

Report on Shared Services

Department: Public Safety

Secretary: Jami Cook

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>IT Shared Services Report:</p> <p><i>*DPS will coordinate efforts with the Department of Transformation and Shared Services to ensure we are aligning goals and not duplicating efforts.</i></p> <p>1. The number of department printers/copiers can be reduced by incorporating centralized secure printing in all sections. Utilizing centralized printers/copies will allow for the reduction of consumables and reduce supply cartridge inventory.</p> <p>2. Incorporating virtual servers can reduce the overall number and management of physical servers. Virtual servers reduce hardware cost and allow for more efficient/effective use of IT personnel system management.</p> <p>3. Policies for purchasing hardware (laptops, desktops, security, project management) can be implemented to standardize the hardware used throughout the department. Standardized hardware reduces the amount of time required to troubleshoot non-standard equipment, allowing for more efficient/effective use of support personnel time. Standardized hardware also allows support personnel to be more focused, less fragmented, and keeps downtime to a minimum.</p> <p>4. Field personnel can be allocated to assist other divisions. For example: ASP has an IT employee designated specifically to NWA. This employee</p>

Questions	Responses
	<p>can assist and perform hands-on support for other division locations in that area of the state. Both drive time and downtime are reduced when divisions do not have to dispatch personnel to other areas of the state for routine issues.</p> <p>5. The ASP Lowell facility can be used as an alternate IT location for other divisions and/or state entities. Other than normal circuit charges, there is no recurring charge to the divisions.</p> <p>6. Software and applications such as SQL, Microsoft Office, Adobe, and backup software can be standardized across the divisions.</p> <p>7. Active Directory accounts and/or account creation and backup procedures and policies can be standardized.</p> <p>8. The department can take advantage of bulk software licensing. Standardizing certain applications and/or software can prove beneficial when purchasing licenses that are based on quantity volume discounts. The department can also negotiate and/or renegotiate agreements between the department and contractors and vendors.</p> <p>9. The department can improve application testing and communication, enhance and strengthen the end user/customer experience, and streamline system administrative functions by consolidation of division IT personnel.</p> <p>10. When applicable, the department can merge all first responder data into a single application (i.e. ACADIS). Merging data allows for more streamlined and efficient operations, rather than obtaining data from multiple sources</p> <p>11. The department can identify best practices for standardizing documentation procedures, auditing user accounts, auditing contractor and vendor accounts, and allowing access to department buildings and systems.</p> <p>12. The department can establish procedures for</p>

Questions	Responses
	<p>continued monitoring of audit and security logs and applications; and ensure that proper resources are available.</p> <p>13. The department can share circuit bandwidth so that separate circuits do not have to be purchased. The department will use VLAN (Virtual Local Area Network) configurations when applicable. VLAN's can be used to segment division needs and operate off of a consolidated circuit.</p> <p>14. The department can identify communication solutions with Verizon and AT&T regarding law enforcement cell coverage for voice and data. Both cell providers have a first responder system. The department can diversify the coverage to ensure better coverage and service while maintaining quality of service.</p> <p>15. Combining IT resources within DPS to establish a 24/7 Help Desk.</p>
	<p>Legal Shared Services Report:</p> <p>1. The legal team will create a shared folder, accessible by designated DPS staff for enhanced communication and team approaches in areas such as FOIA, policy, etc.</p> <p>2. The legal team will coordinate prior to and during legislative sessions to ensure thorough review of proposed legislation and provide coverage in all committee meetings.</p> <p>3. The department can renegotiate current Westlaw contracts to create one DPS Westlaw account accessible by all attorney staff.</p> <p>4. DPS legal team will meet throughout the year to review policy updates from OPM, make recommendations on policy changes and implementation, discuss legal issues, legal trends and legal developments and will serve as an intra-departmental resource to share knowledge and resolve legal questions. The legal team will work with the policy working group to identify and review individual division policies that could be modified and republished as DPS employee policies.</p>

