

# Department of Game & Inland Fisheries Transformation

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## DGIF is transforming in many steps

- Steps in change management
  - 2008 – received business management study
  - 2008-2009 – held local input meetings with staff
  - May 2010 – made headquarters organizational changes
  - 2010-2011 – wrote strategic plan with staff/user/Board input
  - August 2010 – shared regional changes with staff
  - November 2010 – implemented reporting changes
  - February 2011 – implemented additional reporting changes
  - December 2012 – expected decision on new office(s)



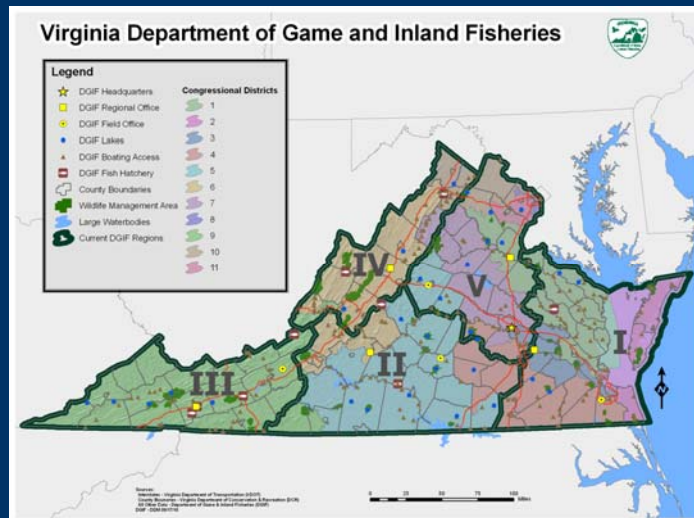
## Guiding principles for change

- The best interests of the Agency and its mission are our goals.
- Performance and sustainability are required.
- Long-term form must follow function and drive decisions.
- People are extremely important and will be respected and cared for during all transitions.

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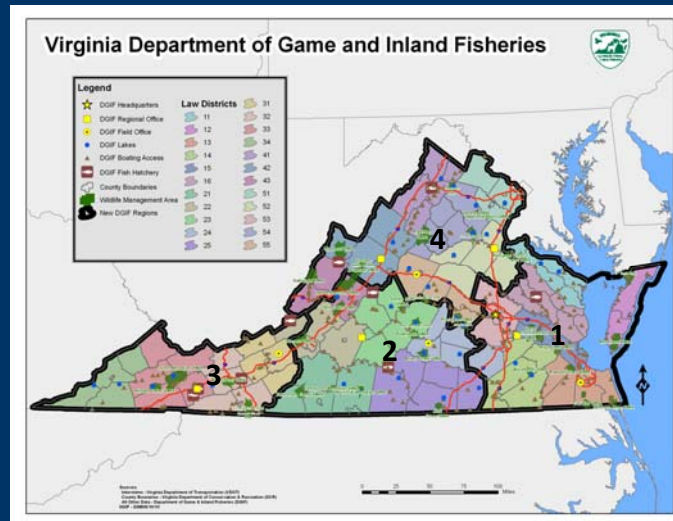
## We had 5 regions in the past



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## We consolidated to 4 regions



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## Benefits of 4 regions

- Reduced office footprint/costs
  - No detailed analysis yet, but 4 is cheaper than 5
- Fewer administrators, more field focus
  - 1 less regional office
    - 2 fewer law administrators
    - 2 fewer bureau administrators
  - 6 headquarters staff now focused on field work
- Uniform service area across all statewide work units
- Increased ability to balance seasonal workloads across larger, more local staffs

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## Current Region 4 offices

Office	Cost	Size	Year-to-year	Employees
Verona	\$75k/yr	13,686 sqft	May 2012	26
Fredericksburg	\$82k/yr	8,063 sqft	February 2012	19
<b>Total</b>	<b>\$157k/yr</b>	<b>21,749 sqft</b>	--	<b>45</b>

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## Making the regional transition

