

**RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT
FY 2002-2003 WORK PLAN - OFFICE OF MANAGEMENT SERVICES**

I. Program Name and Description:

The Office of Management Services was created and expanded in 1996 by executive order of the governor. The Office consists of fund accounting,(general fund, bonds, revenues, grants, purchasing, departmental budgeting, data processing, boat registration, commercial fishing licenses, revenue and receipt tracking, property insurance monitoring, fresh water fishing and hunting licenses, mail distribution, in-house printing services, basement record storage, and the technical aspects of telephone operations and wiring. The office handles all purchase requests, debt collection management for the department and DOA, vehicle purchasing and vehicle scheduling, travel and conference requests by all divisions. The office personnel work closely with the state budget office, purchasing division and state controller and central services. The office personnel consist of a chief, budget administrator (financial administrator), assistant administrator-financial management, accountants and support staff. The licensing staff consists of an administrator, titling supervisor and support staff. The Information Management Unit in FY 2001 is composed of a coordinator and five programmers/analyst and support specialists. Although not currently residing with the Chief of Management Services, it can be found in the Management Service Office for administrative purposes.

The Office supports all divisions and offices of the department. It assures that all financial transactions, grants to outside agencies and municipalities and purchases are processed and maintained within the office. The office issues 38,000 boat registrations as well as other licenses for the department. The Office has fiduciary responsibility with all state and federal funding as it works closely with all DEM officials and federal and state agencies. This includes the financing of all capital financing through state bonding, general fund or federal funds. The office coordinates the fiscal integrity act standards established by the general assembly and sees that audit recommendations are implemented as expediently as possible. In support of the regulatory group, the office staff tracks penalties, billings, and fines and works closely with state collection personnel and the Legal Office. The staff supports and assist the expediting of grant payments to communities and non profit environmental groups. The accounting staff monitors and prepares documents for the release of capital bond funding for open space acquisition. The Office also administers legislative grants to the Blackstone Valley Chamber of Commerce for tourism activities and for the Slater Mill Historic Program.

II. Mission of Program, Office or Division

The mission of this Office is to provide the department with a central depository for funding, budgeting, data processing, telephonic communications and purchasing. By adopting this concept, we enable the department to be more customer-friendly, increase communication internally and make the DEM programs more effective and administratively efficient. In addition the office strives to process payments and licenses and permits utilizing best management practices. The Office operates under title 1,1A, 20,30,42, 46, of the general statutes which prescribe duties and functions of the department.

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III. Program highlights: Major Successes

Baseline changes have occurred in the way the Office of Management Services operates. Prior to the reorganization and building consolidation, the office operated as a business office. Due to increased use of automation, creating new responsibilities, staff had to be retrained to assume added responsibilities in areas like vehicle usage, commuting reimbursement, vehicle scheduling, property inventory, and insurance and information management.

- The Office drafted and set into place a strategic plan for hardware and software that standardized the way the department utilizes hardware and software.
- It continues to purchase desktop units to operate with Windows 95,98 and the Office Suite.
- It made internet access available to the department and initiated the Web site.
- It has annually utilized the boat show to renew boats and maintain public contact and has implemented the hunting and fresh water fishing programs for accountability into the structure.
- The office initiated the IMU team to react to department technical problems with computers.
- The Office has streamlined the way it does business to assure prompt payment of bills and increased communications with outside groups that receive funding.
- The staff has partnered with the Fish and Wildlife division to produce an operating manual for staff and agents doing business with the department and is developing a web based license scenario.
- The office has reduced the processing time for boat registration renewals.
- Made allowance for customers to utilize the web site for applications and contact to personnel for questions.
- Increased signage in the building to accommodate the public and installed bulletin boards on the second and third floors.
- Initiated purchase training for DEM employees for grant applications and equipment.

