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## Report on Shared Services

**Department: Department of Energy and Environment**

**Secretary: Keogh**

The purpose of this report is an analysis and action plan for shared services, that is staff or support services shared across the entities within the Cabinet Department. This analysis will assist in the formulation of the plan for this report to the Governor on how to achieve greater efficiency (including cost savings) and effectiveness as it relates to this topic. This work should take into consideration the state of the Department as a whole and the state of each constituent agency, board, and commission.

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><i>The Department of Energy and Environment prepared a comprehensive report that provides detailed analysis for all shared services at the Department (IT, GIS, Lab, Records, HR, Legal, Fiscal, and Communications) and efficiencies, savings, goals, opportunities, metrics, and implementation timelines for each shared service. Below is a high-level overview of that report.</i></p> <p><b>Project 1: Consolidate IT Personnel and functions at E&amp;E level</b></p> <p><b>1.1.a:</b> Create a shared user support between all Department entities.</p> <p><b>1.1.b:</b> Create a shared print service for all Department entities.</p> <p><b>1.1.c:</b> Establish online payment processing for all E&amp;E customers.</p> <p><b>1.2:</b> Consolidate document management software among entities under Department</p> <ul style="list-style-type: none"> <li>• Currently entities use different software (Zylab, Docuware, PDS, e-Portal, and several custom built databases).</li> <li>• Will reduce the need for filing cabinets and paper, which will provide for increased utilization of space</li> </ul> <p><b>1.3:</b> Shared video conferencing and webinar platform</p>

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	<ul style="list-style-type: none"><li>• DEQ contracts with Zoom. Other entities do not have this platform, so we could add them to better reach all employees and record trainings, orientations, and commission meetings.</li></ul> <p><b>Project 1 Benefits:</b></p> <ul style="list-style-type: none"><li>• Eliminates duplicate processes</li><li>• Allows for cross-training between entity staff under Department</li><li>• Reduces cost through enterprise agreements for printers, postage, recording technology, and document management and reduces cost through establishing online payment process that cuts physical management.</li><li>• Reduces paper</li><li>• Will reduce record and IT staff because of streamlining of processes and modernization</li></ul> <p><b>Project 1 Savings:</b> Could potentially save more than \$200,000 through consolidating document management software, not accounting for potential re-allocation of savings in employee use and savings through attrition once efficiencies are established in records and IT</p> <p><i>Project 1: See overall report for implementation timeline, metrics, measures for success, help TSS can offer, and deeper analysis.</i></p> <p><b>Project 2: Shared water quality lab services and TNI accreditation for the DEQ lab</b></p> <p><b>Project 2 Benefits:</b> DEQ has an in-house lab. DEQ's prices for a majority of water quality tests are significantly lower than a 3rd party's, saving 31 to 94 percent per analyses.</p> <p>Gaining TNI Accreditation would hold DEQ lab to a higher standard and increase the lab's standing on a state and national level.</p> <p><b>Project 2 cost:</b> Lab accreditation will cost \$2,500 a year and an additional \$10,000 every three years.</p>
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	<p><b>Project 2 Savings:</b> 31 to 94 percent per analyses, which dozens are run per month.</p> <p><i>Project 2: See overall report for implementation timeline, metrics, measures for success, help TSS can offer, and deeper analysis.</i></p> <p><b>Project 3: Centralize Communications staff and functions at the Department level</b></p> <p><b>Project 3 Benefits:</b></p> <ul style="list-style-type: none"><li>• Increase ease of access and proficiency of communication with press with one voice from an E&amp;E perspective</li><li>• Relieves burden and some workload on non-Communications staff in smaller entities who were doing Communications work</li><li>• Quality assurance and uniform, strategic messaging</li></ul> <p><b>Project 3 cost:</b> None</p> <p><b>Project 3 savings:</b> Re-allocation of employee power throughout the Department</p> <p><i>Project 3: See overall report for implementation timeline, metrics, measures for success, help TSS can offer, and deeper analysis.</i></p> <p><b>Project 4: Unify decentralized HR and Fiscal functions under a single HR and Fiscal program for the Department and adopt uniform software and processes.</b></p> <p><b>Project 4.1:</b> Unify the decentralized HR and Fiscal functions by co-locating staff and centralizing tasks (payroll, positions, performance, access to AASIS, and grievances).</p> <p><b>Project 4.1 Obstacles:</b> Allocating salaries among entities for HR and Fiscal staff, consolidating those at smaller entities that do not do HR or Fiscal full-time, and staff morale with change.</p> <p><b>Project 4.1 Cost:</b> One-time moving costs</p>
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	<p><b>Project 4.1 Savings:</b> Re-allocation of staff resources for more efficiency and effectiveness.</p> <p><b>Project 4.2:</b> Have all entities adopt AASIS and full use of EASE</p> <p><b>Project 4.2 Benefits:</b> Provides for cross-training among staff, eliminates the need for a timesheet position at DEQ, and provides uniformity and efficiency.</p> <p><b>Project 4.2 Cost:</b> None</p> <p><b>Project 4.2 Savings:</b> At least one position, if not multiple once an analysis of workload is conducted, and a re-allocation of resources with new efficiencies.</p> <p><i>Project 4: See overall report for implementation timeline, metrics, measures for success, help TSS can offer, and deeper analysis.</i></p> <p><b>Project 5: Centralize legal services among entities at Department and find efficiencies in infrastructure, processes, and personnel</b></p> <p><b>Project 5.1:</b> Provide all legal needs for entities in-house at the Department level and co-locate staff</p> <p><b>Project 5.1 Benefits:</b> Will streamline the legal process, simplify services, eliminate the need for positions, provide for cross-training, and increase effectiveness</p> <p><b>Project 5.1 Cost:</b> one-time moving expenses</p> <p><b>Project 5.2:</b> Create common legal practice management platform and document management system</p> <p><b>Project 5.2 Benefits:</b> Entities under the Department currently use multiple platforms and systems for management; unifying the platforms and systems should save money and increase efficiencies</p> <p><b>Project 5.2 Cost:</b> None</p>
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	<p><i>Project 5: See overall report for implementation timeline, metrics, measures for success, help TSS can offer, and deeper analysis.</i></p> <p><b>Project 6: Sharing GIS licensure, expanding GIS services to LP Gas Board, and project consolidation between entities under the Department</b></p> <p><b>Project 6.1:</b> Shared licensure for GIS services for all entities (currently three different licenses with different capabilities and prices) and adding LP Gas Board</p> <p><b>Project 6.1 Savings:</b> Will save approximately \$2,400 on annual license and maintenance fees annually</p> <p><b>Project 6.2:</b> Consolidating GIS projects under the Department</p> <p><b>Project 6.2 Benefit:</b> This will increase data sharing, cross-training, and project generation through eliminating data and communication silos</p> <p><b>Project 6.2 Savings:</b> Will result in reduction in staff through attrition and efficiencies and the re-allocation of staff resources</p> <p><i>Project 6: See overall report for implementation timeline, metrics, measures for success, help TSS can offer, and deeper analysis.</i></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><i>See overall report for key elements and action steps</i></p>