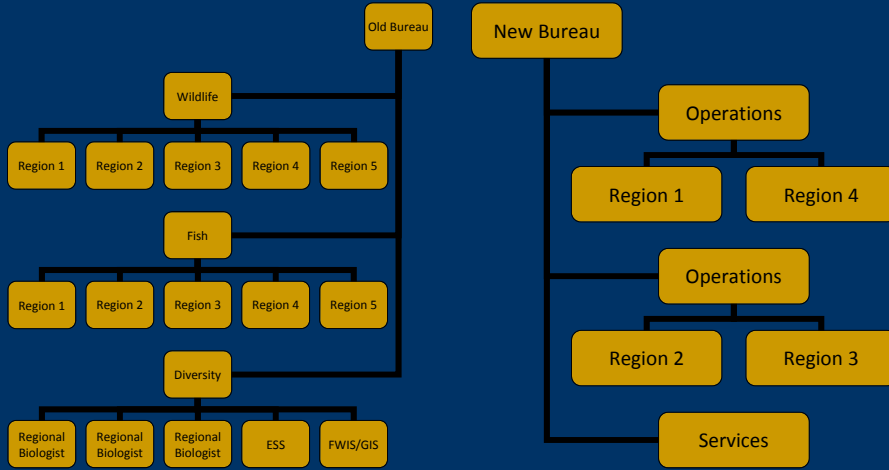
- Organizationally
  - November 2010 – Bureau of Wildlife Resources changes in place
  - February 2011 – Law changes in place\*
- Physically
  - We will reduce regional offices by one and have not decided where the new Region 4 office will eventually be located
  - We expect this process to take about 2 years
    - Provides a 'runway' for personal and organizational planning
    - Based on existing leases and available options
    - Focused on service area, staff, customers, and costs
    - Will leverage technology/mobility as possible

\* Delayed due to hunting season scheduling

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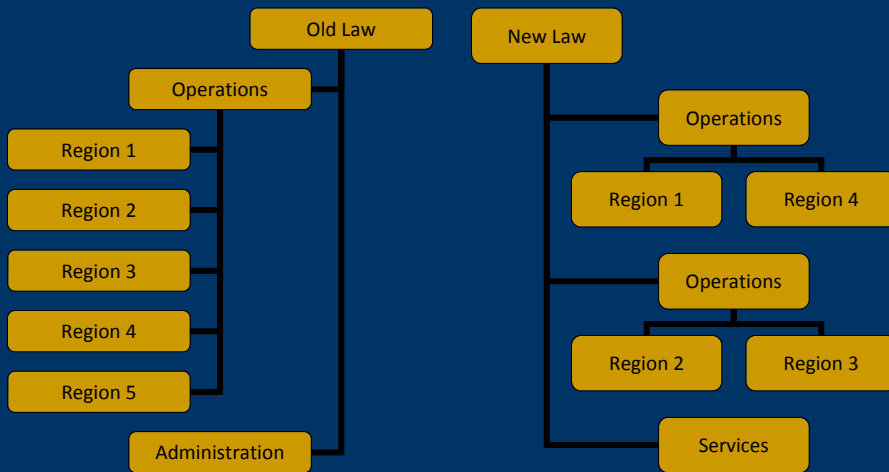
# Bureau brings three divisions together



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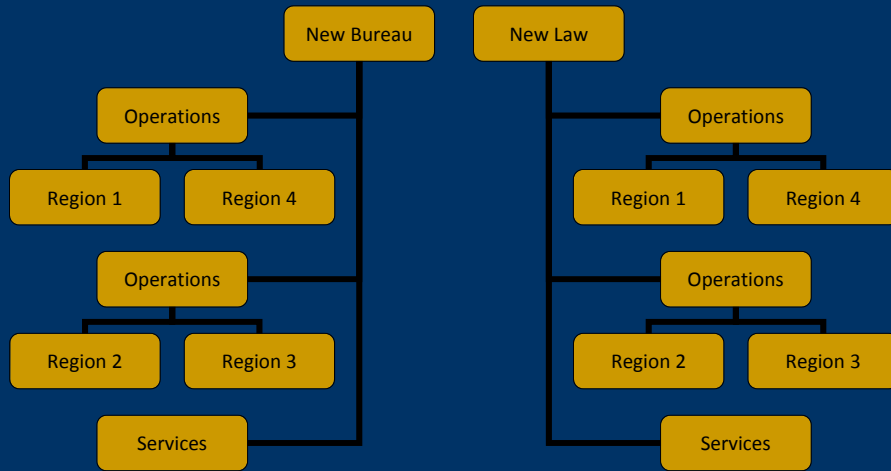
# Law structure evolved as well



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## Two statewide operations align nicely