Problems:

- Initiated a review to better distribute and account for licenses through the hunting and fishing agent licensing system. Development of a computerized reporting and issuing system. The current system inherited by this office is to labor intensive. The possible reduction of field agents is under discussion with fish and wildlife staff. Staff is working with a MPA vendor to develop a licensing network (web based) that is cost effective and efficient.
- A logistical problem exists by having the licensing program with a lot of walk-in public contact on the third floor of Promenade Street. Management Services is working closely with the Foundry owners to better sign the front and back entrances of the building.

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Major Initiatives (See Objectives and Strategies That Meet Departmental Goals)

- Reinforce customer service by streamlining practices within the organization with a clear line of authority and flow charts where applicable in such areas as financial accountability, grants management, budgetary administration and purchasing.
- Increase staff awareness of the prompt payment requirements to vendors or those that the department contract as directed by the general assembly.
- Encourage technology to other applications to include automation in permit receipt processing.
- Develop an online web enabled component for boat licensing and freshwater fishing and hunting.
- Major revisions of boat registration software will be worked on during this period as it comes on line for biannual registrations and cash management functions for on line coordination with the treasury as well as replacing manual functions.
- Implement golden (RISAIL) on line requisition system for Parks, Coastal Resources, Forestry, Enforcement, and Fish and Wildlife Offices.
- Continue to support adequate funding for staff training.
- The office will continue to support the watershed management approach by expediting grant processing and developing expedited procedures to get funding out to non profits and universities more quickly.
- Further develop the department's telephonic system for management reporting by providing adequate training funds for staff to attend schooling by Lucente.

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<p>OBJECTIVE 1: To develop a more the purchasing system within DEM that will lead to increased delegation of authority(s) which will allow the Department to enter into contracts with non-profit partners including post graduate schools without seeking Department of Administration approval.</p>	<p>Environmental Indicators</p>	
<p>STRATEGIES</p>	<p>ACTIVITIES</p>	<p>Performance Measures*</p>
<p>Continue to train senior staff to develop and manage contracts with grantees. Continue training employees in purchasing requirements</p>	<p>Support the department through contracting authority and grants to third party vendors.</p>	<p>September 1; Assistant Administrator, Financ. Mgt January and May</p>
<p>Train a senior OMS staff member in the purchasing system and establish a tracking mechanism for all grants and purchases Brief senior staff annually regarding state travel policies</p>	<p>Assist the department with its strategy of environmental stewardship. Work within state and federal regulations to expedite the release of funds. This office can assist smart growth by its grant processing/technical assistance through contracts with community groups.</p>	<p>September 30, 01 Chief May 2001</p>
<p>Develop SOP's for procuring services and managing contracts to ensure that results are obtained in a timely manner and dollars remain available. Continue to improve the Travel and conference authorization and approvals and to report annually to the director in April.</p>	<p>This can be accomplished by promoting partnerships with non-profits and academic institutions. To accomplish, we must train staff.</p>	<p>12/30/01 Chief 4/30/02</p>

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<p>OBJECTIVE 2: To make boating registration and licensing more accessible through on line communication and utilization of website.</p>	<p>ENVIRONMENTAL INDICATOR: Increases communication and better addresses regulation.</p>	
<p>STRATEGIES</p>	<p>ACTIVITIES</p>	<p>PERFORMANCE MEASURES</p>
<p>Endorse the promotion of partnerships with fishing and boating industries.</p>	<p>Increase off-site registration at the boat show in Jan 2002.</p>	<p>Boat Administrator, Chief Increase # of registrations utilizing web site</p>
<p>Continue in coordination with the automation of the Fish and Wildlife agent licensing system.</p>	<p>Coordinate with Chief of Fish and Wildlife.</p>	<p>03/01/02 License administrator</p>
<p>Outline all conditions and requirements to build a boater registration database that can tie to registry and licensing (one-stop).</p>	<p>Administrator and MPA</p>	<p>04/01/02 License administrator</p>
<p>Continue to implement the automated cash collection system and develop an operating manual.</p>	<p>Continue to work with OLIS or MPA and equipment vendors</p>	<p>01/03 License administrator</p>

