ROAD TO TRANSFORMATION

Department of Public Safety

Cabinet Secretary Jami Cook

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Acronym Table

- ACIC - Arkansas Crime Information Center
- ADEM - Arkansas Division of Emergency Management
- ALETA - Arkansas Law Enforcement Training Academy
- ASCL - Arkansas State Crime Lab
- ASCLD - American Society of Crime Laboratory Directors
- ASP - Arkansas State Police
- CFO - Chief Fiscal Officer
- CIO - Chief Information Officer
- CLEST - Commission on Law Enforcement Standards and Training
- CODIS - Combined DNA Index System
- CVRB - Crime Victims Reparations Board
- DOD - Department of Defense
- DPS - Department of Public Safety
- HR - Human Resources
- INA – Information Network of Arkansas
- IT - Information Technology
- LAB - Laboratory Accreditation Board
- LESO - Law Enforcement Support Office
- NAME - National Association of Medical Examiners
- NCIC – National Crime Information Center
- OLES - Office of Law Enforcement Standards
- TAT - Transformation Action Team

Introduction

In April 2019, Governor Hutchinson formally introduced the Transformation and Efficiencies Act "to establish cabinet-level departments; to transfer state entities; and to declare an emergency." The Act reduced the number of state departments from 42 to 15, affecting the organization and structure of Arkansas Government to improve the delivery of services to the citizens of Arkansas. The Act emphasized the crucial contribution of governmental transformation as an opportunity to improve the operations of state government and the delivery of services to Arkansas citizens. The Act also set goals to guide the process of implementing transformation strategies. This report represents an overview of the Arkansas Department of Public Safety's Road to Transformation, including a comprehensive summary of the strategies, progression, and achievements throughout the transformation process. It also serves as an overview of the ongoing efforts and proposals for the future of DPS.

Road to Transformation

The following section provides an overview of the initial stages of the transformation process, including:

- Secretary Appointment and Establishment of Secretary's Office
- Vision
- Communications Strategy
- Focal Areas
    - Governor's One-year Areas of Focus
    - FY 2020 Timeline for Secretaries
- Establishment of Office Location and Staffing
    - Organization Chart

Secretary Appointment

Jami Cook was appointed by Governor Asa Hutchinson as the first Secretary of the Arkansas Department of Public Safety. Prior to her appointment as Secretary, she served as Director of the Commission on Law Enforcement Standards and Training. Jami began her law enforcement career in 1994 with the Newport Police Department before joining the Arkansas State Police. Secretary Cook holds a Bachelor of Arts in Criminology from Arkansas State University and a Master of Arts in Criminal Justice from the University of Arkansas at Little Rock. Following her appointment, Secretary Cook was charged with the following:

- Working to ensure (a) better management across state agencies, (b) increasing savings of general revenue, and (c) better delivery of services for all Arkansans

- Taking on additional administrative and managerial responsibilities required to implement transformation

- Implementing the transformation processes, including an aggressive schedule for implementation

- Developing the Department's leadership team and culture to reflect a consistent emphasis on continuous improvement, innovation, efficiency, and effectiveness

- Reporting on identified opportunities for efficiencies and savings; and

- Providing a report on the successes and challenges of the first year of transformation and an outlook for FY21.

Vision

In order to begin implementing a culture committed to continuous improvement, innovation, efficiency, and effectiveness, Secretary Cook was responsible for establishing the vision of the Department. Each of the following stages provides a brief overview of the efforts to set a vision for DPS:

1. *Leadership Team*

   - First, Secretary Cook established a leadership team, including the Chief of Staff JR Hankins, CFO John Smith, CIO Allen Fitzgerald, and Executive Assistant Jackie Baker, who were and remain committed to transformation and the mission of DPS.
   - Division Directors were also part of the team and were charged with promoting the transformation process within their Division to ensure a uniformed Departmental culture that advocated for a successful Department of Public Safety transition.
   - Secretary Cook began building on her vision of DPS shared service leadership to include Legal, Wellness, Research and Planning, Fleet, OPS and Communication.

2. *Expectation of Savings*

   - Second, Secretary Cook developed a plan to closely monitor Division operations to identify opportunities for cost-savings and efficiencies.

3. *Overcoming Obstacles*

   - Third, Secretary Cook established goals that allowed for the development of new ideas and methods; exploration of those ideas and methods, including processes and solutions; and modifications to existing parameters.

4. *Process Improvement*

   - Fourth, Secretary Cook implemented a collaborative environment throughout the Department in order for Department personnel to assist in identifying more efficient methods and processes for the delivery of services.

5. *Data-Based Decision Making*

- Fifth, Secretary Cook developed a plan for data collection to develop data-based decision making in the areas of salary assessment, attrition, and efficiencies.

6. *Transformational Leadership*

- Sixth, to effectively unite and ensure appropriate representation of all Divisions throughout the transformation process, Secretary Cook developed the TAT, representative of each Division, to guide the needs and goals of each Division.

7. *Excellence and Urgency*

- Seventh, in order to meet the aggressive timelines associated with transformation, Secretary Cook developed additional working groups in key areas of operations in order to ensure thorough analysis and reporting relating to those operational areas.

Transformation Action Team (TAT)

TAT membership consisted of employees, identified in "Appendix 8", from each of the Department's Divisions. Each member represented "champions for change" and played an integral role in fostering sustainable change within state government. The team met regularly throughout FY's 2020, 2021, and 2022 to assist Secretary Cook in facilitating implementation of the DPS Strategic Transformation Action Plan and to continue its review and analysis of the transformation goals to ensure best practices for DPS employees and the citizens they serve. Since its inception, the TAT has participated in the following DPS transformation initiatives:

- DPS Core Values
- DPS Mission Statement
- Reviewed suggested measurements of metrics for transformation wins
- Reviewed new DPS policies, guidelines, and forms
- Reviewed DPS shared services reports
- Development of the DPS Strategic Plan
- Reviewed and responded to DPS Initiative Proposals

The TAT developed nine working groups, outlined below, to aid in the following transformation objectives:

- Identifying short-term, mid-term, and long-term opportunities for more efficient and effective delivery of services
- Developing a plan to implement efficiency opportunities and   identified key elements and action steps
- Identifying all obstacles in relation to a successful plan of action
- Identifying any associated plan of action costs
- Developing a feasible plan of action timeline and a method of progress tracking

- Developing feasible measures of success and detailed forecasts of cost saving, efficiencies, and predicted achievements
- Identifying how the department of Transformation and Shared Services can provide necessary support to the Department

1. Communication Working Group

   This working group consisted of Department members, identified in "Appendix 8", responsible for identifying ideas and opportunities related to the following:

   - Develop and publish "wins" in order to evaluate successes of each Division and incorporate successful processes across the Department
   - Utilize existing ASP video production staff to collaborate on recording and editing videos for projects across the Department
   - Design and implement a Department website and other media, including ensuring compliance with design, layout, and logo expectations
   - Determine the types of training available and identify ways to successfully integrate training onto one or more platforms
   - Measure the success of the completed integration of training delivery and website functionality

2. Information Technology (IT) Working Group

   This working group consisted of Department members, identified in "Appendix 8", responsible for identifying ideas and opportunities related to the following:

   - Goals and Objective areas of IT Shared Services:
     - Infrastructure Development and Management
     - End User Support
     - Application Development and Maintenance
     - Quality Assurance
     - Risk Management
     - Information Technology Planning, Research and Development
     - Enterprise Planning and Emerging Technologies
     - IT Procurement
     - Service Execution/Operation

   - Goals and Objectives of Benefits of IT Shared Services:
     - Standardization/Structured
     - Reliability - Improve service(s); Improve Quality
     - Compliance, Performance Measurement, and Reduction of Costs
     - Accountability and Increase Productivity
     - Improved Documentation
     - Innovation
     - Stakeholder Buy-in

3. Legal Working Group

   This working group consisted of Department members, identified in "Appendix 8", responsible for identifying ideas and opportunities related to the following:
   - Develop a shared folder accessible to designated DPS staff for enhanced communication and team approaches in areas such as FOIA and policy
   - Coordinate prior to and during legislative session to ensure a thorough review of proposed legislation and provide legal coverage in all committee meetings, including review of legal policies for compliance
   - Serve as an intra-departmental resource to share knowledge regarding DPS legal efforts
   - Review and make recommendations related to the development and implementation of DPS Policy

4. Fleet Working Group

   This working group consisted of Department members, identified in "Appendix 8", responsible for identifying ideas and opportunities related to the following:

   - Develop methods to effectively utilize ASP-Little Rock, ASP-Lowell, and ALETA-Camden auto shops for vehicle maintenance on DPS fleet vehicles
   - Identify methods that can increase the use of DPS pool vehicles to reduce mileage reimbursement
   - Evaluate and develop a cost-savings measure to better utilize current Division contracts and volume discounts within DPS auto shops
   - Develop DPS partnerships with programs such as LESO to acquire additional tow trucks for the DPS fleet

5. Wellness, Development, and Leadership Working Group

   This working group consisted of Department members, identified in "Appendix 8", responsible for identifying ideas and opportunities related to the following:

   - Develop a plan to utilize existing state and federal resources to promote wellness and motivate DPS employees to maintain a healthy lifestyle
   - Maintain wellness information on the DPS website
   - Develop Department-wide programs to improve employee health, wellness, and leadership skills
   - Identify and utilize existing CPR instructors within DPS to conduct CPR training and recertification under the wellness program

6. Policy Working Group

   This working group consisted of Department members, identified in "Appendix 8", responsible for identifying ideas and opportunities related to the following:

- Identify internal Division policies that can be merged and re-published as Department-wide employee policies.

    o Review, revise, and approve DPS policy
    o Number and categorize each DPS policy by type
    o Combine, revise, or create necessary DPS forms
    o Finalize a review of DPS policy, updates, and approvals

- Once the Policy Working Group was put into place, the Policy Team Chairs identified in "Appendix 8" realized the heavy workload placed on the Policy Working Group to review and draft new Department-wide model policies. As a result, the chairs established a policy review process to streamline and assist the Policy Working Group with this project. A subgroup of Policy Teams was selected to compare, analyze, and review all Division policies before new DPS model policies were drafted and submitted to the Policy Working Group. Team members were carefully selected to ensure all Divisions were represented (see Appendix 1).

