

“GREEN SHEET”

Meeting dates: April 13-14, 2012, Commission Meeting

Agenda item #: 4. Technology and Financial Management Program (TFM) and Information Technology Services (ITS) Overview– Briefing

Staff Contact: David Giglio, Assistant Director, Technology and Financial Management

Presenter(s): David Giglio, Assistant Director, TFM
Michael DeAngelo, Chief Information Officer, ITS

Background:

The Commission requested each Program provide an overview presentation that includes the program’s organizational structure, personnel makeup, external authorizing environment, budget breakdown, and geographical distribution of staff. Technology and Financial Management’s briefing will cover TFM divisions as well as the Director’s Office.

Information Technology Services had also been requested to provide a division overview.

Policy issue(s) you are bringing to the Commission for consideration:

N/A

Public involvement process used and what you learned:

N/A

Action requested:

None.

Draft motion language:

N/A

Justification for Commission action:

N/A. Briefing only.

4. Technology and Financial Management Program Overview

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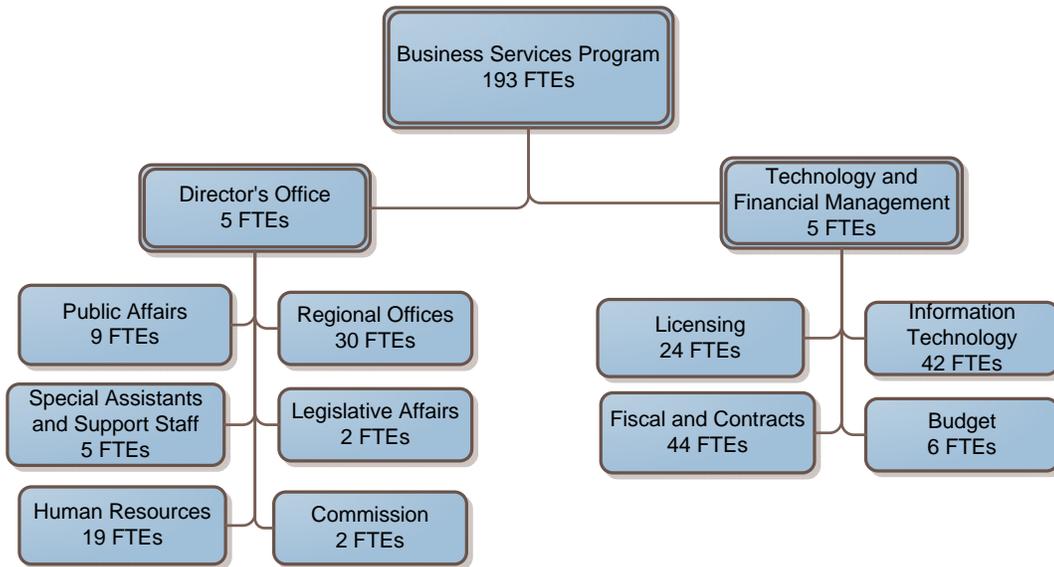
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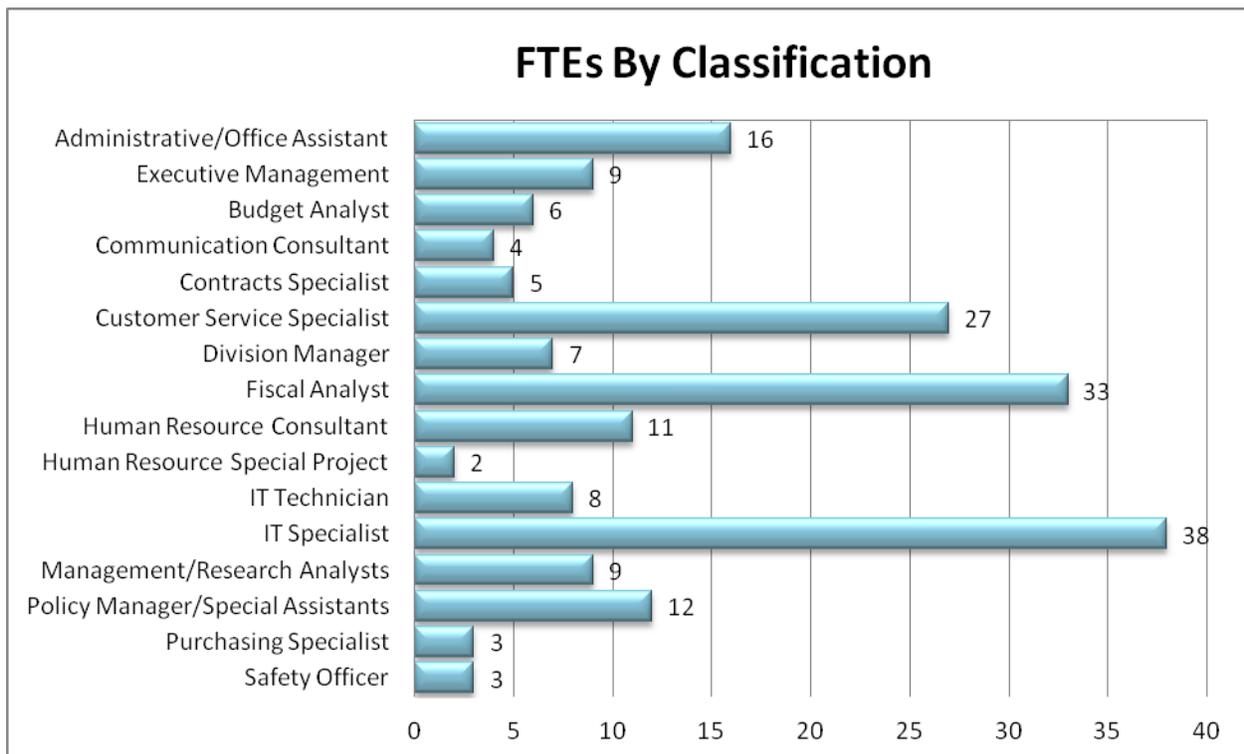
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Organizational Structure