Questions	Responses
	<p>Fleet Shared Services Report:</p>
	<ol style="list-style-type: none"> 1. The department can utilize the ASP-LR, ASP-Lowell, and ALETA-Camden auto shops for vehicle maintenance on all DPS fleet vehicles. 2. The department can increase the use of DPS pool vehicles to reduce mileage reimbursement, only allowing for exceptions in special circumstances. 3. As a cost-saving measure, the department can utilize current division contracts and volume discounts at auto shops. 4. The department can use division tow trucks for the DPS fleet and work with the LESO program to acquire additional tow trucks.
	<p>Fiscal Shared Services Report:</p>
	<p>All divisions will combine A/R, A/P, Purchasing, Asset Management, and budget and accounting functions. Employees will be moved to ASP headquarters in Little Rock to take advantage of available space.</p>
<p>Communications Shared Services Report:</p>	
<ol style="list-style-type: none"> 1. Divisions will now direct online law enforcement training for DPS employees to the Division of Law Enforcement Standards and Training for inclusion on their learning management platform, ACADIS. The ACADIS platform through CLEST offers free online training to all law enforcement officers in the State of Arkansas and includes law enforcement related civilian training, including dispatchers and jailers. Directing training to CLEST will result in more efficient and effective delivery of training to the law enforcement community. 2. Department “wins” will be published on a consistent basis in order to evaluate the individual successes of each division and incorporate successful processes across the department when possible. 3. At the discretion of the Secretary, an individual 	

Questions	Responses
	<p>should be appointed to manage the flow of incoming information from the divisions. The DPS website should contain an FAQ section for employees.</p> <p>4. Utilize ASP video production staff within DPS to collaborate on recording and editing videos for projects such as online law enforcement training, recruiting, new hire onboarding etc.</p>
	<p>HR Shared Services Report:</p>
	<p>1. The department will combine recruiting, advertising, and hiring processes in order to create uniformity across the divisions. The department could also create a uniform process for hiring commissioned staff and utilize shared social media platforms for HR-related issues, to include recruiting.</p> <p>2. The department can combine contracts for like services such as psychological evaluations, drug screens, FFD, etc.</p> <p>3. The department can utilize a shared HR system for department digital onboarding and personnel files.</p> <p>4. The department can use a shared-service model for all benefit coordination and payroll processing.</p>
	<p>Wellness, Development and Leadership Shared Services Report:</p>
	<p>1. The gyms located at ALETA-Camden, NW ALETA, and ASP headquarters in Little Rock are available to all department employees.</p> <p>2. The department will develop defense driver training for department employees.</p> <p>3. The department will utilize existing state and national resources to promote wellness and motivate department employees to maintain a healthy lifestyle. Wellness information will be maintained on the department website. The department will also develop programs to improve employee health, wellness, and leadership skills.</p>

Questions	Responses
	<p data-bbox="857 136 1490 205">4. Utilize existing CPR instructors within DPS to conduct CPR training and recertification.</p> <p data-bbox="857 321 1284 352">Policy Shared Services Report:</p> <p data-bbox="857 394 1495 537">The policy working group is currently working to identify internal division employee policies that can be merged and re-published as department employee policies.</p>
<p data-bbox="212 583 813 646">2. Develop a plan to implement the efficiency opportunities identified above.</p> <p data-bbox="261 688 813 758">What are the key elements and action steps of your plan?</p>	<p data-bbox="857 583 1235 615">IT Shared Services Report:</p> <ul data-bbox="906 657 1511 1967" style="list-style-type: none"> <li data-bbox="906 657 1511 1024">• Strategic planning is vital in the successful implementation of the identified IT efficiency opportunities. Deviations and increased costs will be immediately addressed to ensure compliance with the strategic plan in order to maintain the quality of services being delivered to the citizens of the State of Arkansas, stakeholders and department employees. <li data-bbox="906 1045 1511 1188">• Compliance with Criminal Justice Information System standards is mandatory in order to remain in compliance with state and federal law. <li data-bbox="906 1209 1511 1967">• Key elements include: <ul style="list-style-type: none"> <li data-bbox="1003 1251 1406 1325">– Aligning like functions and expertise <li data-bbox="1003 1346 1474 1451">– Maintaining a plan for hardware, application, and software maintenance support <li data-bbox="1003 1472 1511 1703">– Developing standards for system security, including password usage, sharing of information, protection of information, and the protection of physical equipment from unauthorized use <li data-bbox="1003 1724 1487 1871">– Developing a clear understanding of proper use of department applications, equipment, and processes <li data-bbox="1003 1892 1446 1967">– Creating a standardize disaster recovery plan