7. Grant and Loan Working Group

This working group consisted of Department members, identified in "Appendix 8", responsible for identifying ideas and opportunities related to the following:

Identify the number of major grant and loan programs per Division
Identify the funding source for each program
Develop a measure of return on investment for each program
Identify any assets acquired through a grant program

8. Human Resources Working Group

This working group consisted of Department members, identified in "Appendix 8", responsible for identifying ideas and opportunities related to the following:

- Develop a uniform recruitment, advertising, and hiring process across all DPS Divisions
- Develop combined contracts for services across all Divisions (e.g., psychological evaluations, drug screens, Fitness for Duty, etc.)
- Develop a shared HR system for the entire DPS for digital onboarding and personnel files
- Develop a shared-service model for benefit coordination and payroll processes across all Divisions

Transformation Communication Strategy

In addition to setting a transformation vision for DPS, Secretary Cook was charged with developing and implementing a consistent transformation communication strategy. The DPS

communication strategy included four key components: staffing, branding, internal messaging (on-going), and crisis communication planning. Each of these components are discussed below.

1. Staffing

   The first component of the DPS transformation communication strategy focused on the creation of a Communication Working Group. The goal was to improve Department-wide communication. Secretary Cook and the DPS Communication Working Group worked collaboratively with each Division to identify ways for the Department to promote DPS and its Divisions.

2. Branding

   The second component of the DPS transformation communication strategy focused on Departmental branding. Specifically, the branding component of DPS included the implementation of an official departmental logo and creation of Departmental website and media.

3. Internal Messaging (On-going)

   The third component of the DPS transformation communication strategy focused on developing an on-going internal messaging strategy. An internal communication strategy was developed and implemented based on existing Departmental norms. Secretary Cook collaborated with DPS employees, developing personal contacts to establish meaningful connections and ensure quality executive leadership. The DPS internal communication strategy followed four steps:

   • Assessment of available DPS communication tools that could be expanded without incurring additional expense.

   • Identifying goals for developing and implementing an effective communication strategy through a DPS communication strategic plan. The strategic plan consisted of two components: a citizen plan consisting of creating efforts for building, enhancing, and maintaining relationships between DPS and its stakeholders, and a Departmental plan focusing on creating a plan of action to ensure a Department-wide atmosphere of inclusion with an emphasis on increasing Departmental moral. The Departmental plan included the development and implementation of a weekly DPS Newsletter that included information on new hires, wellness tips, highlights of individual and Division wins, efficiencies, and additional important DPS Departmental news updates.

   • Aligning the time-focused goals of the DPS communication strategic plan with the Governor's Transformation Implementation Timeline. Specifically, the Communication's working group developed a series of achievable short-term and long-term goals defined by Governor Hutchinson as "wins" for the state, as well as "wins" for the employees involved in the goal implementation.

- Providing regular updates to ensure the positive impact of the newly implemented DPS communication strategy.

4. Crisis Communication Plan (On-going)

The final component of the DPS transformation communication strategy focused on developing an on-going crisis communication plan. To develop an effective DPS crisis communication plan, Secretary Cook reviewed the existing Divisions Continuity of Operations Plan (COOP) plans to ensure each was up to date. Secretary Cook continues to monitor Division COOP plans for necessary updates and revisions.

Focal Areas

To ensure that DPS met the established goals of transformation, Secretary Cook focused on a one-year timeline as outlined by the Governor's Transformation Action Team, including the following focal areas:

One-Year Areas of Focus

- Set-up location and staff for Secretary Office
- Stand-up of new cabinet-level departments
- Regular meetings with agency/board/commission directors
- Standardize operational materials such as letterhead/business card/signage/seals, logos, and websites according to guidance
- Review all budgets and guidance from Office of Budget
- Identify Shared Services Opportunities in Departments and begin combining these services
- Analysis of Fleet and combination efforts
- Analysis of Property locations and plan for combining in one or more locations
- Standardize Department Policy across each agency/board/commission
- Communication Strategy for the Department and coordination with Governor's Office
- Analysis of Boards/Commissions into department and plan to streamline moving forward
- Identify efficiencies within the Department-both processes and financial
- Merging Department budgets within the Fiscal Session
- Analysis of Grant/Loan Programs within the Department to include return on investment (ROI)
- Year-end analysis of Department-State of the Department- and plan for year two
- Continual coordination of these focus areas and step-by-step decision with the Governor's Office and with the Office of Transformation

Fiscal Year 2020 Secretary Timeline

May 2019	Jami Cook appointed as Secretary

June 2019   Governor met with new Cabinet – set his vision for moving forward/transformation.
Cabinet Training Goal/Metric Setting
Location and staffing of Offices of the Secretaries determined

July 1, 2019   **Act 910 took effect** –new cabinet-level departments were established. Secretary Cook took the following actions.
- Met weekly with agency directors for the first year
- Gave clear direction to the directors on all operational materials such as letterhead/business card/signage/seals, logos and websites per the guidance provided by Transformation and Shared Services
- Began assessing the current state of the department and appointed a department level Transformation Action Team
- Set and communicated the expected culture of the new department.

August 1, 2019

- Secretary Cook began scheduling meetings with all agency/board/commission directors within the Department.
- Review of Division budgets using FY20 Annual Operations Plans
- Began developing a Department-level communications strategy.
- Met with key industries and constituents specific to the Department.

September 2, 2019   **Report on Shared Services Opportunities Due**
- Secretary Cook reviewed all agencies' budgets, contracts, IT structures, personnel, and vacancies and reported to the Governor that utilizing a shared services model would create efficiencies for the Department in FY2020/21.
- Processes that can be streamlined across the DPS divisions were identified and more efficient procedures were put in place.

October 1, 2019   **Report on Department Fleet Due**
- Secretary Cook reviewed the inventory of fleet vehicles and the related spending per Division on mileage and maintenance.
- More efficient ways to use those assets were identified and new practices will be followed moving forward.

November 1, 2019   **Report on Analysis of Property Due**
- Secretary Cook, the Directors, the CFO, and staff reviewed all leases, lease date expirations, the possibility of co-locating agencies, and submitted the report and recommendations
- Collaborated with the assigned DFA Office of Budget on FY21 budgets to develop and incorporate the necessary changes. In December, the FY21 budget was completed and submitted.

January 13, 2020   **Report on Department Policy Due**
- Secretary Cook reported to the Governor and the Department of Transformation and Shared Services on the integration of all Division policies for uniformity.
- Pre-Fiscal Session budget hearings began and continued through March.

February 1, 2020   **Report on Department Level Coordination with Existing Boards and Commissions** Due
- Secretary Cook gave an analysis of all existing boards/commissions within the Department

March 16, 2020   **Report on Identified Efficiencies (Act 565) Due**

April 8, 2020   Fiscal Session began.
- Secretary Cook followed Department budgets and worked with directors on a plan for the integration of the Department budgets on July 1, 2020.

May 1, 2020   **Report on Grant/Loan Programs Due**
- Secretary Cook evaluated all grant/loan programs within the Department to include funding source and match by the state.
- Cabinet Level Fiscal Process Meetings with DFA and Governor's Office began.
- PEER Items submitted to the Office of Budget for presentation to the June PEER meeting of Legislative Council.
- FY21 Annual Operations Plan were due to the DFA Office of Budget.

June 1, 2020   **Report on Department Status for FY21 Due**
- Secretary Cook gave an overall review of the first year of the Department and overall recommendations for FY21.
- DFA issued Departments Biennial Instruction Packets.

July 2020   Final Biennial Budgets were due to the DFA Office of Budget.

Establishment of Office Location and Staffing

The Transformation and Efficiencies Act required that DPS establish an office location and staffing for the Cabinet Secretary. The Cabinet Secretary's office is located at the Arkansas State Police Headquarters in Little Rock. Outlined below is the organizational chart for the Secretary's office implemented by Secretary Cook:
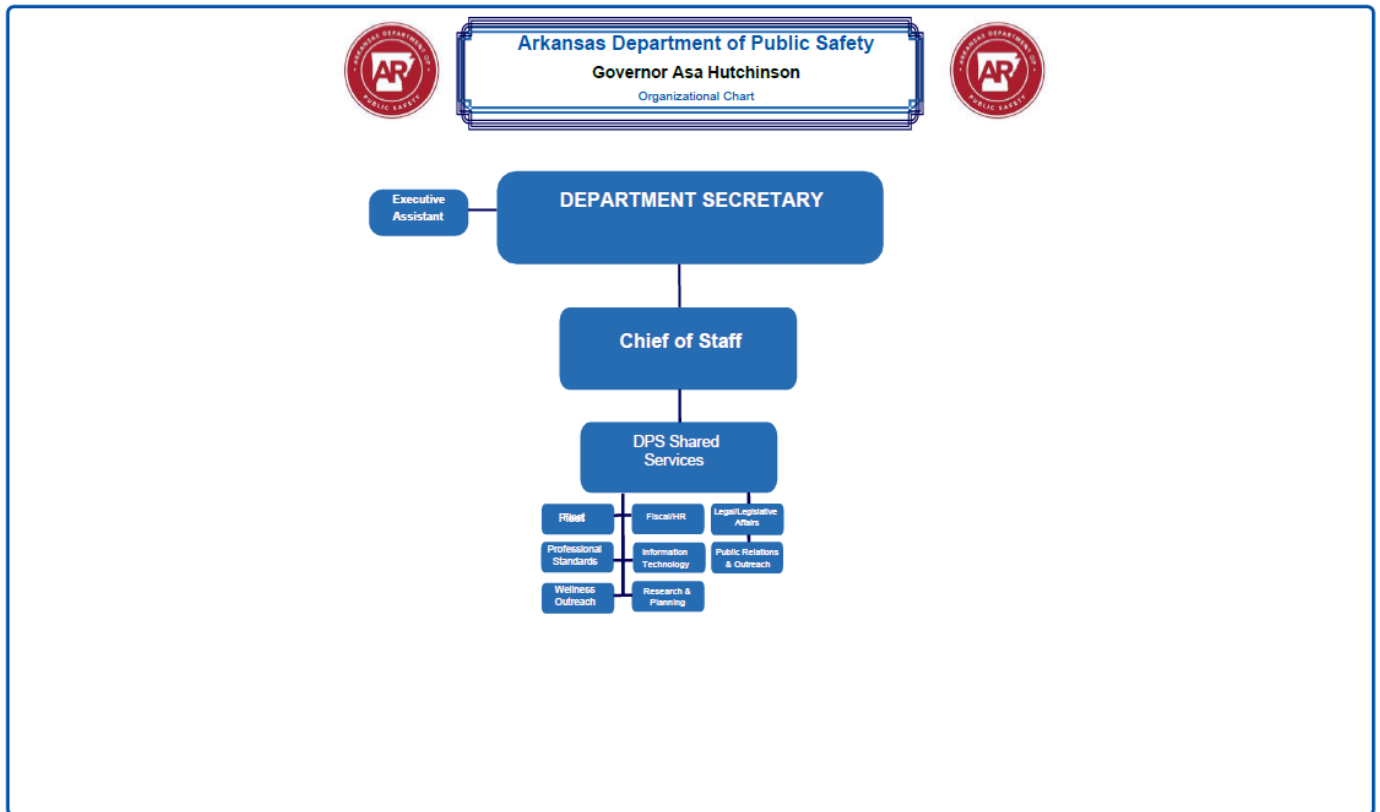
Arkansas Department of Public Safety

DPS is comprised of seven Divisions: Arkansas State Crime Laboratory (ASCL), Division of Law Enforcement Standards and Training (CLEST), Arkansas Crime Information Center (ACIC), Arkansas State Police (ASP), Arkansas Crime Victims Reparations Board (CVRB), Arkansas Division of Emergency Management (ADEM), and DPS Shared Services.

