

2022 - 2024 IT Strategic Plan

Agency: 403 Department of Wildlife Resources

Date: 9/24/2022

Current IT State

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 5 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agency's strategy for managing existing operational IT investments:

Are there existing IT investments that will require additional funding over the next year to 5 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?

If there are systems that will no longer support the agency's business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?

If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?

The Department of Wildlife Resources (DWR) relies on cost effective and efficient technology to enable the agency's vision to lead wildlife conservation and to inspire people to value the outdoors and their role in nature.

DWR is a non-general fund agency dependent on licensing and boat registration customers who contribute more than two-thirds of the department's annual revenue. Operational investments support employees in 6 regional and district offices statewide in addition to 9 hatcheries. DWR also has a significant mobile workforce, with over half of its 450 fulltime employees working remotely.

DWR is a regulatory agency in an increasing competitive outdoor recreational market. It is critical for the agency to understand its customer base and provide technology solutions that meet their needs. The agency has existing investments in online and point-of-sale licensing, registration, education and consumer sales (Go Outdoors Virginia, Kalkomey Event, Volunteer and Certification Manager, PSA Subscription Management), geospatial technologies (VA FWIS), law enforcement communication and workflow (Zuercher), financial management (Cardinal, eVA) and IT infrastructure.

Several online solutions will be eligible for renewal or re-competition of originating contracts during the next biennium. As regulatory services such as licensing and registration are the primary source of revenue, the agency will be focused on identifying and securing transformative and cost effective solutions. Existing IT investments for geospatial and law enforcement software have been recently contracted or renewed for the biennium. Funding for these, as well as funding for other hardware and software, are within the agency's budgeted scope.

Factors Impacting the Current IT

In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agency's current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agency's customer base, product and service providers, or new federal or state legislation or regulations. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not. If the agency's existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank

For each mandated change, summarize your agency's response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?

Do the mandated changes effect IT in other Commonwealth agencies, or in other states? If so, how?

DWR is impacted by internal and external imperatives. Externally, the agency's major source of funding, license sales, reflects a shrinking number of recreational wildlife customers. In order to remain relevant, the agency must be more responsive to and invest in an increasingly tech savvy constituency. DWR's Go Outdoors Virginia and Kalkomy solutions are examples of this investment.

Internally, the agency is required to comply with Commonwealth mandates for financial systems, maintaining current software and hardware platforms including cloud hosting, and for growing requirements for information security. These new mandates must be met while maintaining current operational investments.

STABLE FUNDING and CUSTOMER RESPONSIVENESS: During this biennium, DWR's contract for its major customer facing funding source will be eligible for renewal. DWR will undertake an agency wide strategic analysis of business needs for a solution that will address current and future needs. Customers are increasingly tech-savvy and expect their government services to be available 24/7. The primary goals for new services will include improvements in customer recruitment and retention as well as no interruptions in revenue.

DIGITAL GOVERNMENT and BIG DATA: As with most agencies, DWR has more data than information. A key opportunity for the new biennium will be managing an increasingly complex data landscape.

INTERNET UTILIZATION: DWR personnel are increasingly mobile, which results in more internet utilization. DWR will continue its ongoing evaluation of bandwidth and overall connectivity at its regional, district and hatchery locations to ensure employees are afforded the most cost effective options as offered by the multi-supplier model.

CLOUD APPLICATION HOSTING: DWR will re-assess its strategies for data hosting in the next biennium. Applications under consideration are cloud-ready.

Proposed IT Solutions

In this section, describe the high-level strategy the agency will use to initiate new IT investments over the next year to 5 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:

What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?

If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?

Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?

If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?

The agency's critical solutions will maintain the agency's revenue flow and will increase operational efficiencies through lowered costs. The agency will evaluate proposed IT investments based on the applicability to strategic goals and return on investment. As DWR is a specially funded agency, technology solutions must be aligned within the agency's ability to fund them.

DWR will be evaluating IT business solutions for online customer licensing, registration, and customer relationship solutions during the biennium. There are several national vendors offering services specific to natural resource agencies. Their offerings will be evaluated on effectiveness, efficiencies, and cost.

DWR will transition to Cardinal HCM in October 2022. The agency may explore options to enhance Cardinal offerings; for example, internal budget management tools, grant management, and asset monitoring software. If Cardinal options are not suitable, the agency will review enterprise options.

DWR will continue to support its remote workforce with applications and technologies that enable virtual collaboration. The agency will monitor for network upgrades and will be updating firewall security as needed.

DWR will transition to Microsoft Messaging platform in August to October 2022 timeframe. The agency will be financially impacted by the increased costs related to this mandate as a non-general fund agency.