Position Classifications



High Level of Activities Performed

Human Resources

Plans and aligns the agency's workforce, assists managers in hiring and retaining diverse and qualified personnel, fosters a safe, accountable, and productive work environment, encourages professional development, and reinforces performance.

Functions

- Support 1400-1500 permanent staff per year and about 300 non-permanent at any given time
- Provide recruitment, hiring, and payroll enrollment support for all new employee transactions
- Support employee performance evaluations and disciplinary actions
- Process reasonable accommodation requests, labor relations, and grievances
- Perform risk assessments for the agency and process tort claims and litigation
- Ensure hunting, fishing, and wildlife recreational opportunities for citizens with disabilities

Goals

- Expand management and supervision training
- Improve the agency's hiring processes to ensure the best qualified candidate for every job

Budget Office

Performs routine management of the agency's budget, and provides strategic guidance for new policy and program initiatives aligned with agency strategic priorities and state goals and statutes. Looks ahead to prevent budget problems. Coordinates with OFM and legislative staff on agency budget matters.

Functions

- Prepare agency budget requests for biennial and supplemental budget cycles
- Forecast revenue to ensure spending plans align with capacity
- Administer agency budget infrastructure: agency control totals, charts of accounts, contract approvals, earned indirect recovery, and agency activity inventory
- Coordinate with programs to prepare accurate agency fiscal notes for legislation
- Provide the Executive Management Team and program budget staff with quarterly financial reports
- Monitor fund balances for agency accounts

Goals

- Reform agency processes to comply with auditing standards, allocating overhead costs to create better transparency and improve cost management
- Lead a cross-agency Wildlife Account Workgroup to understand sustainability of current spending and develop options for managing the account's health

Contracts, Grants, and Purchasing

Centrally manages and coordinates both the contracts and grants awarded to and those entered into by the agency. They ensure WDFW follows all state and federal contracting rules and regulations and that the costs and activities outlined in the agreements are defensible by WDFW. Contracts Officers serve as liaisons with contracting partners, reducing risks to both parties by proactively addressing emerging issues. The Purchasing unit provides purchasing services and surplus management, ensuring that agency purchases are made at the best price, through qualified vendors, and that proper documentation and records of these purchases are maintained. Co-manages the purchasing card program and assists with annual inventory.

Functions

- Negotiate and prepare contracts, including competitive procurement and performance contracts
- Provide technical assistance to the Director and other WDFW staff regarding contract matters
- Review federal, state, and local grants, mitigations, and cooperative agreements (GMC)
- Assist in GMC negotiation, processing, administration, and termination
- Provide purchasing and acquisition expertise for all agency purchases
- Manage agency surplus materials and provide data for agency inventory system
- Administer 2,500 active contracts per year; about \$200 million in contracts and grants per biennium funds the work of 900 agency staff

Goals

- Review and streamline the agency's contracts and procurement processes; create templates and standard tools for contract development and improve program contracts expertise
- Update on-line help and provide training classes to WDFW staff on all facets of GMC

Fiscal Office

Manages expenditures and non-license revenue associated with WDFW work, including employee payroll processing. Processes cash receipt and payment transactions, ensuring transaction records are maintained accurately within statewide reporting systems. Provides accurate financial data for the Budget Office, OFM, and all required federal financial reporting.