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OBJECTIVE 3: Continue to implement auditors findings to improve internal procedures.	Environmental Indicators:	
STRATEGIES	ACTIVITIES	Performance Measures*
Budget administrator to track departmental expenditures and forecast budget problems	1. Develop budget forecasting utilizing data from Controllers system, scan system and revised cost accounting system	Budget Administrator 04/02
Develop biannual inventory format for inventory control including computers/laptops	2. Continue to properly manage inventory owned by the state to protect assets	January 30, 2002 Supply and Property Officer
Continue to revise a new cost allocation/accounting system meeting auditors mandates <hr/> Develop a system for analyzing fines, penalties and receipts and delinquent accounts <hr/> Implement and monitor the purchase card system as mandated by the state controller <hr/> Implement debt collection policy and quarterly review with the legal office <hr/> Implement and coordinate initial four modules of RI Sail <hr/> Initiate restructuring Of OMS staff Develop white paper regarding vehicle monitoring	3. Work with state controllers accounting system on the deficiency - reporting of time to the proper account on a payroll by payroll basis.	December 1, 2001 Assistant Admin, Fin Mgt December 30, 2002 Appropriate staff Chief July 2001; July 2002 Chief and legal Chief October 30, 2001 Chief and appropriate staff July 2001 July 2002 Chief Budget administrator, Chief, others

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OBJECTIVE 4: Establish a timely vehicle replacement and maintenance policy by FY 2002.	Environmental Indicators: The department needs to set an example with energy efficient vehicles.	
STRATEGIES	ACTIVITIES	Performance Measures*
Streamline using best management practices for the procurement of new vehicles and the assignment and reassignment of departmental vehicles.	Procure energy efficient vehicles implementing a strategy of 90% alternate fuel vehicles by 2003	12/03
Implement phase 2 of cost accounting program for vehicles by utilizing maintenance and repair guidance and procedures.	Coordinate with HR, OLIS, and Controller	October 15, 2001 Assistant Fin Admin Report finalized by Oct. 1999
Work with budget administrator to control maintenance costs for vehicles.	Inclusion as part of FY 2003 Budget of a Vehicle Replacement Program within the budget outline	6/30/02 Budget administrator, Chief

OBJECTIVE 5: 100% vehicle commuting compliance when a new policy is revised and adopted	Environmental Indicators: State vehicles used in accordance to policy and state statute	
STRATEGIES	ACTIVITIES	PERFORMANCE MEASURES
Review annually those individuals allowed to be exempt from state commuter statute	Meet with associate/ assistant directors in August 01	October 1 Chief and appropriate staff
Seek reimbursement from those that utilize state vehicles but are not exempt under statute	100% reimbursement for those utilizing state vehicles for commuting	November 1 Senior Accountant 100% of reimbursement

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OBJECTIVE 6: Monitor departmental fuel consumption for heating at all DEM facilities in conformance with state energy plan and departmental policy	Environmental Indicators:	
STRATEGIES	ACTIVITIES	PERFORMANCE MEASURES
Prepare an annual report in November and monitor at end of heating season in May		Assigned by Chief May 02
Review with Department Energy Coordinator, the departments energy needs in both state and leased facilities		Chief and assigned person
Report on annual reduction of fuel consumption utilizing DEM operated vehicles and implement a fuel policy when developed		May 03, Chief

OBJECTIVE 7: Open and Effective government	Environmental Indicators:	
STRATEGIES	ACTIVITIES	PERFORMANCE MEASURES
Work with budget staff to automate budget tracking and revenue collections		Budget administrator, Chief Jan 2002
Utilize Budget administrator as part of the daily operational process to better understand the needs of all Chiefs		
Work on administrative and organizational efficiencies		September 2002
Work closely with OLIS and IMU for management of software, equipment and other assets located in Management Services such as color copiers and printers for networking within the department		Chief OMS, Coordinator IMU
Implement data storage disc utilizing Windows 95 for boating documents, both historical and current, to include titles and old registrations.		Boating Administrator