

ARKANSAS STATE POLICE

FY 2020 – FY 2021 STRATEGIC PLAN



MISSION: THE MISSION OF THE ARKANSAS STATE POLICE IS TO PROTECT HUMAN LIFE AND PROPERTY IN THE STATE OF ARKANSAS.

VISION: ARKANSAS STATE POLICE IS THE PREMIER LAW ENFORCEMENT AGENCY OF THE STATE. UTILIZING THE SKILLS OF OUR MEMBERS TO ENSURE EFFICIENT AND EFFECTIVE MANAGEMENT OF OUR RESOURCES, WE DELIVER THE HIGHEST QUALITY OF SERVICES.

CORE VALUES: **HONOR** – ADHERE TO THE HIGHEST PRINCIPLES
RESPECT – TREAT ALL PEOPLE WITH DIGNITY AND COMPASSION
TRUST – HOLD OURSELVES TO A HIGHER STANDARD OF ACCOUNTABILITY
INTEGRITY – CHARACTER IN ACTION
DUTY – VALUE THE STANDARDS OF ETHICAL CONDUCT
EXCELLENCE – PROFESSIONALISM AND CONTINUOUS IMPROVEMENT IN ALL WE DO

DIVISION GOALS:

1. IMPROVE EMPLOYEE EXPERIENCE
2. IMPROVE DIVISION RECRUITMENT AND RETENTION
3. EFFECTIVELY COMMUNICATE WITH PUBLIC
4. IMPROVE DIVISION EFFICIENCY

GOAL 1: IMPROVE EMPLOYEE EXPERIENCE

ASP Goal 1 aligns with State of Arkansas Goals: Educate, Healthy, Grow, and Qualify of Life.

Measurable Objective 1: **Develop a training plan for all positions/classifications that interact with the public by July 1, 2022.**

Measurement: Finalization of training plan

Deadline: 07/01/2022

Assigned to: Administrative Services Division Assistant Commander (Captain)

Strategy 1: **Hire Civilian Trainer**

Strategy detail: The following must be accomplished in order to hire a civilian trainer:

- Develop job description
- Check with transformation team and other DPS divisions to see if there is an existing position that could be used
- Obtain a position
- Obtain funds to cover the position
- Advertise position
- Complete the hiring process

Strategy 2: **Develop a training plan for civilian employees.**

Strategy detail: ASP has a very robust Commissioned officer training section and associated requirements for initial and ongoing required training. However, civilian employees identified in the planning process that they need access to more training, both job-specific and general training opportunities for professional development. A highly trained workforce leads to employees that feel valued and confident in the workplace. ASP intends to develop a civilian training plan by position to ensure that each civilian employee understands training requirements, and informs them of other training opportunities are available to them with approval and appropriate funding. In order to complete this strategy, a position must be identified to carry out this task.

Strategy 3: **Develop a division-wide customer service training**

Strategy detail: ASP expects our employees to carry out our mission with the highest standards of professionalism. ASP has identified the need to develop consistent standards and expectations for our employees related to customer service. The assigned employee will coordinate and/or develop division-specific customer service training for all employees. This training will include a consistent way that all employees will answer phones (internal and external calls), how to speak professionally with supervisors, co-workers and the public, dealing with difficult persons, etc.

Strategy 4: Develop training plan for commissioned staff

Strategy detail: Assign a small focus group to develop a training plan for commissioned staff based on rank/position that would include professional development requirements, annual minimum state required training, etc.

Measurable Objective 2: Develop a mentor program for commissioned recruits to ensure success in recruit school and the FTO program

Measurement: Feedback from surveys Deadline: 06/30/2021

Assigned to: Administrative Services Division Lieutenant

Strategy 1: Develop a post-program assessment template to survey participants upon completion of the FTO program.