IT Strategic Plan Budget Tables

Agency:	403 Department of Wildlife Resources
Date:	9/24/2022

Current IT Services				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Projected Service Fees		\$2,439,943.00		\$2,513,141.00
VITA Infrastructure Changes		\$185,955.00		\$191,534.00
Estimated VITA Infrastructure	\$0.00	\$2,625,898.00	\$0.00	\$2,704,675.00
Specialized Infrastructure				
Agency IT Staff		\$1,672,321.00		\$1,810,092.00
Non-agency IT Staff				
Cloud Computing Service				
Other Application Costs		\$170,000.00		\$170,000.00
Total:	\$0.00	\$4,468,219.00	\$0.00	\$4,684,767.00

Proposed IT Investments				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Major IT Projects:				
Non-Major IT Projects:				
Agency-Level IT Projects:				
Major Stand Alone IT Procurements:				
Non-Major Stand Alone IT Procurements:				
Agency-Level Stand Alone IT Procurements:				
Procurement Adjustment for Staffing:				
Total:	\$0.00	\$0.00	\$0.00	\$0.00

Projected Total IT Budget				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Current IT Services:	\$0.00	\$4,468,219.00	\$0.00	\$4,684,767.00
Proposed IT Investments:	\$0.00	\$0.00	\$0.00	\$0.00
Total:	\$0.00	\$4,468,219.00	\$0.00	\$4,684,767.00

Business Requirements For Technology

Agency:	403 Department of Wildlife Resources
Date:	9/24/2022
Agency Information Management System	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
Asset Management System	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
Bear Management Database	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
BReT eGov Licensing and Online Systems	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021

Mandate:	
Mission Critical:	Yes
Description:	
Application upgrades and maintenance for agency licensing, permitting and registration systems.	
BReT Infrastructure Upgrades and Maintenance	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	
Description:	
Applications, databases and server software will be compliant with the most current versions as allowed by the VITA Product Roadmap. Technology plans for the biennium include	
Windows 7 to Windows 10	
.NET Frameworks to 4.0 or higher	
Firewall security upgrades	
BReT Software and Licensing Renewals	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	
Description:	
Renew licenses and/or maintenance agreements for agency software. Current software includes but is not limited to:	
Geographical Mapping Tools (ESRI)	
Security Awareness Training (Awareity)	
End user applications (Adobe, Project, SAS, Visio)	
Developer tools (PowerBuilder, RedGate, Dell Server monitoring)	
BRnT Cardinal Financial System Implementation	
BRT Type:	Business Requirement for New Technology
Date Submitted:	3/26/2021
Mandate:	Yes
Mission Critical:	Yes

Description:

Analysis, development and testing of potential application upgrades and interfaces between the agency internal financial systems and the new Commonwealth financial system. DWR will transition to payroll services in October 2021.

Chronic Wasting Disease Surveillance

BRT Type: Business Requirement for Existing Technology

Date Submitted: 3/31/2021

Mandate:

Mission Critical:

Description:

Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost

Code Maintenance System

BRT Type: Business Requirement for Existing Technology

Date Submitted: 3/31/2021

Mandate:

Mission Critical:

Description:

Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost

Customer Services Hunting or Fishing Licenses

BRT Type: Business Requirement for Existing Technology

Date Submitted: 3/31/2021

Mandate:

Mission Critical:

Description:

Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost

Deposits

BRT Type: Business Requirement for Existing Technology

Date Submitted: 3/31/2021

Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
DWR Network Upgrade BReT	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/26/2021
Mandate:	
Mission Critical:	
Description:	
Network	
License Data Mart	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
Online Authorization System	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
Records Management System - RMS Utility Field Info	
BRT Type:	Business Requirement for Existing Technology

Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
Request for Computer Services	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
State Police Interface to BRTS	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
Telecommunications Inventory Management System	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	
Watercraft Dealer Licensing	

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20636 - EO19_DWR_Aggregate_Rehost	

IT Strategic Plan Projects

There are no projects for this agency.

IT Strategic Plan Procurements

Agency:	403 Department of Wildlife Resources (DWR)
Date:	9/24/2022
Stand Alone Procurements:	
Procurement Name:	DWR eGOV
Procurement Date	6/30/2023
Procurement Description:	<p>Renewal of contract</p> <p>DWR's eGOV contract is for the agency's online licensing, registration, permitting, mass communication and related processes. The original RFP and contract were finalized in 2015 with an effective start date of 7/1/2016. The contract term is/was 5 years with 5 1-year renewals. This PBA is requesting 2 1-year renewals.</p> <p>Our vendor, Brandt Information Services, is enrolled in ECOS.</p>