Mission Statement:

"The Arkansas Department of Public Safety's mission is to enhance the safety and security of all Arkansans through ethical, character-driven behavior that promotes professionalism, clear communication, and accountability while serving as the state's premier public safety agency."

Core Values:

DPS's mission embodies six principal core values:

1. **Respect** – *"Respect for Everyone"*
2. **Integrity** – *"Integrity in Everything we do"*
3. **Customer Service** – *"Provide Excellence in Customer Service"*
4. **Teamwork** – *"Performance through Teamwork"*
5. **Servant Leadership** – *"Commitment to Servant Leadership"*
6. **Continuous Improvement** – *"In Pursuit of Continuous Improvement"*

DPS Organizational Chart

Outlined below is the comprehensive organizational chart for DPS:
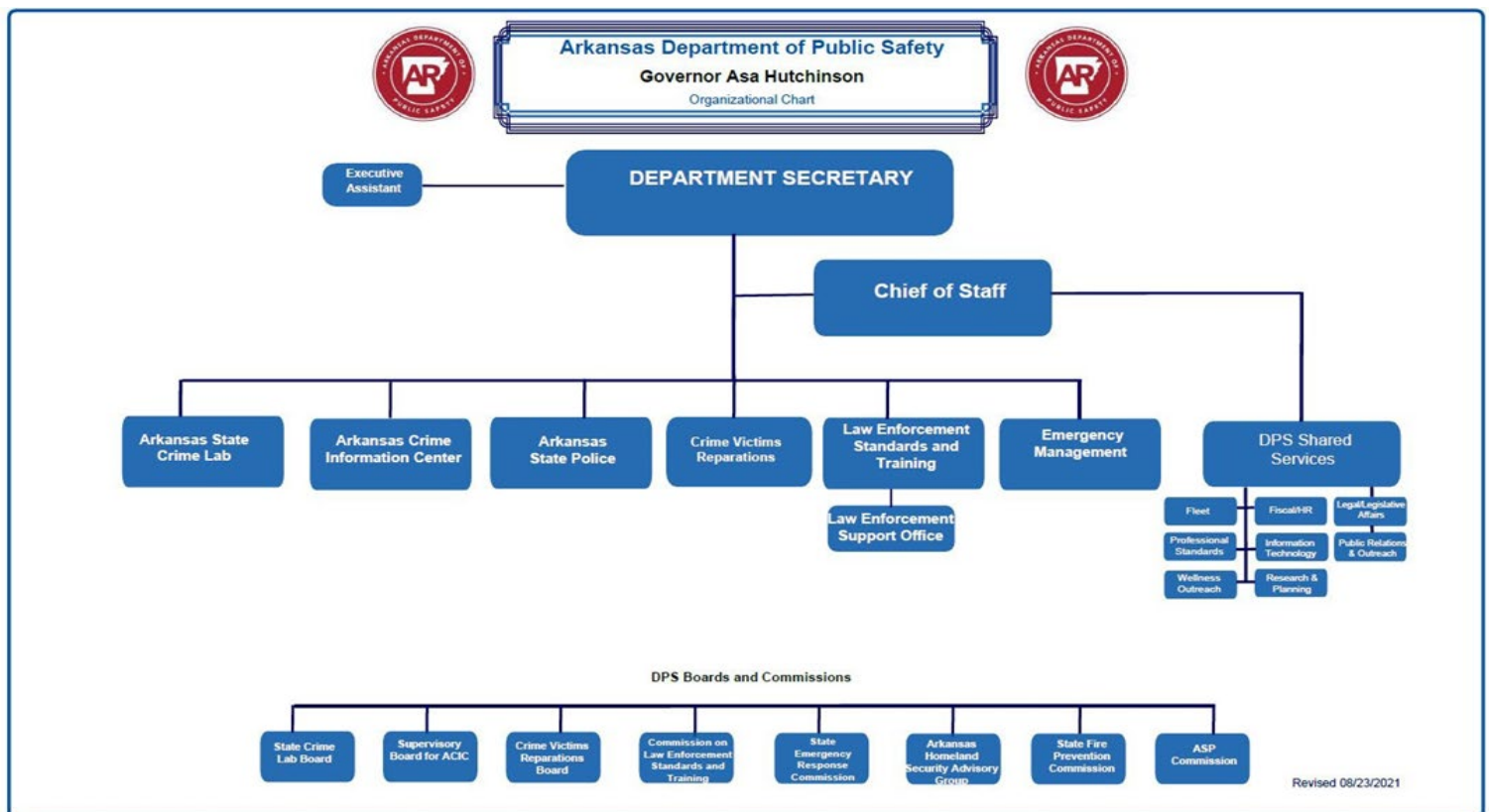
Divisions

DPS Division of Shared Services

The first Division included under DPS is the Shared Services Division. The DPS Shared Services Division is comprised of services necessary for the successful operations of the Department and its personnel. Each of these sections is discussed below:

Wellness unit
Legal unit
Information Technology (IT) unit
Human Resources (HR) and Fiscal unit
Research and Planning unit, and
Fleet Unit

1. Wellness Unit

   The DPS Wellness Unit, initially developed and led by Arkansas State Police, is a newly designed state-wide shared service led by ASP Lieutenant Rick Neill. The Wellness Unit's Mission Statement is as follows: "*The Wellness Program is designed to foster an environment for the Arkansas Department of Public Safety where members can begin and end their careers in good health, both physical and emotionally. The Wellness Team will continue to pursue the newest and most innovative knowledge, research, and understanding to ensure the best possible outcome for employees serving the citizens of Arkansas.*" The Wellness Unit is comprised of three main areas of focus:

   - Crisis Response

     The DPS Wellness Unit includes a Crisis Response Team, identified in "Appendix 8", that pursues the newest and most innovative knowledge, research, and understanding to ensure evidence-based health practices that produce the best possible outcomes for DPS employees and first responders serving the citizens of Arkansas.

   - Certified Peer Support

     The DPS Wellness Unit also includes Certified Peer Support that is focused on expanding peer support training services to ensure that peer support members are available to all DPS employees and first responders. Arkansas Code Annotated 16-40-106 provides for privileged communications made to a certified peer support member by an emergency responder. Arkansas Code Annotated 16-40-106 is incorporated, in its entirety, into the DPS Wellness Program.

   - Wellness Program

     In conjunction with the Certified Peer Support Member program, the Wellness Program is open to all individuals employed by the Department and its Divisions, immediate family members, and affiliates of the first responder community and/or any emergency

service agency. The Wellness Program assists in areas related to Arkansas Employee Assistance Program, Critical Incident response, Peer Support, Professional development, Wellness Outreach Initiatives, and education-based training. The Wellness Team is an available resource for all employees who need assistance to overcome obstacles in their personal or professional life and may act as a liaison for the employee. The goal for each employee participating in the Wellness Program is to maintain a productive, healthy, role with the Department.

The Wellness Outreach Initiative assists employees in obtaining counseling services, education about work-related stress, and assistance to employees facing personal issues which may cause emotional and/or physical health concerns that decrease their job performance. The overall goal of this program will always be to empower the Department's employees to remain healthy and productive throughout their career. Employees are in no way restricted from getting needed assistance through means outside of the Department, but the Department remains committed to providing the Wellness Team as a service for all Department employees.

The Wellness Unit continually researches opportunities to assist employees and first responders with maintaining mental, physical, emotional, and financial wellness, including developing educational programs related to critical incident stress, suicide prevention and awareness, substance abuse education, emotional survival, financial wellness, physical fitness, nutrition, spiritual wellness, and leadership.

2. Legal Unit

The DPS Legal Unit, overseen by Chief Legal Counsel Cody Hiland, operates under a team concept where legal staff is available to address the legal needs of the Department and its Divisions. The team created a shared filing system to ensure enhanced collaboration and communication. During legislative sessions the legal team coordinates to ensure thorough review of proposed legislation and coverage in all committee meetings. The team meets regularly to review policy updates, make recommendations on policy changes and implementation, discuss legal issues, legal trends, and legal developments, and serves as an intradepartmental resource to share knowledge and resolve legal questions. The team is an active resource to DPS employees in their professional capacities, providing assistance to staff, human resources, administrators, and Department and Division leadership.

3. Information Technology Unit

The Information Technology (IT) Unit, consisting of 36 IT professionals from ACIC, ADEM, ASCL, ASP, and CLEST is led by the DPS Chief Information Officer Allen Fitzgerald. DPS IT consists of the following areas: Operations; Application Support/Development; Compliance and Infrastructure. DPS IT supports approximately 1,600 endpoints statewide on a 24-hour basis and is responsible for all data connectivity and IT operations across DPS. DPS IT also supports and collaborates with city, state, and federal entities to provide services and ensure compliance on interfaced systems. The goal of the IT Unit is to uphold and deliver quality services to all DPS end users, citizens, and partners, while developing a foundation using the established DPS core values.