Functions

- Process about 41,100 vendor payments and 15,600 purchasing card transactions each year
- Inventory department-owned assets and maintain inventory control system data for over 10,000 assets, including boats and weapons
- Bill, monitor, and reconcile contracts including federal, local, and interagency contracts
- Deposit and prepare cash receipts of all non-licensing revenue, including about \$100 million annually from receivable agreements
- Administer payroll and leave operations and reconcile payroll clearing accounts, including processing over 40,000 employee timesheets annually
- Manage WDFW staff financial activities in the Human Resources Management System (HRMS), conducting over 1,200 employee care eligibility reviews yearly
- Coordinate employee health insurance and retirement benefits

Goals

- Upgrade the Consolidated Phone Management System to meet OFM's new cell phone reporting requirements
- Ensure all CAFR reporting and Fiscal Year close activities for WDFW are completed by the published OFM due dates

Information Technology Services

Maintains vital technology systems and resources that support agency operations, scientific functions, and public access to key information. Deploys and maintains systems for communication and support core business activities. This includes systems and databases for resource management and decision making, scientific research, enforcement activities, and business management. Works with DES and other agencies to maintain current technology.

Functions

- Develop, maintain, and support systems that automate agency business processes
- Maintain and operate infrastructure that connect and run agency sites
- Maintain, manage, and support phones, computers, mobile devices, and other devices for agency staff
- Single point of contact response and resolution for all technical issues
- Consulting and technical expertise on new initiatives and solutions

Goals

- Leverage mobile technology to increase the speed and accuracy of data collection
- Use “cloud” based services to increase our scientific capabilities and reduce costs
- Leverage emerging technologies to make data more available
- Develop roadmap for replacing aging core systems
- Continue incremental improvement of operational processes

Licensing

Partners with businesses, communities, and the public who participate in or inquire about commercial and recreational fishing, hunting, and wildlife viewing opportunities in Washington State. Also, helps collect data to manage the state’s natural resources.

Functions

- Provide customer service and licenses for Dealer, Recreational, and Commercial customers
- Generate and provide oversight for about \$50 million in revenue each year to support hunting and fishing opportunities
- Operate and maintain the web-based platform for dealer point of sale and internet sales
- Maintain the Washington Interactive Licensing Database (WILD), making updates for changes to license fees and the Discover Pass
- Provide sales and regulation support to 600 commercially licensed businesses
- Provide sales and regulation support to 1 million recreational license users and 61,000 disability applicants

Goals

- Evaluating RFPs for the next generation of WILD, planned for production early in 2014
- Auditing complete customer record database to identify and remove duplicate records and update customer information by late 2012

Legal Drivers

Legislation; state and federal rules and regulations (such as State Account and Administrative Manual (SAAM), General Accepted Accounting Principles (GAAP), and Government Accounting Standards Board Rules (GASB))