Strategy detail: The survey should include the following elements at a minimum:

- *Did the Mentor Program benefit you in your knowledge of the ASP?*
- *How often did you meet with your mentor?*
- *What could have benefited you more?*
- *Did your mentor provide you with the needed assistance?*

Strategy 2: Develop a policy for the mentor program

Strategy detail: The policy should do the following:

- *Outline the goals for the program*
- *Establish the criteria for the mentors and the recruits*

Strategy 3: Recruit and train mentors for the program

Strategy detail:

- *Notify staff of the program*
- *Request applications to serve as mentor*
- *Select mentors*
- *Train mentors on the policies and procedures*
- *Assign mentors to recruits*

GOAL 2: IMPROVE DIVISION RECRUITMENT AND RETENTION

ASP Goal 3 aligns with State of Arkansas Goals: Grow, Safe, Efficient and Responsive, and Quality of Life.

Measurable Objective 1: Develop competitive hiring package for recruitment by July 1, 2022

Strategy 1: Review uniformed personnel insurance benefits for efficiency and retention

Strategy detail: The uniformed employee's health insurance plan is self-insured and allows the state to provide this benefit at no cost to those employees in the uniformed services. However, the plan lacks adequate funding to maintain the current level of claim payments and is a benefit that is at risk. The current plan should be reviewed to determine if there are new efficiencies that can be implemented to allow the plan to continue and if not, what other options exist.

Strategy 2: Human Resources will develop an information packet regarding state benefits to be placed on website, social media advertising, hiring official packet, etc.

Strategy detail: Contents of the information packet should include more details about state benefits for positions to attract more applicants. Open positions are typically only advertised on arstatejobs.com. ASP has an extensive following on social media. Posting information about open positions on social media and the Department website in addition to the state job site should increase the number of qualified applicants for hard-to-fill vacancies.

Strategy 3: Increase Trooper Salary to highest paid officers in the state

- Strategy detail:*
- *Director must communicate with legislators to secure funding to raise trooper salaries to improve recruitment/retention of Commissioned Officers*
 - *Survey LE Agencies statewide to determine if ASP troopers are the highest paid in the state*

Measurable Objective 2: Improve Division recruiting and retention efforts for commissioned personnel by June 30, 2022.

Strategy 1: Explore new recruitment methods

Strategy detail: ASP uses traditional recruiting methods that have changed little over time. Assigned personnel should research and explore best practices of other police agencies to determine if new methods for recruiting are having a positive impact and if such methods could be adopted by ASP.

GOAL 3: EFFECTIVELY COMMUNICATE WITH PUBLIC

ASP Goal 4 aligns with State of Arkansas Goals: Grow, Educate, Safe, and Efficient and Responsive.

Measurable Objective 1: Continue/Expand Community Outreach Programs in the biennium

Strategy 1: Promote and utilize Department internship program

Strategy detail: Utilizing interns for special projects or assignments is a great way to build relationships with the community and educational institutions. Offering a student an opportunity to learn could lead to a better applicant pool of trained professionals wishing to enter into law enforcement service. It is also a good economic endeavor as most internships are unpaid in exchange for the experience.

Strategy 2: Attend community meetings/events to share information about the Department

Strategy detail: Taking time to attend public meetings/events is helpful in fostering relationships with the public. During the planning process, the Department recognized the need for a more coordinated effort for command level personnel to be involved in such community meetings and events.

- *A more formal process should be developed to coordinate efforts to ensure that command level representatives are present at various public events and meetings.*
- *A process should be developed for monthly report on the meetings/event attended and include the type of meeting/event, what type of information was shared, the community response, etc. and the format to submit the monthly summary to the PIO.*

Strategy 3: Share Department information & make presentations at law enforcement association meetings and other law enforcement special events

Strategy detail: ASP's vision is "the premier law enforcement agency of the state." In order to accomplish this task, it is vital for ASP to be involved with other branches of law enforcement. The Department should ensure that representatives are involved in making presentations that highlight the roles and responsibilities of ASP and include information about available services and expertise we can offer if requested.

