

**RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT
FY2000 WORK PLAN - OFFICE OF Management Services**

I. Program Name and Description:

The Office of Management Services was created in 1996 by executive order of the governor. The Office consists of accounting, 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 aspect of telephone operations. In addition to fund accounting, the office handles all purchase requests, debt collection management, travel and conference requests. The office personnel work closely with the budget office, purchasing division and state controller. The office personnel consist of a chief, budget 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 consists of two program analysts and a technical support specialist.

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 maintained within the office. The office issues 35,000 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 all capital financing through bonding. The office implements 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 track penalties, billings, and fines and works closely with state collection personnel. The staff support and assist the OSCAR program by expediting grants and payments to communities and non profits. The accounting staff monitor and prepare 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.

II. Program highlights: major successes

Over the past two years, baseline changes have occurred in the way the new office of management services operate. Staff and personnel duties in most instances have been automated both externally with the state controller and internally in how we accomplish daily tasks.

- Prior to the reorganization and building consolidation, the office operated as a business office. Due to automation and new responsibilities, staff had to be retrained at the same time were adding responsibilities in areas like vehicle usage, commuting reimbursement, property inventory, and insurance and information management.
- The Office has drafted and set into place a strategic plan for hardware and software that standardized the way the department utilizes hardware and software.
- It has replaced over 400 desktop units to operate with windows 95 and the office suite of software.
- It has overseen the Y2K implementation for software and server integration.
- It has made internet access available to the department and began the implementation of the Web site.
- It has utilized the boat show to renew boats and has implemented the hunting and fresh water fishing programs for accountability into the structure.
- The office has begun to build a IMU team to react to department technical problems with computers and phones. 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.
- Major involvement with the Permit Streamline program through data processing staff involvement will make the project stronger.
- The office has reduced the time to process boat registration renewals to ten days and deposits on a daily basis of funds received.
- Continued support and involvement by the Office through the Chief and budget administrator with permit streamlining has hastened the budgetary and purchasing aspects of the project.

Problems :

- Under review is a system 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. Directional signing has been utilized in elevators and staircases and we are working with the landlord on a permanent signage solution. The addition of a staff member a OTCA should assist through verbal communication, as well as a possible kiosk at the Promenade Street site.

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.
- Continue to develop the permit streamline technology to other applications to include automation in permit receipt processing. Support the implementation phase through IMU involvement and training.
- Develop an online component for boat licensing and freshwater fishing and hunting. Major strides have been made with the boating software 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 on line requisition system for Parks, Coastal Resources, Forestry, Enforcement, and Fish and Wildlife Offices.
- Bring the IMU staffing up to a level that can maintain the services of the department and the support of the Oracle permit streamline software. Support a request for three additional IMU employees in FY2001 for a total of seven FTE's. When the EPA partnership budget is approved, at minimum of three staff members would require federal funding to develop and maintain the streamline program.
- 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 quicker.
- Further develop the departments telephonic system for management reporting by providing adequate training funds for staff

<p>OBJECTIVE 1: To develop a more effective purchasing system within DEM that will lead to greater training and delegation of authority which will allow the department to enter into contracts with non-profit partners without seeking department of administration approval.</p>	<p>Environmental Indicators</p>	
<p>STRATEGIES</p>	<p>ACTIVITIES</p>	<p>Performance Measures*</p>
<p>1. Train senior staff to develop and manage contracts with grantees and for services in order to shorten the time frame for getting contracts in place and funding to agencies and non-profits</p>	<p>support the department through contracting authority and grants to third party vendors</p>	<p>March 1, 00 Assistant Administrator, Financ</p>
<p>2. Seek to obtain delegated authority for contracting and grants with the three regional conservation districts.</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>April 30, 00 Chief</p>
<p>3. Develop SOP's for procuring services and managing contracts to ensure that results are obtained in a timely manner and dollars remain available</p>	<p>This can be accomplished by promoting partnerships with non-profits and academic institutions. To accomplish, we must train staff</p>	<p>March 1, 00</p>

OBJECTIVE 2: To make boating registration and licensing more accessible through on line communication and off premise sites for renewals	ENVIRONMENTAL INDICATOR increases communication and better addresses regulation	
STRATEGIES	ACTIVITIES	PERFORMANCE MEASURES
Endorse the promotion of partnerships with fishing and boating industries We need to improve information processing	1. Increase off site registration at the boat show in Jan 2000	February 28, 00 Boat Administrator, Chief Increase # of registrations
Continue with the automation of the Fish and Wildlife agent licensing system utilizing license 2000 software or develop in-house by July 2000		03/01/00
	Review the methods that agents are recruited by the State for distribution of licenses by Feb 2000	March 1, 00 Chief Fish and Wildlife Licensing Administrator Chief Office of Management Systems
		Institute one late night per week to process registrations /licenses from March 15 thru July 15 subject to Funding, union approval, and availability of personnel March 00- Boat Administrator, Staff

OBJECTIVE 3: Continue to implement auditors findings to improve internal procedures	Environmental Indicators:	
STRATEGIES	ACTIVITIES	Performance Measures*

Develop system with budget administrator to track expenditures and forecast accountability	1. Develop budget forecasting utilizing data from Controllers system	March 30, 00 Budget Administration
	2. Continue to properly manage inventory owned by the state to protect assets	June 30, Supply and Property Officer
	3. Work with state controllers accounting system on the deficiency - reporting of time to the proper account on a payroll by payroll basis	March 30, 00 Assistant Admin, Fin Mgt

OBJECTIVE 4: Establish a timely vehicle replacement and maintenance policy by Yr. 2001.	Environmental Indicators: The department needs to set an example with energy efficient vehicles.	
STRATEGIES	ACTIVITIES	Performance Measures*
Streamline using best management practices	Procure energy efficient vehicles implementing a strategy of 90% alternate fuel vehicles by 2003	
	Finalize bureau of audit vehicle report by utilizing data base management for monitoring	Senior Accountant Report finalized by Feb. 15, 00 Pending Director
	Inclusion as part of FY 2001 Budget of a Vehicle Replacement Program	Jan. 15, 00 Budget Administrator

OBJECTIVES 5: 100% vehicle commuting compliance when a new policy is revised and adopted	Environmental Indicators: State vehicles used in accordance to policy	
STRATEGIES	ACTIVITIES	PERFORMANCE MEASURES
	Develop new policy for commuting vehicles	March 30, 00 Chief
	100% reimbursement for those utilizing state vehicles for commuting	May 00 Senior Accountant 100% of reimbursement

OBJECTIVE 6: Increase emphasis on information management and data processing throughout the department	Environmental Indicators Improved communication for each data management system as appropriate.	
STRATEGIES	ACTIVITIES	PERFORMANCE MEASURES
Provide assistance with database maintenance management for streamline project.	Review 1996 strategic assessment plan by March 2000	March 30 Imu Staff, Chief
	100% internet and email connections for all employees by October 1999	September 30 IMU STAFF
	Develop permit streamline expertise for oracle data base	FY 2000 - 2001 IMU
	Continue to support web based applications for Boat Registration, Fishing & Hunting Licenses and databases	March 00 & beyond Chief, IMU, Admin

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