

REPORT ON SHARED SERVICES

Department: Department of Corrections

Secretary: Wendy Kelley

Questions	Responses
<p>1. After a thorough analysis of shared services within your department, identify all opportunities for more efficient and effective delivery of services and for cost savings.</p> <p>Consider short-term, mid-term, and long-term opportunities.</p>	<p>Given that each of the entities within the Department were formerly independent agencies, each had developed operational structures for fiscal and administrative areas (Human Resources, Procurement, Information Technology, Training, Budget, and Accounting Operations, etc.). Given the size of several entities within the department, some employees were being underutilized for functions that were not consistent with their position; for example, at the Sentencing Commission where they have two attorneys filing the executive director and attorney positions, they were spending the majority of their time doing data input, a clerical function.</p> <p>The Human Resources, Procurement, Information Technology, Budget, Accounting, and Offender Banking sections have been placed under our CFO Mark Cashion. All staff have timelines and are working to become a single source of service within the Department!</p> <p>Entities within the Department were not consistent in their approach to other areas identified for shared services. For example, the Division of Correction digitized personnel records, while the Division of Community Correction still maintained hardcopies of personnel records.</p>

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	<p>Procurement areas, information technology, research and planning, and the electronic offender management system were all using different standards and procedures.</p> <p>Both the Division of Correction and the Division of Community Correction maintained separate approaches to data collection/reporting and application development; even though both Divisions (along with the Parole Board) use the same offender management and information system, eOMIS.</p> <p>Within the Legal area, there are inconsistencies in the approach to Employee Grievances, Prison Rape Elimination Act compliance, inmate disciplinary appeals, and contracting.</p> <p>Communications within the Department are now consolidated under Dina Tyler leading to more information being shared more frequently on social media for our staff, the public and media to easily access.</p> <p>Criminal Detention Facility Review (Jail Standards) did not have an opportunity to work with other correctional criminal justice agencies although they provided as many resources as possible to the local jails. With a limited staff (2 employees), the time spent on administrative services limited their initiative to bring opportunities to local jails and their committees.</p> <p>The Sentencing Commission staff (2 Attorneys) spent time on administrative tasks such as personnel, procurement, and information technology issues, in addition to the data entry they were doing in order</p>

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	<p>to provide a report on compliance with the sentencing guidelines to the legislature as required by Act 570 of 2011.</p> <p>The Correctional School System includes Riverside Vocational School and recently requested a position to reach out to community employers to see which types of skills inmates would need to be hired upon release; however, the Division of Community Correction already has positions which fulfill this need.</p> <p>The Parole Board has three hearing officers and when their caseloads are low, those attorneys have been tasked with assisting with the review of appeals that were being handled by one attorney within the Division of Correction; this efficiency has already been put in place. A move to video hearings will allow the Parole Commissioners to be more efficient and reduce the resources needed at the facilities to accommodate in person hearings. At times, there would be three Commissioners holding simultaneous hearings at one facility which puts a stress on unit resources.</p> <p>Completion of an interface between the Department's electronic offender management information system with Contexte, the electronic case management system utilized by the judiciary is an example of a much needed efficiency. The Division of Correction, Division of Community Correction, and the Administrative Office of the Courts entered in to an MOU in March of 2014 for the interface. However, the interface was never completed, so we continue to have a</p>

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	<p>manual process for entering sentencing information. The Sentencing Commission is entering this information from the counties that do not provide data electronically, to collect the information for a required report of deviations from the Sentencing Guidelines. ACIC also enters information from Contexte into their system of criminal records. Conversations with AOC resumed earlier this year. During an August 2019 meeting, were told AOC did not have the \$350,000 needed to fund their portion of the Contexte interface project. Our Department will also have to expend funds with the vendor who supports the offender management system we use, eOMIS, to make this a reality; however, we currently have at least five entities manually inputting some of the same data. The increased productivity will more than pay for the enhancement. Conversations regarding a revised MOU, to include project deliverables, are ongoing.</p>
<p>2. Develop a plan to implement the efficiency opportunities identified above.</p> <p>What are the key elements and action steps of your plan?</p>	<p>Effective July 1, 2019, a Shared Services framework was established within the Office of the Secretary (see attached org charts). The Chief of Staff assumed supervision of data and application development throughout the Divisions of Correction and Community Corrections which includes research and planning and operation of the shared electronic offender information management system. Solomon Graves, COS, along with administrators and staff in these areas are developing a plan and reviewing the functions of all positions prior to</p>