DFW Projects Requiring ITS Staff Resources

				Planned	Planned	Planned			
Project Name	Business Area	Sponsor	Hrs	Start	End	Scope	Sched	Budget	
NEW (0) - projects being presented to the steering committee for approval and scheduling									
COMPLETED - projects completed within the last two months									
RoIP Phase I	Enforcement	Chief Bjork	110	01/01/2011	01/31/2012				
Data Sensitivity Classification	ITS	Michael DeAngelo	340	10/01/2010	08/01/2012				
Change Management	ITS	Michael DeAngelo	345	08/01/2011	02/01/2012				
WILD System Re-Bid	Licensing	Bill Joplin	332	02/01/2011	03/31/2012				
IN PROGRESS (8) - projects currently in progress and committing IT resources									
Internet Re-Hosting	Agency	Michael DeAngelo	80	02/15/2012	04/30/2012	G	G	G	
CODY - WTH Mapping	Enforcement	Chief Bjork	84	02/29/2012	06/30/2012	G	G	G	
CPMS	Fiscal	Lee Rolle	580	01/10/2012	05/31/2012	G	G	G	
Employee Position & Location Database - Phase 1	HR	Cindy Colvin	450	02/01/2012	06/30/2012	G	G	G	
WDFW LMS Project: Data Migration	HR	Cindy Colvin	40	11/15/2011	03/31/2012	G	R	G	
USFWS TRACS - Phase 1	Wildlife	Nate Pamplin	200	03/15/2012	05/31/2012	G	G	G	
GoHunt 2012	Wildlife	Dave Ware	1180	07/01/2011	08/31/2012	G	G	G	
Land Information System - Requirements	Wildlife	Jennifer Quan	125	10/01/2011	02/28/2012	G	R	G	
IN PREPARATION (12) - project ideas currently being prepared by the Programs to be presented to the committee									
IT Security Test Framework	Agency	Michael DeAngelo	170	04/15/2012	07/15/2012				
CODY Ad-Hoc Reporting Tool	Enforcement	Bruce Bjork							
NetMotion – 2 factor authentication	Enforcement	Chief Bjork	40		08/31/2012				
VMTS-Vehicle Mileage Tracking System Enhancements	Fiscal	Lee Rolle							
E-fish Regs Pamphlet Phase II	Fish	Jim Scott	456	04/01/2012	08/31/2012				
Ballast Water Database	Fish	Craig Burley	850						
SCoRE II - ArcGIS Server Nav and Reporting	Fish	Jim Scott							
Harvest DB	Fish	Jim Scott							
Coordinated Assessments Reporting (SCoRE II b?)	Fish	Jim Scott							
Age and Scales Database.	Fish	Jim Scott							
HPMS Generation 3 Requirements	Habitat	Jeff Davis	330	09/15/2011	03/30/2012				
PHS on the Web Enhancements	Habitat	Lisa Venerosa							
PENDING (34) - projects not expecting IT resources for a couple of months or currently prioritized as low by the Program									
Windows 7 Testing	Agency	Michael DeAngelo		09/01/2011	02/01/2012				
CapWay and Union Street Move	Agency	Julie Howard							
Create Mobile Device Management Plan	Agency	Michael DeAngelo		03/01/2011	04/01/2011				
Office 2010 Migration	Agency	Michael DeAngelo		10/31/2010	01/01/2011				
Web Work-Capital and Fleet	CAMP								
Conservation Initiative	Director's Office	Dave Brittel							
Form consolidation - Employee Services Application	Director's Office	Cindy Colvin							
RoIP Phase II	Enforcement	Chief Bjork							

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DFW Projects Requiring ITS Staff Resources

Cash Receipts	Fiscal	Lee Rolle						
CAPS (Classic) Generation 3 Upgrade	Fiscal							
CRAT-Composite Rate (IT and Fiscal)	Fiscal	EMT						
Data Warehouses	Fiscal							
EPIC-Agency Capital Assets and Inventory Management	Fiscal							
Labor Reports-Internal Costs detail for every pay check-	Fiscal	Lee Rolle						
Total Time-Enhancements	Fiscal	Lee Rolle						
Automate the HWS Replicated Database Monthly Resto	Fish	Erik Neatherlin						
NHD Migration	Fish	Ken Warheit	190	10/01/2011	09/30/2013			
LIFT2	Fish							
RBase/Paradox Fish Program Data Conversions	Fish	Brodie Cox						
SalmonScape Re-Write	Fish	Brodie Cox						
Habitat Mobile Computing	Habitat	Jeff Davis	100	07/01/2011	06/30/2012			
Claims and Injury database	HR	Cindy Colvin						
Employee Location Survey	HR	Cindy Colvin		11/01/2010	06/30/2011			
Cisco VPN – 2 factor authentication	ITS	Michael DeAngelo	40		08/31/2012			
Forefront Endpoint Protection -- Server/DT Migration	ITS	Michael DeAngelo		12/01/2010	02/01/2011			
ITS Knowledgebase/FAQ move to sharepoint	ITS	Michael DeAngelo		10/15/2010				
Master Software Database cleanup	ITS	Michael DeAngelo		08/01/2010	12/01/2010			
Virtual desktops	ITS	Michael DeAngelo		09/17/2010				
Quality Hunt Reservation System - Requirements	Wildlife		127	07/01/2011	09/30/2011			
Capitol Grant Tracking	Wildlife							
Falconry Database	Wildlife	Rocky Beach						
Game Surveys Corporate Database	Wildlife	Dave Ware						
Scientific Collection Permits (Electronic System)	Wildlife	Rocky Beach						
Small Game Conversion to Web-Based	Wildlife	Dave Ware						
ON HOLD - projects temporarily placed on hold								
Systems Center Operations Manager	Agency	Michael DeAngelo	170	08/01/2011	02/29/2012			
Enterprise Reporting	Agency	Michael DeAngelo						
CLOSED - projects cancelled or otherwise removed from the list of projects within the last two months								