Questions	Responses
	<ul style="list-style-type: none"> – Conducting risk assessments and planning – Identifying ways to consolidate and streamline communication services to prevent fragmentation and ensure the delivery of quality and accurate information • Identify staff within DPS to establish a 24/7 schedule. • Crosstrain staff on various applications.
	<p>Legal Shared Services Report:</p>
	<ul style="list-style-type: none"> • Work with the IT staff to create a shared folder for department-related legal documents and information, to include a master FOIA tracking document. • Identify all individuals requiring access to the shared folder, to include: Secretary Cook, and/or her designees, department attorneys, and department Division Directors. • Department attorneys will meet with the Secretary and Division Directors before legislative sessions to identify coverage needs and establish clear guidelines on coverage responsibilities. • Coordinate with the department Chief Fiscal Officer to begin renegotiating the current Westlaw contracts. • The key element to successful integration of the legal department is clear and consistent communication among department attorneys.
	<p>Fleet Shared Services Report:</p>
<ul style="list-style-type: none"> • The department will utilize the ASP-Little Rock, ALETA-Camden and ASP-Lowell shops for vehicle maintenance. • The department will assign pool vehicles to high volume locations. • The department will tow all department vehicles to the nearest department auto 	

Questions	Responses
	shop for repair and maintenance.
	Fiscal Shared Services Report:
	The department will move similar division functions to the centralized fiscal section while ensuring that all activities proceed without interruption. The department will use the most efficient means to accomplish these tasks.
	Communications Shared Services Report:
	<ul style="list-style-type: none"> • Current division training administrators will be consulted to ensure successful integration of law enforcement training into the ACADIS portal. Administrators should also discuss ideas for integrating training that exists for the general public. • The implementation and design of the department website and social media pages are subject to the input and approval of INA. The department will continue to meet with INA to ensure compliance with logo and design layout expectations.
	HR Shared Services Report:
	<ul style="list-style-type: none"> • The department will begin revising policies and forms in order to establish consistent procedures for department employees. The department will standardize forms and communication methods and processes in order to adhere to state and federal guidelines. • The department will begin reviewing opportunities for possible cost savings and workload efficiencies. Efficiency and savings opportunities include: time management, centralized record keeping, and contract review and renegotiation.
Wellness, Development and Leadership Shared Services Report:	
<ul style="list-style-type: none"> • The department will communicate opportunities, directions, and guidelines for using department facilities and will update EAP/health and wellness information and 	

Questions	Responses
	<p>training programs.</p> <ul style="list-style-type: none"> Identify CPR instructors, equipment and other resources to implement department wide training.
<p>3. Identify any obstacles to the implementation and success of this plan.</p>	<p>IT Shared Services Report:</p>
	<ul style="list-style-type: none"> Funding could be an obstacle without proper planning and authorization Rising annual costs of software licensing/agreements Failure to secure user "buy-in" Timing. While some of the proposed efficiencies can be implemented quickly, others could take time to ensure the overall integrity of the data and systems. Implementation cost
	<p>Legal Shared Services Report:</p>
	<p>The current Westlaw contracts should be reviewed for early termination clauses that may prevent termination and renegotiation.</p>
	<p>Fleet Shared Services Report:</p>
<p>Difficulty in transferring department employee ID numbers in order to allow employee use of WEX fuel cards.</p>	
<p>Fiscal Shared Services Report:</p>	
<ul style="list-style-type: none"> Many of the smaller divisions' employees maintain responsibilities in addition to assigned fiscal responsibilities. Moving these employees to a shared model will result in the reassignment of non-fiscal related to responsibilities. The department will slowly integrate department fiscal operations in order to ensure that no division functions are overlooked. The Federal Highway Safety grant and all Emergency Management disaster grants will remain specific to the Divisions. If at any time these functions can be merged, it will be done gradually and with the prior 	