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	<p>making request to backfill or transfer positions.</p> <p>The Chief Financial Officer (CFO) assumed supervision of Human Resources, Information Technology, Accounting Operations, Budget, Procurement, Offender Banking, and Warehouse Operations. The CFO is also taking steps to reallocate existing resources to create a single unit focused on recruitment, retention, and training within the Divisions of Correction and Community Correction. Prior to the implementation of the Governor's Transformation Plan these functions were split between the Human Resources and Training Sections within each department (now Division). Community Correction's Restitution Staff will be cross-trained in other financial areas and their staff reviewed for the possible reallocation of some employees to other administrative rolls. Division of Correction HR staff began assisting Community Correction staff with digitizing personnel records. After evaluation, the merging of personnel in the Divisions of Correction and Community Correction into one section has freed up personnel needed to assist in data entry tasks in the Research & Planning section. A review of existing personnel policies has taken place and one personnel policy and manual is being developed for the entire Department. Opportunities for generating efficiencies in employee training include standardizing our training requirements where possible, identifying roles and</p>

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	<p>responsibilities that allow for the maximization of training staff, using similar techniques and instructional tools, scheduling classes to allow for the sharing of staff between divisions, and expanding the functionality of existing training facilities.</p> <p>The Secretary has designated both a Chief Technology Officer and a Chief Procurement Officer for the Department. These designations allow for the establishment of a department-wide approach to technology/cybersecurity and purchasing.</p> <p>To standardize the department’s approach to policy development and implementation, the Secretary issued a policy document enforcing standards related to the subject. This policy document will support an efficient and consistent approach to departmental policy moving forward. For instance, travel was handled differently in the various areas and a uniform policy is forthcoming, as well as a uniform policy on incident notification and solicitation.</p> <p>The Jail Standards Office was able to develop a relationship with the Reentry staff in both the Divisions of Correction and Community Correction. This relationship has led to planning of the first ever state-wide Jail Resource Alliance Meeting. This meeting will bring together the leadership of our detention facilities and resource organizations (faith-based, non-profits, business, and educational institutions). This event will be held on Friday, September 6, 2019 at</p>

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	<p>the Criminal Justice Institute in Little Rock.</p> <p>Since the implementation of Transformation, the Sentencing Commission has been able to shift its IT infrastructure to the Division of Corrections IT Staff. Previously, the Commission experienced delays in resolving issues. The Sentencing Commission was previously a Service Bureau. This meant that the Commission did not process expenditures directly into AASIS. Instead, they had to complete up to three different documents to DFA for each purchase. Through Transformation, Sentencing Commission expenditures are processed by the Department of Corrections fiscal staff. Sentencing Commission staff now only have to approve the payment.</p>
<p>3. Identify any obstacles to the implementation and success of this plan.</p>	<p>Potential obstacles include existing staffing structures, staff resistance of change, operational policies, and contractual agreements. However, progress is definitely occurring despite these obstacles!</p>
<p>4. Are there any anticipated costs associated with the plan?</p>	<p>Potential savings are still being estimated; however, there will be no need for additional funding to implement the Secretary's Shared Services Plans for the entities within the department. Costs will be funded through the reinvestment of realized Transformation savings. The initial group of savings will be generated through establishing a single data center,</p>

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	<p>the elimination of duplicative software licenses, and the elimination of costs for maintaining duplicative network hardware.</p> <p>The reduction of personnel, through normal attrition, has been reinvested to cover the Secretary's office and to request additional Parole/Probation Officers, without a request for any additional revenue.</p>
<p>5. What is the detailed implementation timeline for this plan?</p> <p>How will you track your progress?</p>	<p>A timeline is still being developed. Once complete, progress will be tracked through the Secretary's regular meetings the Division Directors and the Chiefs of the Shared Services Units (Finance and Administrative Services, Legal Services, and Communications; in addition to the Chief of Staff).</p>
<p>6. How will you measure the success and results of your plan? Include detailed forecasts of cost savings, efficiencies achieved, etc.</p>	<p>Performance measures are still being formulated. However, an element of success will be budgetary savings (to include a 1% reduction in departmental expenditures by June 30, 2020) and efficiency reinvestments throughout the department. Additional Performance Measures under consideration include recidivism, inmate grievances, defined critical incidents within correctional facilities, officer vacancy rate, parole/probation officer caseload size, supervision fee collection rates, reentry center completions, GED completions, post release employment rates (Votech and Industry Program completions), number of Parole Board hearings by video, and the number of training hours provided by the</p>