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2011-13 Biennial Central IT Costs Across Service Categories

	Support Costs*		Agency and Program Costs in Central IT budget	Total Costs (k) & Cost Drivers
	People	Dollars (k)		
TOTAL BIENNIAL COST	40	\$8,213	\$886	\$9,099
Application Services	12	\$2,479	\$	\$2,479
Software development and support over 40 mission critical business applications, including: TotalTime, CAPS, CAPS Financial, LiFT, various budget, accounting, and HR applications, Labor Distribution, CPMS, VMTS, WebWork, Genetics, Salmonscape, GoHunt, and Emergency Fish Rules.				# of applications complexity of each # of technologies
Infrastructure Services	8	\$1,721	\$595	\$2,316
Maintains and supports core network and system infrastructure. This includes network connectivity between the 220+ offices , telephone connectivity and PBX management, management of the 60 physical and virtual server environment supporting the agency, data storage, data backup, and data recovery activities.			- HW maint (37%) - HW purchases (31%) - Server leases (19%)	# of office locations # of agency employees
Device Support	9	\$2,045	\$132	\$2,177
Delivers desktop services including the repairing or replacement of 1900 employee desktop and laptop computers . Installs and support over 400 desktop applications . Support over 220 locations .	\$229k in travel costs to support remote locations		- Monitors (95%)	# of devices # of office locations # of device variants
GIS Services	4	\$850	\$159	\$1,009
Delivers central GIS support to roughly 300 users and external entities . Services include web mapping, database management, coordination, and PHS data release. Performs daily maintenance and operations of the GIS infrastructure.			- ESRI costs (97%)	# of GIS users # of GIS applications
Service Desk	3	\$685	\$	\$685
Monitors helpdesk phone and inbox to provide first line triage and tracking of service requests from approximately 1500 employees which results in roughly 3000 requests per month. Maintains agency staff's access to systems necessary to perform their jobs.				# of agency employees # of applications
Administration	2	\$	\$	\$
Project Management	2	\$433	\$	\$433
Centralized management and coordination of the agency IT project portfolio. Currently tracking approximately 80 projects requiring IT resources.				# of projects size of projects

*Support costs include salaries, benefits, equipment, software, training, and supplies to perform function

Fish and Wildlife Strategic Plan 2011-2017

Agency Technology Strategies

Agency Goals and Objectives

1. Conserve and protect native fish and wildlife
 2. Provide sustainable fishing, hunting and other wildlife-related recreational experiences
 3. Use sound business practices, deliver high-quality customer service
 4. Maintain a highly skilled and motivated workforce
- 

Agency Technology Strategies and Connections to Agency Objectives

Strategy 1. Make science and recreational information more accessible to our internal and external customers (1,2,3)

- Improve interactivity of our information on the web
- Provide real time access to science and information
- Create more value-add services on the web

Strategy 2. Improve the agency's effectiveness at performing our science (1,2,3)

- Increase mobility of staff and their access to agency resources
- Improve the systems to better understand and conduct the science
- Advance the science of the agency by leveraging emerging technologies and practices

Strategy 3. Improve the agency performance through operational efficiencies and effectiveness (3)

- Modernize and automate our business processes
- Remove complexity and redundancy of operational systems
- Improve accountability through business intelligence

Strategy 4. Build stronger IT and line-of-business partnerships (3,4)

- Realign roles and responsibilities to empower program and position IT as a service provider
- Create consulting services to help programs maximize utilization of IT services
- Lead statewide efforts in IT shared service and interagency collaboration

Strategic Plan connections to PDPs

Agency Goals and Objectives

1. Conserve and protect native fish and wildlife
2. Provide sustainable fishing, hunting and other wildlife-related recreational experiences
3. Deliver high-quality customer service
4. Use sound business practices and maintain a dedicated workforce

Agency Technology Strategies

1. Make science and recreational information more accessible to our internal and external customers (3C, 1A)
2. Improve the agency's effectiveness at performing our science (4F, 1A)
3. Improve the agency performance through operational efficiencies and effectiveness (4B)
4. Build stronger IT and line-of-business partnerships (4C)