DPS IT Responsibilities include, but are not limited to: Database management, CJIS Compliance for DPS systems, CJIS compliance for state law enforcement and auditing, Server configuration/management, IT specifications/purchases, VoIP (Voice over IP), Wireless connectivity in fleet vehicles, Connectivity at all DPS locations, Disaster Recovery/IT Continuity of Business, VPN, SSL, LAN management, Application software licensing/renewals, Data security/integrity/accuracy, Operating systems/updates, Software support/development, Specialized/customized applications, Endpoint protection, Network utilization/management, End user support/configuration/deployment, Special interfaces with non-ASP systems, IT Grant specific projects within DPS, and IT Strategic Planning for DPS.

Large-scale projects supported by the DPS IT section include AMF – Criminal History, Message Switch, ACADIS (online software that offers hire-to-retire training, compliance, and performance management software to manage the full range of high-volume, diverse training and compliance operations for public safety), MOVE – (Mobile Officer Virtual Environment) includes modules such as: eCite (Electronic Citation) and eCrash (Electronic Crash), ATLAS (Arkansas Threat Level Assessment System), AFIS (Automated Fingerprint Identification System), Driver's Licensing and Commercial Driver's Licensing (CDL), In Car Cameras, Arkansas State Fusion Center, Data Center Optimization, O365, and JusticeTrax.

4. Human Resources (HR) and Fiscal Unit

The DPS HR and Fiscal Unit is led by Chief Fiscal Officer John Smith. HR and Fiscal operates as a shared service model, combining services of a similar nature (finance, grants, procurement, payables, recruiting, advertising, benefit coordination, payroll, time management and hiring processes) to create uniformity across the Department. HR and Fiscal is primarily responsible for reviewing opportunities for possible cost savings and workload efficiencies in the areas of time management, centralized record keeping, and contract review and renegotiation; analyzing personnel organizational structures, classification, titles, and salary and attrition studies to effectively identify the needs of the Department; consulting with Division Directors and the DPS Secretary to create career paths through transformation savings; coordinating and analyzing the Federal Highway Safety grant, as well as all Emergency Management disaster grants that remain specific to the Divisions to determine if merging services are feasible and approved by grantees; and analyzing the ADEM fiscal section to determine which, if any, parts can be merged without disturbing the Division's federal and special revenue streams.

5. Research and Planning Unit

The Research and Planning Unit, led by Dr. Mary Hughes, was established in 2021 to focus on data-driven reports, empirical literature, and best practices to produce effective and reliable deliverables (i.e., publishable manuscripts, reports, evaluations, grants). The Unit contributes to the Department's commitment to provide effective and empirically based programs/services. The mission of the Research and Planning Unit is to work collaboratively with each DPS Division and the DPS Shared Service Unit to conduct applied

research efforts including the development and assessment of scientific research questions, interpreting data and empirical literature, assisting in the development of grant proposals and statistical reports to increase funding opportunities Department-wide, quantifying and measuring Departmental goals for cost-savings and efficiencies to provide feasible and effective evidenced-based practices for the department by highlighting areas of improvement, efficiencies, and opportunities for Departmental growth. Thus, the Research and Planning unit provides services that aid in improving public safety practices through the assessment and development of scientific methodologies and evidenced-based decisions that improve DPS's deliverables to the Department and the citizens of Arkansas.

Since the establishment of the DPS Research and Planning Unit, the unit has managed the grant development and systems processes to assist DPS Divisions in developing statistical methodologies and program evaluations. For example, Act 786 of 2021 created the Public Safety Equipment Grant which is administered through the Research and Planning Unit at DPS. The Public Safety Grant Committee awarded $500,000 in funding during the first grant cycle to eligible applicants for public safety equipment in 2021. Similarly, the Research and Planning Unit has also been tasked with the administration of the Law Enforcement Family Review Trust Fund Created by Act 765 of 2021.

Similar to grant management, the Research and Planning Unit also oversees the internship program and research partnership programs at DPS to allow for innovative learning opportunities and partnerships with Arkansas Higher Education institutions.

Stemming from these efforts, the Research and Planning Unit has collaborated with both the DPS Legal and Communications Team to develop an online platform through the DPS website regarding research policy, grant application portals, and internship opportunities offered through the agency.

6. Fleet Unit

The Fleet Unit, led by ASP Lieutenant Jeff Whitlock, is responsible for the housing, management, maintenance, and coordination of Departmental pool vehicles, Departmental towing assistance for fleet vehicles, and management of the DPS auto shops. The Fleet Unit monitors Department vehicle usage across the state to determine the placement of pool vehicles and whether relocating assets throughout the region is cost effective, to identify where additional resources may aid in the reduction or elimination of mileage reimbursement and employee down-time. The Fleet Unit's mission is to reduce the overall costs for DPS while maintaining the highest quality workmanship through its ability to provide continuous contract reviews and negations, including exploring contract opportunities that ensure the best pricing on auto parts and tools.

The Fleet Unit has been recognized as one DPS's most successful areas of transformation, including reduction of labor costs for DPS Divisions by implementing full-service auto shops around the state; development of partnerships with the state's Marketing and Distribution Division to obtain items and equipment (including a paint booth that will result in long-term Departmental savings related to vehicle repairs); making pool vehicles available to DPS employees; utilizing existing contracts; fostering good relationships with

local vendors; embracing employee initiatives; and continually researching cost-saving opportunities.

7. Office of Professional Standards (OPS) Unit

In 2021, the OPS Unit, led by ASP Sergeant Marcus Daniels, was moved to the Shared Services Division. Policy and procedures were revised to allow all Divisions access to the services of OPS. The mission of OPS is to fairly, efficiently, thoroughly, and impartially, conduct inquiries into allegations of employee misconduct. In conjunction with DPS policy, forms were created to streamline the processes and paperwork required to file an official complaint.

As a Shared Service, OPS investigators operate in an unbiased manner to facilitate a uniform process in conducting inquiries. Each Division has the option to conduct Supervisory investigations. OPS serves as a resource and separate investigative entity for allegations of a more serious nature. OPS is also responsible for maintaining the PowerDMS records management system; assisting in the development, creation, and management of DPS policies; ASP procedure and departmental forms; and various other special assignments as necessary. The OPS Unit is vital but versatile with a focus of conducting business efficiently and effectively to support transformation and the DPS core values.

Arkansas State Crime Lab (ASCL)

The Arkansas State Crime Laboratory (ASCL), led by Director Kermit Channell - the 2020 American Society of Crime Laboratory Directors Briggs White Award Recipient for Excellence through Leadership in Forensic Science Management - provides forensic science services to the criminal justice community, including over 350 law enforcement agencies across Arkansas' 75 counties. The ASCL receives approximately 35,000 case requests per year including CODIS (DNA database), Digital Evidence, DNA, Drug Analysis, Firearms and Toolmarks, Forensic Pathology, Latent Prints, Serology, Trace Evidence, and Toxicology. Currently, ASCL performs approximately 1,500 autopsies/forensic exams per year to determine cause and manner of death. The Little Rock laboratory is the only full-service forensic laboratory in the state. Regional laboratories are located Hope (pass through) and Lowell (drug and toxicology analysis).

The mission of the ASCL is to provide the highest-quality forensic science services to the criminal justice community and the State of Arkansas in an efficient and timely manner. ASCL's commitment to its mission is evidenced by three consecutive years of recognition by the prestigious 20/20 Foresight Maximus award for top performing forensic laboratories. The goals and responsibilities of ASCL are accomplished through a team of skilled and dedicated employees utilizing scientific equipment and validated methodologies appropriate to the forensic community. ASCL is accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) and the National Association of Medical Examiners (NAME).

Division of Law Enforcement Standards and Training/ Commission (CLEST)

The Division of Law Enforcement Standards and Training is led by Director and DPS Secretary, Jami Cook. The mission of the CLEST is to increase the professional competency of law enforcement officers in the State of Arkansas. The Commission on Law Enforcement Standards and Training is responsible for establishing and ensuring the minimum selection and training standards for admission to and continued eligibility for employment as a law enforcement officer in Arkansas. CLEST's mission is to increase the professional competency of law enforcement officers in the State of Arkansas. The Division of Law Enforcement Standards and Training, led by Director and DPS Secretary, Jami Cook, is responsible for carrying out the day-to-day operations of CLEST. The Division is comprised of three sections The Office of Law Enforcement Standards (OLES); Arkansas Law Enforcement Training Academy (ALETA); and Law Enforcement Support Office (LESO).

OLES is responsible for managing and overseeing compliance with employment, training, and certification requirements established by CLEST. The Arkansas Law Enforcement Training Academy (ALETA)is responsible for developing and delivering the basic and advanced training required for employment as a law enforcement officer in Arkansas.

LESO, administered through Arkansas LESO Coordinator James Ray, is responsible for managing and overseeing the transfer of excess Department of Defense (DOD) personal property to law enforcement agencies in Arkansas.

Arkansas Crime Information Center (ACIC)

The Arkansas Crime Information (ACIC), led by Director Brad Cazort, is responsible for:
- The Message Switch which connects law enforcement agencies to ACIC databases as well as to NCIC and Nlets (International Public Safety and Justice Network). ACIC also maintains databases for warrants, missing persons, protection orders, violent persons, gang members, stolen vehicles, stolen guns, stolen articles, stolen boats, hazardous materials, vehicle registration, driver's license history criminal history, Involuntary Mental Commitment, Act 346 First Offender Probation, and misidentified State Identification Numbers, and sex offenders.
- Offline searches and investigative research, records validation, ACIC Systems audits, Non-criminal Justice Agency audits, and Arrest/Disposition audits.
- Statistical analysis and Uniform Crime Reporting, the Crime Victims Notification Program, JusticeXchange (Justice Intelligence - a secure web portal that provides access to an instant, up-to-date database of current and historical booking information including biographical information, charges, and photographs of offenders); AlertXpress (provides agencies with the ability to rapidly create and deliver emergency or large-scale notifications to groups of people, such as active shooter and tornado warnings);the Electronic Logbook for ephedrine and pseudoephedrine sales; the Metal Theft sales log; and processing requests for Hot File checks.
- Conducting state-wide ACIC training classes through, the training section, ACIC Field Agents, and the annual ACIC System Users Conference.