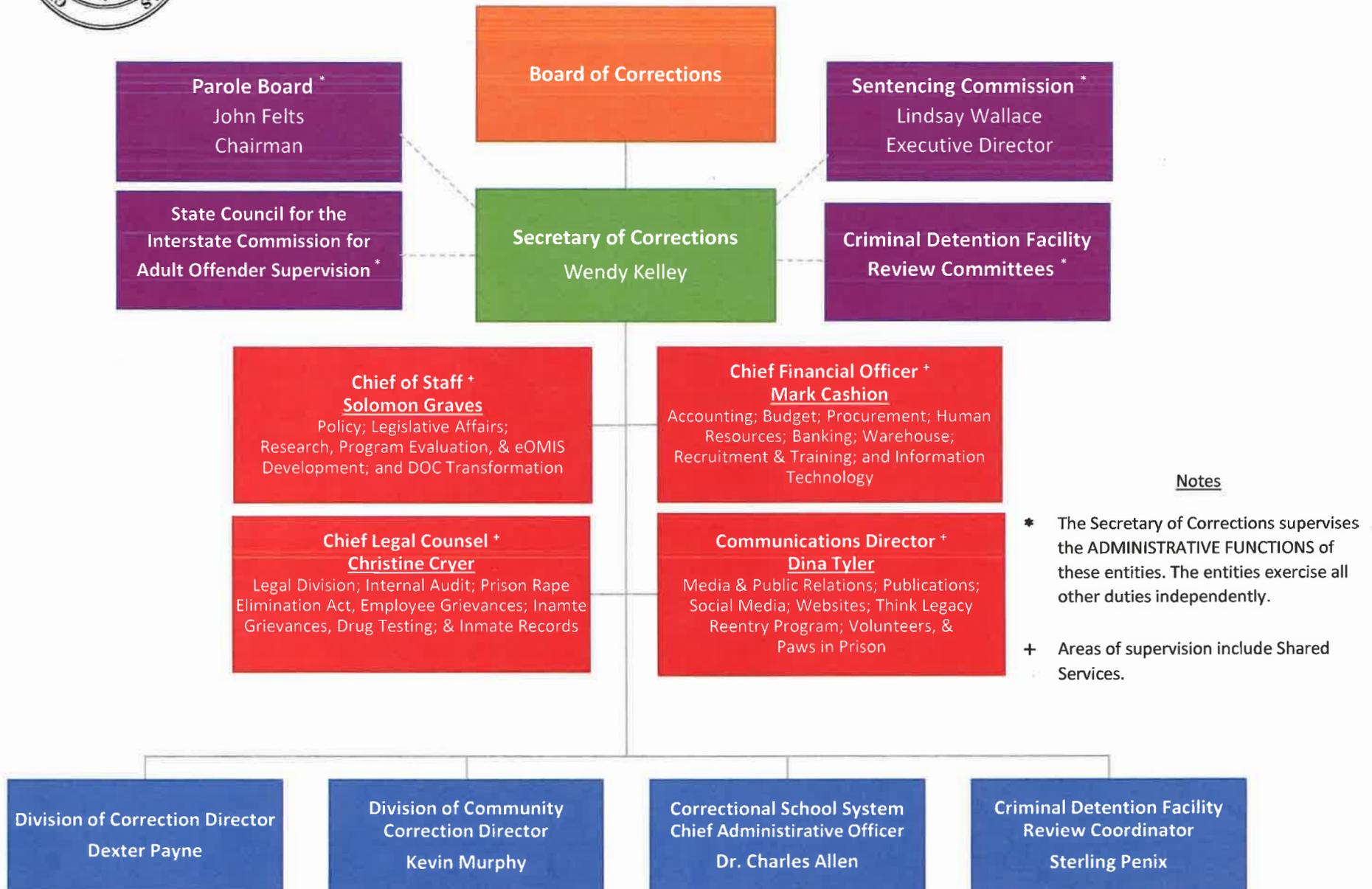
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	<p>Sentencing Commission. The Research and Planning Section will be tasked with tracking identified performance measures. The Department's management will also remain in regular contact with line staff in order to measure morale and buy-in regarding Transformation efforts.</p>
<p>7. How could the Department of Transformation and Shared Services provide support to the Department?</p>	<p>The Department of Transformation and Shared Services is perfectly situated to exchange best practices between cabinet departments. Assistance in finding other agencies to lease space in the former Timex Building opening next summer and approving the requested reinvestment of budgeted positions for our Department to meet its' public safety mission will also help us succeed.</p>

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Department of Corrections Office of the Secretary & Department Leadership Team Organizational Chart