Questions	Responses
	<p data-bbox="954 136 1271 165">approval of the grantees.</p> <p data-bbox="862 210 1438 239">Communications Shared Services Report:</p> <ul data-bbox="911 254 1479 579" style="list-style-type: none"> <li data-bbox="911 254 1479 411">• Completion of department website and social media platforms are contingent on final determinations of the layout and visual design expectations. <li data-bbox="911 426 1479 579">• Determining the types of training that currently exist and how to successfully integrate training onto one or more platforms. <p data-bbox="862 623 1247 653">HR Shared Services Report:</p> <ul data-bbox="911 697 1471 982" style="list-style-type: none"> <li data-bbox="911 697 1438 726">• Identification of staff coverage needs <li data-bbox="911 741 1357 812">• Relocation of files and existing infrastructure <li data-bbox="911 827 1438 898">• Establishing shared drives for all HR personnel to access for personnel files <li data-bbox="911 913 1471 982">• Finding or renovating office space to accommodate the relocation of HR staff <p data-bbox="862 1026 1503 1098">Wellness, Development and Leadership Shared Services Report:</p> <p data-bbox="862 1142 1487 1213">Card reader access is limited at this time for gym facilities.</p>
<p data-bbox="212 1255 794 1327">4. Are there any anticipated costs associated with the plan?</p>	<p data-bbox="862 1262 1230 1291">IT Shared Services Report:</p> <p data-bbox="862 1335 1503 1472">Anticipated costs are unknown at this time, however, it is anticipated that any costs identified will have a significant return on investment over a 1-5 year period.</p> <p data-bbox="862 1516 1276 1545">Legal Shared Services Report:</p> <p data-bbox="862 1589 1032 1619">Not currently</p> <p data-bbox="862 1663 1268 1692">Fleet Shared Services Report:</p> <p data-bbox="862 1736 1511 1923">Start up costs associated with outfitting the shops at Camden and Lowell with the equipment necessary to perform maintenance and repair of fleet vehicles. The department will coordinate with LESO to offset potential costs.</p>

Questions	Responses
	<p>Fiscal Shared Services Report:</p>
	<p>As division fiscal functions move, all files and documents associated with the fiscal department will be moved. Initial moving costs should be minimal, but may result in nominal costs to the department.</p>
	<p>Communications Shared Services Report:</p>
	<ul style="list-style-type: none"> • A significant increase in the total users on the learning management system platforms could result in additional user fees charged to the department by the software providers.
	<p>HR Shared Services Report:</p>
<p>Minimal costs associated with office renovation, relocation of staff, program changes in existing HR software, and digitization of files.</p>	
<p>Wellness, Development and Leadership Shared Services Report:</p>	
<p>Minimal cost associated with recoding employee access cards and Department CPR training.</p>	

Questions	Responses
<p>5. What is the detailed implementation timeline for this plan?</p> <p>How will you track your progress?</p>	<p>IT Shared Services Report:</p>
	<ul style="list-style-type: none"> • Majority implementation will be within the next 2 months. The department anticipates an overall implementation timeline of 2 years. • Progress will be tracked based on the successful delivery of services to the citizens of Arkansas, department employees, and department stakeholders.
	<p>Legal Shared Services Report:</p>
<ul style="list-style-type: none"> • Shared legal services can be implemented without significant delay: 	

Questions	Responses
	<ul style="list-style-type: none"> – A master FOIA tracking document has been created. – Legal staff will immediately begin working with IT staff to develop a shared folder. – Legal staff is currently working with the Chief Fiscal Officer to identify the appropriate points of contact at Westlaw to begin renegotiation discussions. • Legal staff meetings will be conducted throughout the year as needed or called by the Secretary and/or Division directors to discuss policy updates, legal trends, etc.
	<p>Fleet Shared Services Report:</p>
	<ul style="list-style-type: none"> • The department anticipates an implementation timeline of less than 6 months for fleet services. The fleet group will maintain a database to track progress of the fleet plan.
	<p>Fiscal Shared Services Report:</p>
	<ul style="list-style-type: none"> • The ASP, CLEST, Crime Lab, and ACIC fiscal sections will be merged by February 1, 2020. • The ADEM fiscal section will be analyzed to determine what, if any, parts can be merged without disturbing their federal and special revenue streams. Current federal grants do not allow for the merging of fiscal services. • As job functions for the department fiscal section are merged, training will be provided to employees on any modified or additional job duties. Detailed guidelines will be approved and checked by division personnel and division directors.
	<p>Communications Shared Services Report:</p>
	<p>The department anticipates an ongoing implementation process for website and media development. As format and design layouts are made available, the department will implement the approved formats on its media platforms.</p>
<p>HR Shared Services Report:</p>	
<p>Implementation of shared HR services will have minimal impact on the department due to minimal</p>	