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## Summary of changes

Regions	Customers (k) Old/New/Change	Total Regional Staff Old/New/Filled	Bureau Staff Old/New/Filled	Law Staff Old/New/Filled
R1 = Tidewater	206/315/109	57/67/62	19 /24/21	38/43/41
R2 = Southside	164/153/-11	62/62/59	21/22/22	41/40/37
R3 = Southwest	124/124/000	69/70/68	41/41/39	28/29/29
R4 = Shenandoah	080/271/191	42/76/69	20/31/27	22/45/42
R5 = North Central	289/000/-289	46/00/00	16/00/00	30/00/00
<b>Total</b>	<b>862</b>	<b>276/275/258</b>	<b>117/118/109</b>	<b>159/157/149</b>

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## Another way to look at it

Region	Customer Change	Planned Staff Change	Actual Staff Change
R1 = Tidewater	+53%	+18%	+9%
R2 = Southside	-7%	0%	-5%
R3 = Southwest	0%	+1%	-1%
R4 = Northern	-26%	-14%	-22%
<b>Total</b>	<b>0%</b>	<b>0%</b>	<b>-7%</b>

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## Benefits of new organizations

- Responds to key theme of strategic plan
  - Create a comprehensive wildlife agency
- Addresses key themes from employee input sessions
  - More resources in the field
  - Decentralized authority/fewer approvals
  - Align organizations to allow clear, strong partnerships
- Enables, equips, and expects local solutions to local issues
- No loss of jobs or pay
- Increases advancement opportunities
  - Removes professional stovepipes

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## Results - Periodic assessments

- 9-month assessment
  - No significant customer concerns remain
  - Bureau staff has broader comprehensive perspective
  - Equipment and personnel are more strategically employed
  - Many staff have greater career options
  - Science Teams have opportunities
  - Law administration becoming more consistent
- Next assessments this winter
  - Need to determine Region 4 office needs and plan
  - Replicate local best practices across state

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## Questions?

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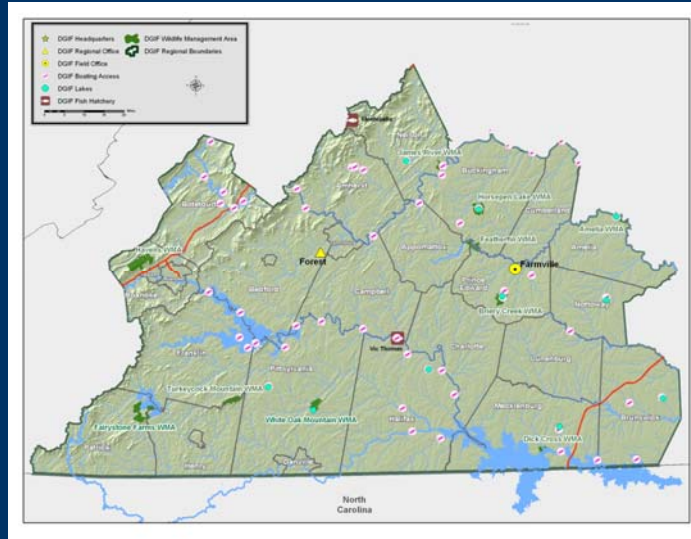
# Appendix



# Region 1 - Tidewater



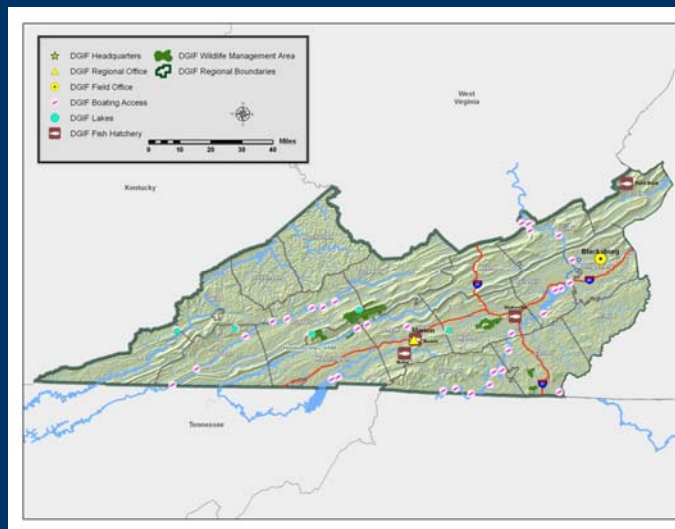
## Region 2 - Southside



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## Region 3 - Southwest



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# Region 4 - Northern