Strategy 4: **Develop a division overview video that could be shared by any division employee when necessary**

Strategy detail: In order to bring a consistent message to those we serve, it is vital for a division overview video, or similar tool to be developed. The overview should include key services, information about assistance that the Division can provide, etc. Any member of the Division asked to make a presentation could use this tool.

Measurable Objective 2: Grow partnerships with educational institution

Strategy 1: **Establish partnerships with educational institutions**

Strategy detail: Developing partnerships with educational institutions could assist the Department in providing training, building an educated applicant pool, and ensuring that future leaders have the opportunity to learn from our employees. Educational institutions look for guest speakers to inform students about the benefits of public service, key services, etc. Such partnerships could benefit not only the school and its students, but the Department as well

Tasks to be completed include but are not limited to:

- *Contact universities to develop partnership for job recruiting (civilian and commissioned)*
- *Determine if the institution will consider scholarships or tuition discounts for ASP employees*
- *Determine if there are programs or options the institution may have that will benefit ASP employees*

GOAL 4: IMPROVE DIVISION EFFICIENCY

ASP Goal 5 aligns with State of Arkansas Goal: Efficient and Responsive

Measurable Objective 1: Ensure mission-critical maintenance plans are funded to ensure continuation of critical services by June 30, 2022

Strategy 1: Monitor current mission critical applications and determine if maintenance is needed.

Strategy detail: IT Chief Information Officer and DPS Chief Financial Officer must communicate with legislators to secure funding that will ensure maintenance plans are funded.

Measurable Objective 2: Increase the number of agency personnel in the following areas: Troopers, Special Agents, DL/CDL Examiners, CACD Investigators, and Fire Marshal Investigators by June 30, 2022

Strategy 1: Research agency needs by sections for this objective to determine the number of additional personnel needed.

Strategy detail: Close correspondence with division commanders is needed to determine personnel needs for their designated areas.

Measurable Objective 3: Determine if ASP will seek CALEA or ALEAP accreditation by June 30, 2022.

Strategy 1: Develop a fiscal impact statement that includes a cost benefit analysis for obtaining CALEA or ALEAP accreditation.

Strategy detail:

- Reach out to other agencies of similar size/mission through IACP
- Identify accreditation entities and determine the pros/cons of accreditation

Completed Fiscal Impact Statement by the Deadline: 06/30/2022
deadline

Deputy Director for Administrative Operations

Measurable Objective 4: Move Regulatory and Financial public services from paper-based to online computer-based systems by June 30, 2022.

Strategy 1: Identify services that could be moved from paper-based to computer-based systems.

Strategy detail: Research is needed to location software programs that are unique to licensing. ASP must ensure there is adequate funding to purchase and maintain the software.

Measurable Objective 5: Develop a succession plan for all ASP supervisory positions by June 30, 2022

Strategy 1: Identify personnel needs and funding source

Strategy detail:

- *Complete needs assessment to Identify agency needs to ensure the workforce is prepared for promotions.*
- *Identify strategies to encourage personnel to pursue promotional positions.*

Strategy 2: Develop a written plan for succession of supervisory positions

Strategy detail: A written plan should be developed as a guide for the agency to ensure that plans are in place that will allow smooth succession for vacated supervisory positions.

Measurable Objective 6: Standardize evidence storage procedures for all divisions by December 31, 2019

Strategy 1: Complete updates to evidence policies and procedures

Strategy detail: Evidence storage procedure will be uniform across the state for all troop headquarters using eVault. Evidence procedures for CID will be uniform across the state using ACISS.

Strategy 2: Highway Patrol Division begins statewide usage of eVault for evidence storage/tracking

Strategy detail: eVault will be rolled out statewide for all of the Highway Patrol Division to begin using to track property and evidence collected, stored, etc.

All troops actively using eVault

Deadline: 12/31/2019

Highway Patrol Division Commander for Western Division