Following transformation, ACIC has been able to effectively expand its work and collaborations throughout the State of Arkansas, including Medical Marijuana, Hemp, vehicles, and improvements in how data is accessed. Additionally, ACIC has also partnered with Goodwill and Legal Aid of Arkansas to provide a criminal history sealing clinic for the public to assist in community efforts.

Arkansas State Police (ASP)

The Division of Arkansas State Police (ASP), led by Colonel Bill Bryant, is a frontline force of law enforcement officers totaling more than 500 State troopers strategically placed in every county across the State. ASP assists city, county, regional, and federal law enforcement jurisdictions while also patrolling state highways and protecting the lives and property of Arkansas citizens. In addition to frontline officers, ASP also employs over 400 civilian employees who assist with the day-to-day operations of the Division. To ensure efficient day-to-day operations ASP is comprised of six divisions, Highway Patrol, Criminal Investigation, Crimes Against Children, Special Operations, Regulatory, and Administrative Services. These units work collaboratively to ensure the public safety of Arkansas citizens.

ASP's mission is to protect human life and property in the State of Arkansas by providing the highest quality of law enforcement services to the public. Following transformation, the Division has developed a shared line of communication and services, particularly during catastrophic incidents impacting the State of Arkansas.

Crime Victims Reparations Board (CVRB)

The Crime Victims Reparations Board Program Office, led by Administrator, Lynette Parham, provides financial assistance to victims of crime throughout the State of Arkansas. The CVRB provides financial compensation to victims who have suffered personal injury or death as the result of violent crime. Eligible victims may qualify for up to $10,000 for medical care, counseling, lost wages, funeral expenses, crime scene clean up, and loss of support for dependents of deceased victims. Victims suffering catastrophic injuries may qualify for up to $25,000. The sexual assault reimbursement program allows evidence to be collected after a sexual assault has been committed without the victim bearing the burden of the expense. The program provides compensation for ambulance services and medical or legal examinations. These programs are funded by fees collected from criminal offenders, state appropriations, and a federal grant through the Victims of Crime Act (VOCA), administered by the U.S. Department of Justice.

Arkansas Division of Emergency Management (ADEM)

The Arkansas Division of Emergency Management, led by Director A. J. Gary, is Arkansas' Homeland Security and Preparedness agency and houses the State's Emergency Operations Center (SEOC). The SEOC accommodates representatives from various state agencies during disasters to ensure that assistance is made available to affected jurisdictions as quickly as possible. ADEM is the state's coordination center for prevention, protection against, mitigation of, response to, and recovery from threats to Arkansans. ADEM works with local governments to promote resilience and enable communities to recovery from disaster.

In addition to its emergency operations, ADEM maintains preparedness plans; conducts trainings and exercises; coordinates and disburses financial assistance from state and federal governments; provides staffing and technological assistance for pre- and post-disaster information exchange; manages the Arkansas Wireless Information Network (AWIN) and Federal Surplus Property; and manages a 24/7 statewide warning and notification point.

Transformation Achievements

Following transformation, Secretary Cook charged each Division with developing, tracking, and reporting their transformation process and progress. Each Division developed a strategic plan, aligned with the Department's strategic plan, and tracked their progress and achievements. This section discusses DPS's achievements related to transformation.

Division of Shared Services

The Division of Shared Services developed a strategic plan that included feasible and achievable goals across each of the following merged units: Wellness Unit, Legal Unit, Information Technology (IT) Unit, and Human Resources and Fiscal Unit. Specifically, the Division of Shared Services sought to develop achievable goals that enabled an ease of transition into a unified Division of Shared Services across all Departments and Divisions. The following chart provides information on each of the achievements, defined as "wins," specific to the Division of Shared Services (see Table 1).

Table 1. Division of DPS Shared Services Road to Transformation Current Wins

Division of DPS Shared Services Road to Transformation Wins		
Win	*Metric*	*Amount Reinvested*
The vehicle maintenance shop at ALETA-Camden has undergone and continues to undergo extensive renovations in order to become a full-service vehicle shop for all DPS fleet vehicles in the southern portion of the State of Arkansas. The shop located at the State Police Headquarters in Little Rock now services all DPS fleet vehicles in the central region of the State. A vehicle maintenance location is now operating for the northern region of the State. Specifically, ASP Fleet has worked to get the ALETA shop inventoried and staffed for DPS operation. Due to an interruption of services due to COVID exposure of inmates and the unexpected outsourcing of repairs/maintenance during this time, overall savings to date were lower than if service had continued without interruption. ➢ Outside estimate: $70,759.08 ➢ Actual Cost: $16,372.33 ➢ Yearly maintenance savings $10,000 ➢ To date overall fleet savings $1,146,076.62	- Shared Service Model - Improved Customer Service - Reinvestment - Performance Improvement - Facilities - Ease of Interaction	$1,146,076.62
Auto Shop in Little Rock began making paint and body repairs in the ASP auto shop in 2019. These repairs are projected a savings of approximately $150,000 annually for ASP. Additional annual savings are expected to continue DPS wide and ongoing savings are reflected in the overall savings above.	- Shared Services Model Reinvestment	$150,000.00

On Wednesday, November 13th, 2019, ASP HQs experienced a major power loss. As a result of the hard power failure, all servers within the ASP computer room performed a hard shut down. Through the alignment of DPS IT into Shared Services, this enabled DPS to pull valuable resources from other DPS divisions to help troubleshoot and repair the issues. Prior to transformation, the pulling of resources and collaboration from other divisions would have been more complex and difficult. Therefore, the development of transformation allowed for DPS to effectively address critical IT needs in a timely manner.	- Facilities - Shared Services Model - Personnel - Performance Improvement	
DPS worked with Building Authority and Banking Commission to transfer unused furniture to DPS staff due to transformation. These shared services between Departments resulted in large savings and eliminated the need to purchase additional office furniture for the merging and reorganizing of divisions within the DPS.	- Optimization of Enterprise Efficiencies - Shared Service Model - Reinvestment - Ease of Interaction -	$59,295.00
DPS IT was authorized to hire a programmer to specifically address the main ACIC system called AMF. ACIC paid in excess of $300K to an outside contractor company for programmatic work on the AMF system. Hiring a programmer significantly reduced the amount being paid to a contractor within years two and three. This process took a good one year for the newly hired programmer to become proficient in the AMF system and by year 2, DPS was able to reduce the amount paid to the contractor by 50%, with a predicted 70-75% savings within year 3.	- Reinvestment - Delivery of Services - Ease of Interaction	
DPS IT audited the Active Directory active user accounts following the state mandated implementation of Office 365. Through the recent audit, DPS saved approximately $800 per month ($9600/year) by consolidating and removing active accounts.	- Audits- Improvements or sustained exceptional audit performance - Shared Service Model Reinvestment	
DPS IT identified individuals to be part of the state Cybersecurity Incident Strike Team. Through this effort, DPS as a department is now heavily involved with security incidents that impact other divisions/departments. By being able to deploy additional resources to assist another division it allowed for a timelier approach to addressing future Cyber events, preventing further exploitations from occurring. The creation of a Cyber Security Incident Strike Team	- Shared Service Model - Delivery of Services - Improved Customer Service - Performance Improvement	

allowed for additional resources to be on site to help
with expertise and decision-making recommendations.

In collaboration with DPS Fiscal, DPS IT has re-assessed current contracts within each DPS division. DPS IT has addressed the need to have Service Level Agreements and best practice verbiage inserted within current contracts prior to any additional enhancements to impacted systems. The required verbiage has improved efficiencies and assisted in holding DPS vendors accountable with the roles and responsibilities they are tasked with. In addition, the contract review helped with developing a potential cost savings for DPS in the identification of unnecessary modules/components/fees that vendors may insert into contracts. Specifically, the new verbiage of "costs must be prior approved in writing by DPS" serves as a protection from vendors automatically billing DPS for unknown costs, by including the requirement that all invoices are line itemed to identify what each piece costs.	- Reinvestment - Shared Service Model - Improved Customer Service - Ease of Interaction
DPS acquired body shop/paint booth surplus equipment from M&R saving setup cost in addition to future savings for repairs that will be completed in house vs paying third party vendors. Reinvestment savings captured above in Overall Fleet Savings totals.	- Reinvestment - Shared Service Model - Improved Customer Service - Ease of Interaction

Arkansas State Crime Lab (ASCL)

The Arkansas State Crime Lab (ASCL) developed a strategic plan (see Appendix 2) that included feasible and achievable goals following the implementation of transformation. The following chart provides information on each of the achievements, defined as "wins," specific to the ASCL (see Table 2).

Table 2. ASCL Road to Transformation Current Wins

Arkansas State Crime Lab (ASCL) Road to Transformation Wins

Win	Metric	Amount Reinvested
*National Highway Traffic Safety Administrations (NHTSA) Fatality Analysis Reporting System (FARS): ➢ The Arkansas State Police is the entity that receives federal funding to collect toxicology data related to fatal accidents. Through this funding source, the ASCL has become a sub-grantee enabling the lab to purchase specific toxicology equipment and supplies to increase testing capabilities.	- Improved Customer Service - Performance Improvement - Shared Services Model - Reinvestment - Ease of Interaction	

Paul Coverdell Forensic Science Improvement Act: ➢ The ASCL was awarded $272,275 in federal funding to provide training to our scientists, which is an accreditation requirement, as well as tackle the opioid epidemic through the purchase of scientific instrumentation.	- Improved Customer Service - Performance Improvement - Reinvestment

DNA Capacity Enhancement Backlog Reduction Program:
   ➢ The ASCL was awarded $919,263 in federal funding to provide funding salaries and benefits for seven Forensic Biologists, training, supplies, scientific instrumentation/software, and outsourcing.
   ➢ This improved efficiencies and capabilities in the Forensic Biology discipline.
	- Improved Customer Service
	- Performance Improvement
	- Shared Services Model
	- Reinvestment
	- Ease of Interaction

Arkansas Department of Health Opioid Epidemic Program:
   ➢ The ASCL and ADH have partnered to tackle the opioid epidemic in Arkansas. ADH awarded $614,232 over 3 years as a sub-grant to the ASCL.
   ➢ This funding has provided scientific instrumentation to process drug and toxicology cases and a software program to track statistics and toxicology supplies.
   ➢ This improved efficiencies and capabilities in the Forensic Chemistry and Toxicology disciplines.
	- Improved Customer Service
	- Performance Improvement
	- Shared Services Model
	- Reinvestment
	- Ease of Interaction