Questions	Responses
	<p>variations in division templates, policies, and procedures. The department anticipates completing the integration of HR functions within a 3-6 month period. Progress will be tracked through ongoing meetings and fulfillment of identified action items.</p> <p>Wellness, Development and Leadership Shared Services Report:</p> <ul style="list-style-type: none"> • Department facility access can be implemented immediately. • Defensive driving classes could be implemented without significant delay due to existing lesson plans and current training staff. • Implementation for CPR training could be immediate using Department staff and current curriculum.
<p>6. How will you measure the success and results of your plan? Include detailed forecasts of cost savings, efficiencies achieved, etc.</p>	<p>IT Shared Services Report:</p> <ul style="list-style-type: none"> • Success will be measured by the increased efficiencies, improved organization and structure, and potential cost savings that do not negatively impact services or products. • Department IT issues or questions including those occurring after normal business hours with reduced resolution time. <p>Legal Shared Services Report:</p> <p>Attorney staff anticipates creating a culture of shared resources and support. Success will be demonstrated by the minimal oversight needed to ensure all divisions receive timely support from legal staff.</p> <p>Fleet Shared Services Report:</p> <p>The department will maintain databases and spreadsheets to track all maintenances cost, fuel cost, and cost savings.</p> <p>Fiscal Shared Services Report:</p> <p>The department will monitor the daily activities of</p>

Questions	Responses
	<p>the fiscal section and will ensure division-specific tasks are being successfully performed.</p> <p>Communications Shared Services Report:</p> <p>Success will be measured by the completed integration of training delivery and website functionality.</p> <p>HR Shared Services Report:</p> <p>The department anticipates a cost-saving through the combination existing contracts and through employee attrition. Potential future savings can be accomplished through streamlining processes and creating digital infrastructure.</p> <p>Wellness, Development and Leadership Shared Services Report:</p> <ul style="list-style-type: none"> • Improved health correlates to increased employee productivity and a potential decrease in health insurance claims. The department will increase access to facilities and health and wellness programs in order to support healthy choices by department employees. • Defensive driving classes could result in insurance cost savings and mitigate unnecessary injuries. • Increased number of DPS employees CPR certified and cost savings from eliminating outside vendor.
<p>7. How could the Department of Transformation and Shared Services provide support to the Department?</p>	<p>IT Shared Services Report:</p> <ul style="list-style-type: none"> • The State of Arkansas relies on services from communication vendors for the delivery of critical services. The Department of Transformation and Shared Services investigate ways to alleviate delays in customer service by communication vendors.

Questions	Responses
	<ul style="list-style-type: none"> • Remove potential points of failure within the state network. • Provide support for department needs associated with the different types of Microsoft software licensing (i.e. SQL). • Be a resource for locating applications that have known vulnerabilities • Promote the standards/procedures set forth regarding CJIS compliance. • Provide regular feedback to departments to help identify areas of concern.
	<p>Legal Shared Services Report:</p>
	<p>The Office of Personnel Management could provide updated draft model employee policies and examples of best practices for implementation.</p>
	<p>Fleet Shared Services Report:</p>
	<p>Allow for flexibility in fleet caps.</p>
	<p>Fiscal Shared Services Report:</p>
	<p>Provide support in merging similar functions.</p>
	<p>Communications Shared Services Report:</p>
	<p>The Office of Personnel Management could continually provide updated draft model employee policies and examples of best practices for implementation.</p>
	<p>HR Shared Services Report:</p>
	<p>Work with HR employees to identify ways to improve HR programs and onboarding systems.</p>
	<p>Wellness, Development and Leadership Shared Services Report:</p>
	<p>Provide regular updates on new programs and training opportunities and changes in existing</p>

Questions	Responses
	programs.

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