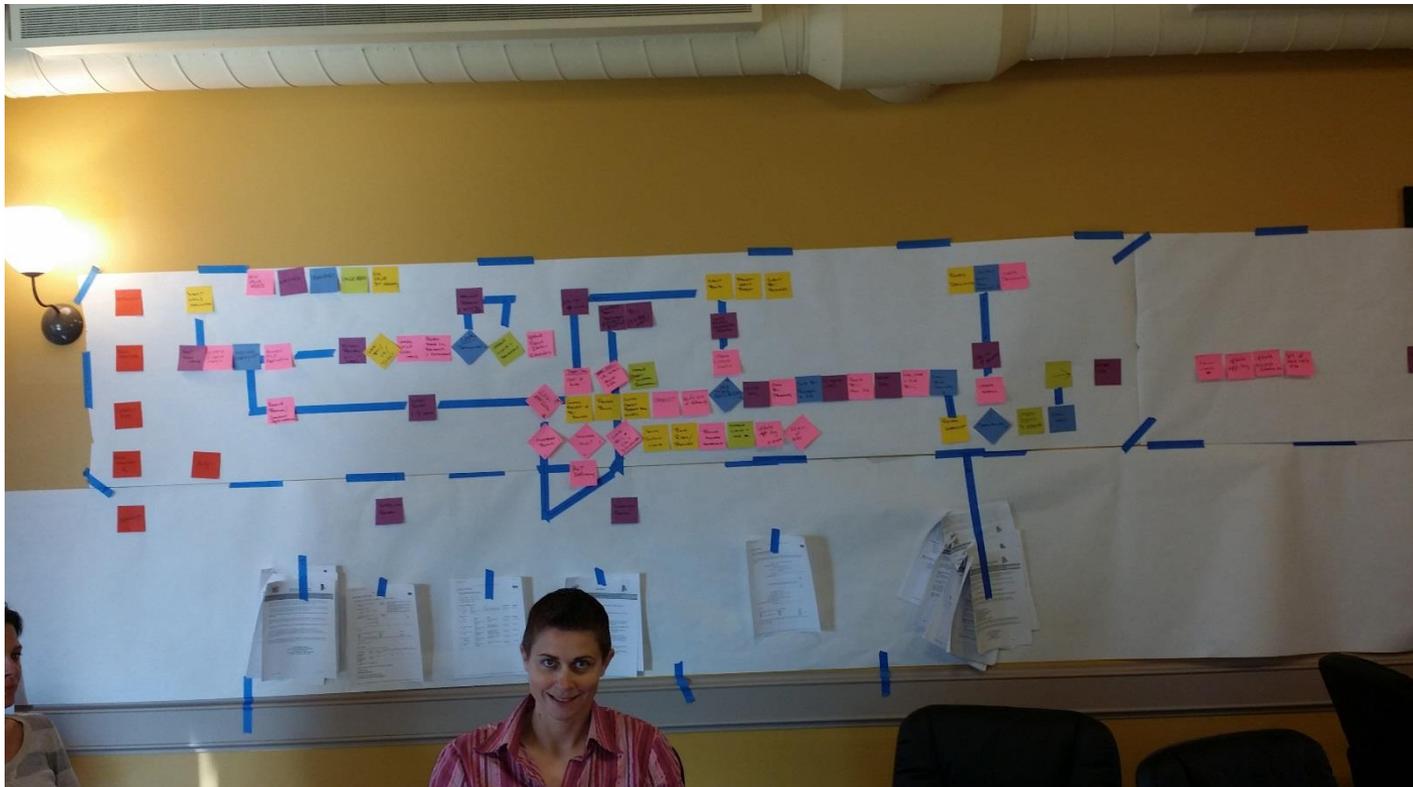
Bank Licensing team



Current state – value stream map



Banking licensing process: MLOs, Branches, and Companies





Current State Bank Licensing

MLO Applications

- Average time from receipt to complete is 38 days
- 75% of the applications take 25 minutes to review
- An average of 45 new applications received each month

Branch Applications

- Average time from receipt to complete is 44 days
- Initial review takes about 15-20 minutes
 - **if there are no deficiencies, ok to approve**
 - **If there are deficiencies, we have requested information from the applicant**
- **An average of 19 new applications received each month**
 - **Caveat: this does not include the influx of applications received since July and part of the backlog**

Company Applications

Average time from receipt to complete is 75 days
Initial review takes 5-10 minutes

- **100% of applications are deficient and we have requested additional information from the applicant**

Examiner review takes 30 minutes

- **If there are additional deficiencies, we have requested more information from the application**

Biggest time delay is the applicant response



What did we learn?

- The delays in the review of an application correlate to other workload
- Duplication of work among employees
- Instructions for applicants needs improvement
- Automation of certain tasks
- Opportunities for improvement in electronic storage
- Authorization form for background checks submitted to the AG's office pre-dates the electronic licensing system and is redundant
- Written procedures are important for consistency among reviewers



FUTURE STATE VALUE STREAM MAP GETTING TO GREAT!



Mapping results



Color Codes	Current	Good	Great
Green Value Added	5	5	5
Yellow No Value/But Necessary	12	12	5
Pink Waste	29	15	10
Purple Waiting	16	2	2
Blue Transportation	8	4	1
Total number of steps in process	70	38	23

INCREASED VALUE/DECREASED WASTE

Reduction in wasteful steps leads to immediate decreases in processing time



Process	Current	Good	Great
MLO APPS	38 days	5 days	2 days
Branch Apps	44 days	5 days	2 days
Company Apps	75 days	5 days	2 days