The ASCL was recognized as a FORESIGHT Maximus award winner meaning that ASCL has greater than a 90% efficiency across the laboratory in number of cases analyzed per Forensic Scientist and efficiency of utilization of funding. Only 15 laboratories across the nation were recognized.	- Improved Customer Service - Performance Improvement - Shared Services Model - Reinvestment - Ease of Interaction
ASCL completed a successful ANSI National Accreditation Board assessment of Lowell Regional Laboratory.	- Improved Customer Service - Facilities - Professionalism
Director Channel was awarded the Briggs White Award for Excellence through Leadership in Forensic Science Management for the American Society of Crime Lab Directors.	- Improved Customer Service - Professionalism
Chantelle Taylor serves on the Trace Materials Subcommittee as Vice Chair and received the Distinguished Individual Service Award in recognition of outstanding and extraordinary efforts in furthering the Organization of Scientific Area Committees for Forensic Science mission and objectives.	- Improved Customer Service - Professionalism - Performance Improvement

2020 Crime Lab Internship Program (Three undergraduate interns completed summer program). The interns presented on:
   ➢ Forensic Chemistry: Separating THC Isomers Using Thin Layer Chromatography. The importance of this project is that more and more isomers are being seen in casework in which we cannot currently identify through thin layer chromatography.
   ➢ DNA: Y-Chromosomal STR. The goal of this project was to establish a reportable 'stop –at-quant' value for Y-STR
	- Reinvestment
	- Improved Customer Service
	- Professionalism
	- Ease of Interaction

testing. This has the potential of stopping approximately 25% of samples from moving on to Y-STR testing, saving time and money

➢ Latent Prints/Firearms: Validation of Novel Latent Print Development Techniques- there are additional visualization techniques in the field (Ardrox and 1,2-indandione) that have the potential of improved success of visualizing latent prints on paper and after using the superglue technique; NIBIN & Firearms Reference Collection-the value of this project was organizing our ammunition reference collection and creating a spreadsheet of the NIBIN leads.

*The Lowell Regional Laboratory has undergone an external audit and is now an accredited laboratory. Troop L and the laboratory had its official ribbon cutting ceremony which was attended by stakeholders in the community.	- Audits- Improvements or sustained exceptional audit performance - Improved Customer Service - Shared Service Model

*Denotes a collaborative win between DPS Division

Division of Law Enforcement Standards and Training/ Commission (CLEST)

The Division of Law Enforcement Standards and Training/Commission (CLEST) developed a strategic plan (see Appendix 3) that included feasible and achievable goals following the implementation of transformation. The following chart provides information on each of the achievements, defined as "wins," specific to CLEST (see Table 3).

Table 3. CLEST Road to Transformation Current Wins

Division of Law Enforcement Standards and Training (CLEST) Road to Transformation Wins		
Win	*Metric*	*Amount Reinvested*
ALETA-NW completed the conversion from propane to natural gas. ➢ Estimated cost for having this service brought to the facility, set meter (upgraded commercial/industrial for potential facility growth), plus the cost of the conversion is approximately $55,000. ➢ ALETA staff worked with Black Hills Energy and Wiggins Incorporated to complete this project at a fraction of the estimated cost.	- Facilities - Reinvestment - Performance Improvement	$50,000.00
CLEST relies on donations of old cars, tires, and bullet proof vests, primarily from the Arkansas State Police, for the driving track, patrol tactics, and firearms training. CLEST received donations from county and local agencies. Specifically, CLEST received gym equipment and ATVs from state agencies that no longer needed the equipment. Also, CLEST utilized the federal surplus program (LESO) and received surplus items at no charge.	- Reinvestment - Shared Service Model - Facilities	On-going
Through an outreach partnership with Ouachita Electric co-op and contract services of Integrity energy services of Little Rock, ALETA-Camden received lighting upgrades throughout the Camden facility. The initial phase was valued at approximately $89,000 and the second phase an additional $312,883; however, this was accomplished	- Facilities - Reinvestment	$401,000.00

without any upfront cost and was paid for through projected energy savings. Continued collaboration with Ouachita Electric has allowed for upgrades to wiring, installation of energy efficiency climate-controlled heating and cooling systems for the north dorm, upgraded hot water system with state-of-the-art water heating technology, and installation of fiber optic cable. All upgrades were completed without initial expense to the agency.		
CLEST moved a vacant supervisor position from the Office of Law Enforcement Standards to ALETA-Central, a brand-new academy conducted through a partnership with Camp Robinson, which helped to offset the number of students at ALETA-Camden and ALETA NW. Space was provided to ALETA-Central at no cost.	- Facilities - Reinvestment - Improved Customer Service	On-going

Though a partnership with the Arkansas/Missouri Railroad, ALETA now serves as a distribution location for discarded railroad ties.
  ➢ CLEST used the discarded ties within various projects at all ALETA campuses, including the completion of a firing range extension project, construction of an Active Shooter/ALERRT style simulation structure for Basic and Advanced training, parking, erosion control for roads, security, etc.
  ➢ CLEST provided excess railroad ties to local law enforcement agencies in order assist them with various needs and strengthen CLEST's relationship with the law enforcement community.
  ➢ As a result of the State LESO program, ALETA-NW is now in possession of a forklift from Fort Riley, KS. CLEST used the forklift to assist in the movement of railroad ties and other maintenance projects around the ALETA campuses.
	- Facilities
	- Shared Services Model
	- Performance Improvement
	- Personnel
	- Improved Customer Service
	- Reinvestment
		On-going

ALETA - NW completed the construction and renovation of a shooting berm in 2019. The total cost of construction was $15,000 using inmate labor, CLEST staff, and donated materials. It is estimated a total cost for the project of approximately $450,000.00 at current market rates.	- Facilities - Shared Services Model - Reinvestment	$435,000.00
In 2019, ALETA - NW completed the enclosure of a 384 square foot open structure on the firing range. The structure is used for the protection of staff, instructors, and students during inclement weather; houses, protects, and secures valuable emergency medical care equipment; provides a clean, well-lit area for equipment/weapon maintenance; and serves as a cooling and warming station during training. The structure also serves as additional classroom space and is equipped with internet capabilities. ➢ The project was completed using inmate labor for a total cost of approximately $8,000 for project materials and resulted in a saving of approximately $48,000 in outside labor costs.	- Facilities - Personnel - Performance Improvement - Improved Customer Service - Reinvestment	$48,000.00
CLEST revised the part-time/auxiliary class to put as much of the curriculum as possible in an on-line format. The class formally consisted of 110 hours of training typically instructed by local agencies in a classroom setting and allowed for personnel to effectively perform their duties in a timely manner. ➢ The curriculum for the class was updated and 82 hours of on-line training was uploaded to the CLEST portal. 32 hours	- Improved Customer Service - Shared Service Model - Reinvestment - Ease of Interaction - Personnel	

of practical training was developed by the CLEST training staff.

➢ The ASP computer lab is now used to give examinations in Little Rock, which allowed CLEST resources to provide services to local agencies in central Arkansas.

➢ In addition, the part-time/reserve course is also the refresher course as of January 1,2020. Adopting this as the refresher for reciprocity for out of state and federal basic academy training ensured uniformity in instruction and has allowed the Commission to accept military police basic police academy training.

Win	Metric	Amount
NW Aleta received donation, delivery and spreading of gravel at the range location.	- Reinvestments - Facilities	$4,550.00
Attorney Amanda Yarbrough was appointed to the Executive Board of IADLEST.	- Improved Customer Service - Professionalism	
The importance of on-line training has been significantly magnified during the on-going health emergency. Law enforcement personnel in the state were already using the ACADIS platform to take classes and satisfy their annual training requirements. The learning coordinator worked with the vendor and created a webform that only requires the persons identification number and their email address to create the account. Once the account is created, the import automatically activates the permissions to view and take the training classes. This only gives the agency training staff the ability to create the accounts for their personnel. ➢ This simple fix will improve the process greatly, save staff time for the state and local agencies, plus eliminate a source of frustration for the providers and users of the learning platform.	- Improved Customer Service - Ease of Interaction - Shared Service Model	
*CLEST/ASCL: (ALETA) An 8-foot conference table was made by ALETA inmates for ASCL. They also completed a 10ft table for the Lowell Lab. Materials cost was $1096.15, which enabled an excess cost savings of $5000 to purchase.	- Reinvestment - Facilities	$5,000.00

*Denotes a collaborative win between DPS Divisions

Arkansas Crime Information Center (ACIC)

The Arkansas Crime Information Center (ACIC) developed a strategic plan (see Appendix 4) that included feasible and achievable goals following the implementation of transformation. The following chart provides information on each of the achievements, defined as "wins," specific to ACIC (see Table 4).