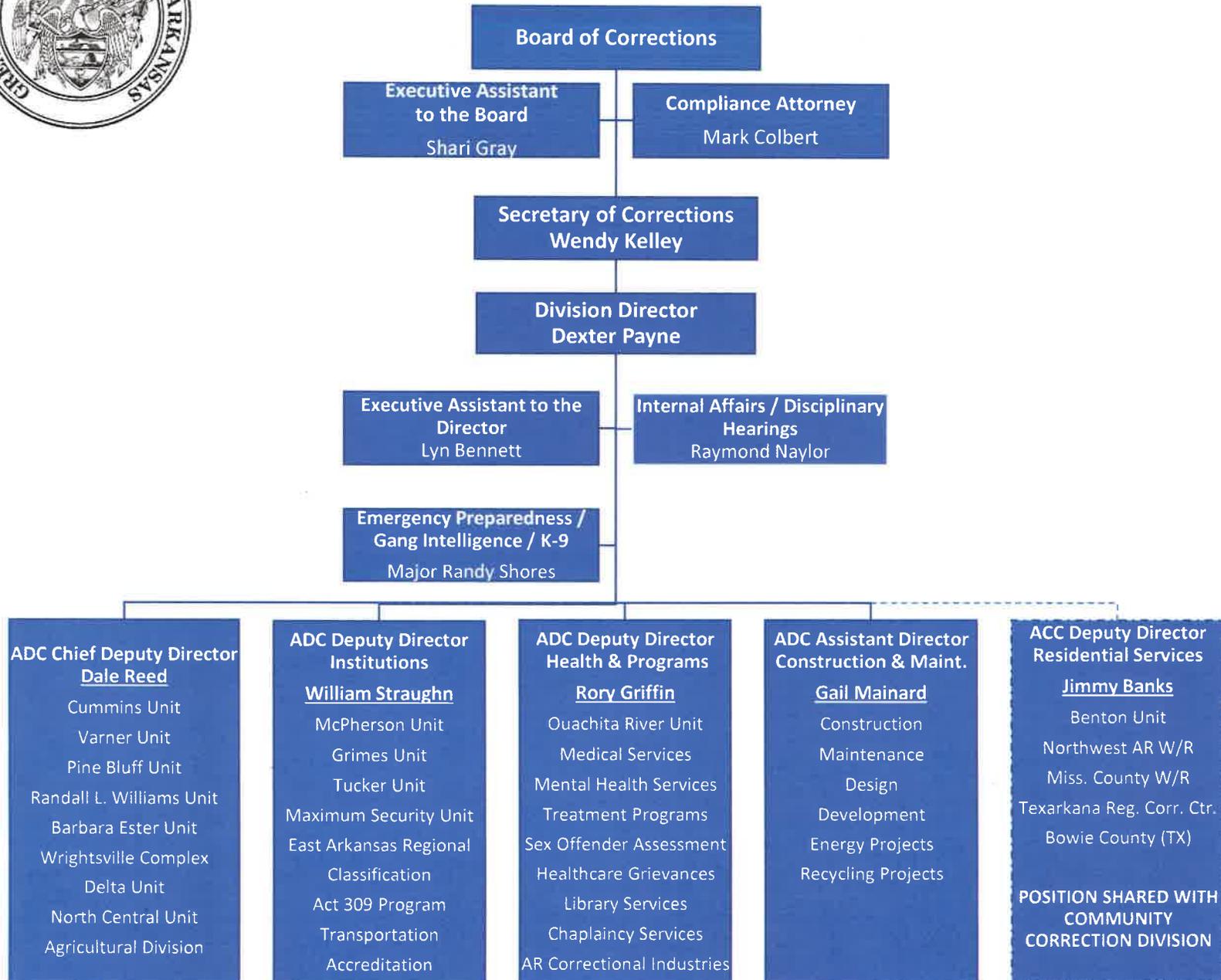


Notes

- * The Secretary of Corrections supervises the ADMINISTRATIVE FUNCTIONS of these entities. The entities exercise all other duties independently.
- + Areas of supervision include Shared Services.



Arkansas Department of Corrections Division of Correction Organizational Chart

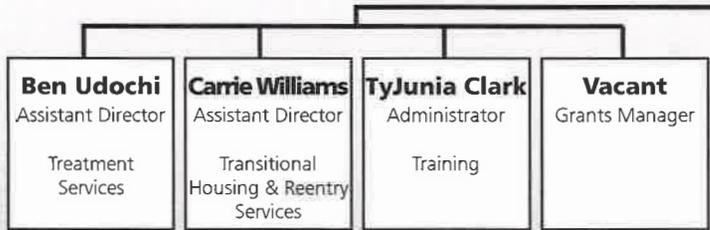


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Secretary of Corrections

Division of Community Correction

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Director



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General Counsel
Interstate Compact & PREA

Dicky Johnson
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Jerry Bradshaw
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