Supporting Initiatives and Projects

	Target
Create interactive access to recreational information on the web	TBD
Create near real-time customer access to spatial information regarding agency projects and priorities	TBD
Add campus wireless within NRB	TBD
Investigate the use of virtual desktops and applications to improve access to agency resources in the field	June 2011
Replace current aging systems like LIFT and WILD to improve agencies access to information	TBD
Improve performance through leadership, communication, and recognition	July 2011
Modernize IT processes, structure and approach to service delivery	July 2012
Improve project management and accountability	Mar 2011
Establish operational metrics to monitor service level	TBD
Create feedback mechanism for customers	Nov 2010
Review and establish principles and values around customer service	July 2011
Realign roles and responsibilities to empower program and position IT as a service provider	Feb 2011

PDP expectations:
Specific initiatives and projects with measurable targets

Strategy 1. Make science and recreational information more accessible to our internal and external customers (3,1)

Create interactive access to recreational information on the web	TBD
i. Develop a platform for making agency data broadly available to the public	Mar-13
Create near real-time customer access to spatial information regarding agency projects and priorities	TBD

Strategy 2. Improve the agency's effectiveness at performing our science (3,1)

Add campus wireless within NRB	TBD
Investigate the use of virtual systems to improve access to agency IT resources in achieving the mission	Mar-13
i. Identify, test, and implement appropriate uses of cloud based solutions	Mar-13
ii. Identify, test, and implement appropriate uses of hosted virtual and remote desktops	Dec-12
Replace current aging systems like HPMS, CAPS, LIFT, and WILD to improve agencies access to information	TBD
Implement more mobile computing options with corporate integration for staff	Jul-12
i. Identify and deploy new appliance options	Jul-12
ii. Identify, update, and create appropriate agency policies needed for effective mobile use in the agency	Jul-12
iii. Develop strategy for mobile application development for staff consumption	Mar-13
Develop new generation application platform for greater agility and improved time to market	Mar-13
i. Develop an architecture that leverages reusable components	Mar-13
ii. Develop an architecture that focuses on the development of shared services	Mar-13

Strategy 3. Improve the agency performance through operational efficiencies and effectiveness (3)

Improve performance through leadership, communication, and recognition	TBD
i. Create IT strategic plan that maps specific initiatives to agency goals and PDP expectations	Jul-11
ii. Establish multiple methods of employee recognition	Apr-11
iii. Establish regular communication channels for enforcing agency priorities, principles, and values	Mar-11
Consolidate HR systems to improve the efficiency	TBD
Consolidate fiscal systems to improve efficiency	TBD
Modernize IT processes, structure and approach to service delivery	TBD
i. Update service request, incident mgmt, and change mgmt processes	Mar-13
ii. Update IT processes to mitigate the need for forms	Mar-13
v. Update the service catalog of business services provided by IT to match the new Service Delivery organizational model	Dec-12
Improve project management and accountability	Dec-11
i. Establish performance and reporting metrics for agency projects requiring IT resources	Dec-12
Establish operational metrics to monitor service level	TBD
i. Create key performance indicators for primary service categories	Dec-12
ii. Identify appropriate communication and review process for IT service performance	TBD
Implement the service delivery organizational model successfully	Mar-13
i. Develop service categories used to delivery IT services for the agency	Dec-12
ii. Develop service agreements, operating objectives, and reporting to ensure service accountability and transparency	Mar-13
iii. Develop GIS as a service category integrated across technical verticals	Mar-13

Strategy 4. Build stronger IT and line-of-business partnerships (3,4)

Review and establish principles and values around customer service	Jul-11
i. Review all IT policies against new principles and make changes as needed	Jul-11
Realign roles and responsibilities to empower program and position IT as a business partner	Dec-11
i. Ensure employee's PDP are completed on time and are reviewed with employees periodically	Mar-12
Create consulting services to help programs maximize utilization of IT services	Jul-11

i. Establish IT consultants assigned to programs to report on and measure IT service delivery	Jul-11
Identify external service providers that can supplement current capacity and provide greater service agility	Dec-11
i. Investigate the use of virtual systems to improve access to agency IT resources in achieving the mission	Dec-10
Lead statewide efforts in IT shared services activities	Jul-11
i. Engage in and pilot with CTS, DES, and OCIO various shared service initiatives	Mar-12
Establish an IT executive committee to maintain and direct agency IT strategic priorities	Jun-12

IT Employee Satisfaction Results 2009 and 2011