Table 4. ACIC Road to Transformation Current Wins

Arkansas Crime Information Center (ACIC) Road to Transformation Wins

Win	Metric	Year	Amount Reinvested
ACIC created newsletters in-house to offset publishing software system costs.	- Reinvestment - Performance Improvement - Ease of Interaction		$355.00

ACIC received the only perfect FBI Security Audit in the country.	- Exceptional Audit Performance	
Brad Cazort was elected to the Board of Directors of SEARCH.	- Improved Customer Service - Professionalism - Performance Improvement	
Michael Tackett was selected to serve on the FBI CJIS Security and Access Subcommittee, the FBI CJIS Security Policy Modernization Core Group, and the FBI Data Categorization Task Force.	- Improved Customer Service - Professionalism - Performance Improvement	

ACIC helped to assist the community by partnering with Goodwill and Legal Aid of Arkansas.
  ➢ ACIC's role provided individuals that come into the sealing clinic with their criminal history and explained the arrest and conviction data on file.
  ➢ ACIC assisted with the Sealing Clinic on September 27, 2019, at Dee Brown Library in Southwest area of Little Rock, which was hosted by Legal Aid. This was the first time someone could get their criminal history, be assisted by an attorney, and have their petition to seal filed by the Circuit court in one appointment. This sealing clinic was a huge success. ACIC has been asked to attend additional clinics.
	- Performance Improvement
	- Professionalism
	- Ease of Interaction
	- Improved Customer Service	

ACIC quit renewing 4 Premium Licenses. This reduced what ACIC pay annually and did not affect ACIC's contract for VINE and JX.	- Performance Improvement - Reinvestment	$4,656.00
ACIC moved off the mainframe, which saved money for the state. Specifically, customers' bills were reduced. All Criminal Histories and Sex Offender Records are stored on a server-based system which allowed for better cost efficiency and more flexibility with the data.	- Optimization of Efficiencies - Performance Improvement - Reinvestment - Ease of Interaction - Improved Customer Service	
ACIC deployed Messenger 4.0 which does not use the Java program and enhanced the security of the system.	- Performance Improvement	
ACIC deployed a transaction for law enforcement to use when they encounter a person with a Medical Marijuana card and allowed for law enforcement to determine if a card is valid.	- Performance Improvement - Improved Customer Service	
ACIC deployed a transaction for law enforcement to use in querying a shipment of marijuana. The manifest ID is used in the query to determine if the shipment is valid, quantity shipped, and destination.	- Performance Improvement - Improved Customer Service	
There were no FBI audit finding in the 2019 NIBRS audit. Over 400 incidents reports were reviewed for errors and no errors were found with the reporting of NIBRS in Arkansas.	- Exceptional Audit Performance	
ACIC Field Agent Tiffanie Ward was appointed to the first outsourcing task force put together for the Compact Council.	- Professionalism - Personnel Optimization	

ACIC moved to using a six-digit password for tokens users. This improved security and brought ACIC in compliance with the FBI CJIS Security Policy requirements.	- Performance Improvement - Improved Customer Service
ACIC has developed a new Criminal History and Disposition Reporting training for agencies.	- Performance Improvement - Improved Customer Service
Additional casting was added to the validation process. This included links to forms that auto populate information in required fields to make updating or clearing records faster, easier, and limited errors when validating records during the monthly process.	- Performance Improvement - Improved Customer Service
ACIC employee was appointed to serve on the NCIC Subcommittee of the FBI Advisory Policy Board.	- Improved Customer Service - Professionalism - Performance Improvement
Director Cazort was named to Nlets Board of Directors	- Professionalism - Ease of Interaction
ACIC employee named to serve on the FBI's N3G Task Force Response/Notification Policy Group.	- Professionalism - Ease of Interaction
ACIC in conjunction with DFA deployed a notification for interlock device equipped vehicles. This information is now available to all law enforcement officers.	- Performance Improvement - Improved Customer Service
ACIC deployed a system to notify agencies when NCIC validations are loaded and have not been processed. This assisted in maintaining record quality, validity, and completeness.	- Performance Improvement - Improved Customer Service
ACIC advised the FBI N-DEx office to move forward with allowing ROCIC – Regional Organized Crime Information Center to be an identity provider for N-DEx access. Any of the law enforcement agencies in Arkansas with ROCIC access including ASP is now able to access and use N-DEx. This allowed Arkansas officers access to millions of incident report and other records and for DPS divisions to submit their data to N-DEx. ➤ ROCIC is one of six Regional Information Sharing Systems (RISS) centers, serving thousands of law enforcement member agencies in Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia, Puerto Rico, and the U.S. Virgin Islands. ROCIC and the RISS Program offer law enforcement agencies and officers a full range of services, from the beginning of an investigation to the ultimate prosecution and conviction of criminals. ROCIC provides services and resources that directly impact law enforcement's ability to successfully resolve criminal investigations and prosecute offenders, while promoting officer safety.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement
	- Improved Customer Service

ACIC requested and was approved to use Purpose Code X for Arkansas. This allowed persons seeking licenses in all medical fields as well as volunteers to get an expedited national background check now and to submit fingerprints at a later date. ACIC configured the Message Switch and Messenger program to allow for Purpose Code X to be processed through the system.	- Ease of Interaction - Professionalism - Performance Improvement
ACIC Operations added PDF option which allowed agencies to notify ACIC when a person's access should be revoked or is no longer employed. The form can be completed and submitted by the Terminal Agency Coordinator. Once the request is submitted, a notification will be automatically sent to those applicable.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement
ACIC Operations added an option allowing agencies to submit an offline search request by providing the required information. ➢ This helped ensure that all the information in a search could be obtained on initial request.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement
ACIC Operations added a Training Request option for agencies allowing them to sign up a user electronically for ACIC training classes or to transfer certification from one agency to another.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement
ACIC Operations deployed a RESET form to a handful of pilot sites. This allowed Terminal Agency Coordinators to reset their user's password when needed.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement
ACIC Operations deployed a transaction called DVAL. ➢ This allowed agencies to remove records from the validation system when the record is no longer valid. ➢ This prevents agencies from receiving validation notifications when they have already completed their required validations.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement
ACIC Operations has deployed a Validation Notification to the agencies. ➢ This allowed agencies to be notified when validations have been loaded into the system and have not been processed by their agency. ➢ This helped to ensure that valid records are not deleted by NCIC when an agency fails to validate their records and assisted with officer safety.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement
ACIC updated a Help File transaction allowing users to find out more information about who grows HEMP in Arkansas. ➢ This transaction referred users to a file located on the ACIC Launch Pad containing a list of growers in Arkansas.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement
ACIC deployed a new message group code called I555. ➢ This code allowed law enforcement agencies to send messages to the terminal sites along Interstate I-555.	- Improved Customer Service - Ease of Interaction - Professionalism - Performance Improvement

| | - Professionalism |
| ACIC employee was appointed as the Non-Criminal Justice Rep to the FBI APB Modernization Task Force. | - Shared Service Model
- Ease of Interaction |

Arkansas State Police (ASP)

Arkansas State Police (ASP) developed a strategic plan (see Appendix 5) that included feasible and achievable goals following the implementation of transformation. The following chart provides information on each of the achievements, defined as "wins," specific to ASP (see Table 5).

Table 5. ASP Road to Transformation Current Wins

Arkansas State Police (ASP) Road to Transformation Wins

Win	Metric	Amount Reinvested
ASP was awarded a $2.4 Mil grant for Comprehensive Distracted Driving FY20.	- Improved Customer Service - Professionalism - Performance Improvement - Personnel - Reinvestment	
ASP saved $18,000 annually by replacing trays with racks to hold emergency equipment. ➢ This resulted in a reduction from $230 to $10 per vehicle.	- Reinvestment	$18,000.00
ASP saved $2000 annually by reducing wire used during vehicle builds. ➢ This calculated to a $275 savings per vehicle.	- Reinvestment	$2,000.00
ASP switched from a 5 year to a 10-year warranty light bar reducing the number of light bars purchased by 50% over the next ten years.	- Reinvestment	$43,801.00
ASP Changed DL/Telecom uniforms to a less law enforcement appearance for the safety of personnel. This saved ASP on an average, $800 dollars per uniform for DL/Telecom and $100 dollars per uniform for CDL examiners.	- Reinvestment - Performance Improvement - Professionalism - Improved Customer Service	$8,200.00
ASP drones are used to fly SAR/Manhunt operations which result in cost savings. The helicopter cost was approximately $585.00 per/hour to fly in 2019 and $595 in 2020 & 2021. ➢ 2019 YTD drone missions- approx 80 hrs ➢ 2020 YTD drone missions- approx 118 hrs ➢ 2021 YTD drone missions- approx 82 hrs	- Personnel - Reinvestment - Performance Improvement - Improved Customer Service - Professionalism	$136,495
Added a CDL help desk position that has streamlined the CDL skills scheduling process for the entire State, making it easier for the public to schedule their skills testing. Pre-launch publicity was limited to ASP social media platforms, our web site news release, a statewide news	- Improved Customer Service - Professionalism - Personnel - Performance Improvement	

release distributed to all newsrooms, and signage at each ASP DL testing site.

Inmate Valdez worked in the Auto Shop for approximately 18 months before he was transferred to work release. During his time the Fleet Manager took him from not knowing anything about cars to being one of the best mechanics in the shop. Inmate Valdez was assigned to the Arkansas Department of Correction work release in El Dorado working at the local Dodge Dealership making $17.00 per hour. This is one example of the many successful re-entry stories credited to the ASP Fleet Manager since his employment in 2010. The ASP Fleet Manager continues to change the lives of inmates in the DPS Auto Shops by teaching skills they can use once released.	- Improved Customer Service - Professionalism - Shared Services Model - Reinvestment - Personnel	
ASP was selected as one of the 12 winners of the COPS Office's 6th Annual "Community Policing in Action" Photo Contest.	- Professionalism - Improved Customer Service	
An ASP employee created the Flight Database to document information for all flights taken and requested. This database provided searchable information for FOIA requests as needed.	- Ease of Interaction - Reinvestment	$10,000.00
ASP created and implemented "on-line" crash report sales. ➢ This resulted in personnel efficiency.	- Performance Improvement - Personnel - Ease of Interaction - Improved Customer Service	$43,801.00
CID migrated to digital records management system from a word-based case file system. In addition, other CID related records have also been maintained in the system including Confidential Informant records, FOIA requests, AMBER and Silver Alerts and annual case file reviews and audits. This system allowed supervisors to electronically transfer a case file to another special agent, created a timelier process for special agents, supervisors, and Administrative Specialists, and greatly reduced the need for physical space to store case files in the CID Division file room.	- Performance Improvement - Personnel - Ease of Interaction - Improved Customer Service - Facilities	
FARO Crime Scene Scanners: ➢ In May 2019, the CID acquired six (6) FARO crime scanners used to document violent crime scenes. The acquisition of the FARO scanners increases the accuracy of crime scene documentation exponentially and greatly decreases the amount of time special agents spend on documenting a crime scene, allowing more time for other investigative duties. Each CID Company has a scanner and an agent trained in its use. ASP/CID is currently the only local or	- Performance Improvement - Ease of Interaction - Audit - Improved Customer Service - Professionalism, Rules (Transparency) - Personnel	