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3. Identify any obstacles to the implementation and success of this plan.	<i>See answers to Question 1 and the overall report for identification of obstacles</i>
4. Are there any anticipated costs associated with the plan?	<i>See answers to Question 1 and the overall report for anticipated costs associated with the plan</i>

<b>Questions</b>	<b>Responses</b>
5. What is the detailed implementation timeline for this plan?  How will you track your progress?	<i>See overall report for the timeline and metrics to track progress</i>

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<b>Questions</b>	<b>Responses</b>
<p>6. How will you measure the success and results of your plan? Include detailed forecasts of cost savings, efficiencies achieved, etc.</p>	<p><i>See overall report for measures of success and forecasts for savings and efficiencies</i></p>
<p>7. How could the Department of Transformation and Shared Services provide support to the Department?</p>	<p><i>See overall report for opportunities for support from TSS</i></p> <p><i>Please find attached a brief report on examples of efficiencies that the Department of Energy and Environment has already achieved through each of its entities.</i></p>

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**Transformation Action Team**

## **Transformation in Action**

The information provided below is intended to provide examples of efficiencies that the Department of Energy and Environment has already achieved through each of its operating divisions.

### Division of Environmental Quality (DEQ)

- During Fiscal Year 2019, the DEQ engaged in a LEAN process improvement exercise that improved the division's fiscal operations by reducing the **Average Holding Time for Checks** from **71.6 days to 13.6 days, representing an 81.0% improvement.**
- During Fiscal Year 2019, the DEQ engaged in a LEAN process improvement exercise that improved the division's fiscal operations by reducing the **Average Time to Handle Checks** from **10.8 Employee Hours/Days to 8.3 Employee Hours/Days, representing a 23.1% improvement.**
- During Fiscal Year 2019, the DEQ engaged in a LEAN process improvement exercise that improved the division's human resources practices by reducing the **Average Lead Time of the Hiring Process** from **65.7 Business Days to 38.6 Business Days, representing a 41.2% improvement.**
- During Fiscal Year 2019, the DEQ realized salary savings by not immediately backfilling multiple IT positions while the Department fully evaluates its needs.

### Oil and Gas Commission (OGC)

- The OGC transitioned to a document management system, Docuware, less than 5 years ago. By utilizing Docuware, the OGC is able to make **approximately 3 million documents available to staff and the public.**
- The OGC also incorporated a Field Inspection Reporting System into its operations, which enabled the division to **reduce the time it took to perform, complete, and process field inspection forms from approximately 5 days to approximately 24 hours.** Pre-adoption, OGC staff completed and processed 11,112 field inspections in one year; post-adoption, OGC staff completed and processed **29,731 field inspections in one year.** This system allowed for **personnel cost savings (through attrition) of 1 full-time and 4 part-time administrative staff that were involved in data entry and document imaging, as well as 3 field inspection staff.**

### Pollution Control and Ecology Commission (PC&EC)

- The PC&EC and the DEQ partnered to develop a process to produce quicker updates for the PC&EC webpage. Historically, the PC&EC would submit daily requests to update the commission's website; DEQ would have to perform the updates manually once per day. The new process enables the PC&EC to upload updates into an electronic folder that automatically uploads the updates; **the website now automatically updates every 15 minutes** which ensures that the website always has the latest information.



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Liquefied Petroleum Gas Board (LPGB)

- Within the last two years, the LPGB developed a website as an information resource. Prior to the website development, customers experienced difficulty locating information on becoming a Class 3 dealer and would often have to call and request information. The website enabled the LPGB to host forms and other information, making them readily accessible for its customers.
- The LPGB upgraded to a database management system to keep track of items. Prior to this, the division physically stored forms and other information. After developing a database, customer records became more accessible and mass mailings became possible.

Geological Survey (GS)

- The GS saved the expense of salary and benefits for one fiscal position after September of 2017. As GS began budgeting for Fiscal Year 2019, the GS decided not to fill this position. The division evaluated the duties performed by this particular fiscal position and determined that these duties were able to be shared among the remaining two fiscal staff personnel. With this decision, **the GS achieved savings of nearly fifty thousand per year.**