state law enforcement agency currently using this technology. ➢ In September 2019, a CID Supervisor completed the "train the trainer" course and received certification as a FARO trainer. ➢ With this certification, an additional twelve (12) special agents were trained by FARO operators by January 31, 2020, at a significant savings to the CID. As of December 4, 2019, the FARO has been used to document numerous violent crime and officer involved shooting scenes investigated by or involving local, county and state law enforcement agencies. ➢ CID special agents have given FARO presentations to the Police Chiefs, Sheriff's, and Prosecutor's Association to make them aware of this technology and how they can request assistance from the CID regarding the FARO.		
ASP moved from postage meters in each Troop to STAMPS.com. ➢ Saved $46 per month, per Troop. ➢ Total saved $506.	- Reinvestment - Performance Improvement	$506.00
ASP Driving Simulators: ➢ During the summer of 2019, ASP received two Driving Simulators (Funded by Highway Safety Funding: $325,839) which were immediately implemented into the training program for ASP Troopers. ➢ ASP Troopers utilized the Driving Simulators for real life decision making and to increase their driving skills. Each Simulator has built in scenarios involving activities that may be encountered by an ASP Trooper during his daily activities on patrol. ➢ The simulators reduced ASP avoidable crashes and increased driving skills making a safer overall environment for motorists.	- Reinvestment - Performance Improvement - Improved Customer Service - Professionalism - Rules (Proper monitoring and maintenance of department rules)	The driving simulators are part of the In-service training curriculum.
ASP terminated three leases listed below: ➢ 5054 Harbor Avenue in Springdale. The DL testing site offices will be moved into the new Troop L Headquarters. ➢ This resulted in a savings of $26,320 annually ➢ Northwest Technical Institute (This CDL testing site moved to the new Troop L headquarters as well Jones Center) This is space for CACD. ➢ The annual lease is $9,768. Same as above: will move it to the New Troop L HQ.	- Facilities - Reinvestment - Performance Improvement - Improved Customer Service - Ease of Interaction	$36,088.00
CACD trained one staff in Hispanic translation for the unit which allowed an employee to translate interviews instead of using a translation provider, which may or may not be available when needed and cost at a minimum $53.00 an hour.	- Reinvestment - Performance Improvement - Ease of Interaction - Improved Customer Service	

➢ While this position was filled it was a great asset to the unit and resulted in a savings in translation costs.		
ASP replaced the exterior lights at Headquarters in June of 2019. ➢ This improved security for our facility and provided more energy efficient lighting. ➢ The incentive for this project was $8,316.08 and the annual energy savings was estimated at $3,973.90.	- Reinvestment - Facilities	$3,973.90
In 2019, ACT 802 was passed which allows the investigating agency to administratively close a pending referral at any time during the course of the investigation if the circumstances are in fact that there is no merit to the report. ➢ This legislation replaces the no merit legislation passed in 2015 and allows both DCFS and CACD to close referrals without a full investigation.	- Personnel - Performance Improvement - Improved Customer Service - Professionalism - Rules (Minimize burdensome rules)	
*Digital Evidence merger between Arkansas State Police and the Arkansas State Crime Laboratory. ➢ This merger eliminated the departments need for purchasing redundant equipment, saving the state thousands of dollars in both equipment and continuing education. ➢ This merger enabled all law enforcement to gain access, free of charge, the most up-to-date digital evidence technology in order to solve crimes. ➢ This combined full service Digital Evidence laboratory provided: Rapid turnaround, On-Site capabilities, Technical Assistance, Advanced and targeted data collection and preservation, Experienced and certified mobile and computer examiners, Recovery and presentation of call logs, chats, text messages, location, timeline, social media, internet artifacts, picture and video, email, and deleted information, Fraud, identity theft, phishing, hacking, skimmer examinations, Child exploitation examinations while working within the Internet Crimes Against Children (ICAC) Task Force, Vehicle forensics, and detailed forensic reports and expert witness testimony.	- Shared Services Model - Customer Services - Ease of Interaction	Shared Software: $39,600.00 Shared Services: $28,500.00 Software provided: $25,700.00 Training: $30,700.00 Total: $124,550.00
*Mobile Field Force Course provided to law enforcement statewide by ALETA and ASP team.	- Teamwork - Ease of Interaction - Professionalism - Performance Improvement	
*In response to the COVID-19 pandemic to assist in providing and sustaining necessary professional development training, online training classes were developed for Commissioned LEO (Law Enforcement Officers) and TC (Telecommuting Operators). Specifically, 18 class lectures with supporting visuals were uploaded for online training.	- Personnel - Reinvestment - Performance Improvement - Professionalism - Ease of Interaction	

- This allowed for a more efficient method of meeting ASP duties.
- These trainings are utilized for Troop School and In-service to provide an ease of interaction and improved performance of DPS employees.
- Allowed for ASP to work collaboratively and directly through CLEST in the planning and execution of numerous training classes.
- Streamlined processes which enabled training efficiencies between ASP and CLEST.
- Eliminated the need for agency employees to travel to ALETA or ASP Headquarters for training purposes.

*Denotes a collaborative win between DPS Division.

Crime Victims Repartitions Board (CVRB)

The Crime Victims Reparations Board (CVRB) developed and implemented achievable goals that enabled an ease of transition to DPS. The following chart provides information on each of the achievements, defined as "wins," specific to CVRB (see Table 6).

Table 6. CVRB Road to Transformation Current Wins

Crime Victims Reparations Board (CVRB) Road to Transformation Wins

Win	Metric	Amount Reinvested
Following the establishment of DPS, the Department met with the Attorney General's Office to discuss the status of CVRB rules and necessary changes. ➢ A proposed rule packet was presented and approved by the board in the Fall of 2019. ➢ The updated rules were promulgated pursuant to the Administrative Procedures Act and approved by the Rules Subcommittee on February 19th. ➢ The new rules went into effect March 1, 2020.	- Shared Service Model - Ease of Interaction - Facilities	
*After transitioning to the Department of Public Safety, the CVRB encountered complications with its access to ACIC. As a non-law enforcement agency, CVRB was not allowed the same access it had under the Attorney General's Office. In order to prevent a significant increase in the amount of requests submitted to ACIC for processing, one CVRB employee was cost allocated to ACIC part-time. ➢ The cost allocation allowed the employee to run CVRB claims through ACIC as an ACIC employee and report the returns to CVRB using a newly developed form. ➢ The form was created through a collaborative effort of the CVRB and ACIC staff and meets the needs of CVRB within the legal restrictions of ACIC.	- Shared Service Model - Ease of Interaction - Facilities	

*Denotes a collaborative win between DPS Divisions

Arkansas Division of Emergency Management (ADEM)

The Arkansas Division of Emergency Management (ADEM) developed a strategic plan (see Appendix 6) that included achievable goals following the implementation of transformation. The following chart provides information on each of the achievements, defined as "wins," specific to ADEM (see Table 7).

Table 7. ADEM Road to Transformation Current Wins

Arkansas Division of Emergency Management (ADEM) Road to Transformation Wins

Win	Metric	*Amount Reinvested*
ADEM assisted Jonesboro with acquiring utility poles for a savings of $1.8 million.	- Ease of Interaction - Improved Customer Service	$1,865,268.00
AWIN sustainability was enhanced through upgrades and by securing $8M annually to upgrade AWIN.	- Improved Customer Service - Reinvestment	TBA
ADEM improved efficiency and reduced spending on repairs by identifying a method of reducing the cost of having tower lights repaired.	- Reinvestment - Improved Performance	TBA
ADEM expanded the Community Preparedness program throughout the state by increasing the number of universities offering Youth Preparedness Camps. ➢ ADEM received national recognition of Youth Preparedness activities with leadership from Gary Ragen/ADEM.	- Reinvestment - Improved Customer Service - Ease of Interaction	$6,000.00
The application process for Fire Services was streamlined. ➢ A new online fire service portal for online application process for in-state Fire Departments to apply for Act 833 grant was available January 2019. ➢ The portal streamlined the application and certification process for Act 833 and enabled data collection from the State's 900 fire departments (i.e., location, equipment, and special operations to assist with Statewide Mutual Aid).	- Performance Improvement - Improved Customer Service	
ADEM identified Terrorism Regional Response Areas throughout the state based on assessment of threat, vulnerability, and consequence data. Advanced level teams are trained and equipped to respond to an act of terrorism: USAR, SWAT, WMD, Bomb.	- Shared Service Model - Improved Customer Service	
FEMA Integration Teams (FIT): ➢ Increased ADEMs capability and capacity building for specific programs in the agency. ➢ 1 FIT member is embedded in the ADEM Operations Branch to support SEOC All-Hazard Planning/Logistics ➢ 1 FIT member is embedded in ADEM Recovery Branch for continued recovery planning, project management, long-term recovery. ➢ 1 FIT member is embedded in ADEM Mitigation to support planning and project management	- Performance Improvement Personnel - Ease of Interaction	

➢ FIT members are federally employed but live in Central Arkansas to coordinate and partner with the ADEM team.	
FSP donated 24,550 personal hygiene kits to various homeless shelters, impoverished school districts, and halfway houses	- Improved Customer Service - Ease of Interaction
Conducted Active Aggressor Awareness presentations to a total of 2,284 attendees in 2019, and 1,700 of those attendees were state employees (578 ADH and 1,122 ARDOT).	- Improved Customer Service
Conducted Security enhancement assessments of 18 Critical Infrastructure facilities, in both the public and private sectors in state.	- Reinvestment - Performance Improvement
Critical Infrastructure Protection branch assisted in the ALERRT training course on five occasions, resulting in the successful training of 205 sworn AR LE officers.	- Performance Improvement
Assisted stakeholders with direct exercise support on six occasions: ➢ Child Abduction Response Team - Full scale (March 13) ➢ Arkansas Heart Hospital - Tabletop (March 28) ➢ Civil Disturbance Training Exercise - Full scale (March 30-31) ➢ U.S. Army Corps of Engineers - Tabletop (April 9) ➢ Little Rock Airport - Full scale (April 23) ➢ Arkansas Heart Hospital - Full Scale (Dec 9).	- Performance Improvement - Professionalism
1,378 students were trained in Hazardous Materials and 3,377 students were trained in Emergency Management. Participants included first responders, emergency management partners, and ADEM staff.	- Performance Improvement - Professionalism - Improved Customer Service - Reinvestment
In accordance with Act 781 of 2017, ADEM researched all rules for the Arkansas Department of Emergency Management. ➢ Seven rules were on the books for ADEM, after review, all seven rules were repealed.	- Ease of Interaction - Performance Improvement
During winter months, ADEM coordinates with a private partner (Kroger) to bring the flu vaccine and others (shingles, pneumonia, Hepatitis A &B and Tetanus) to the agency. ➢ The vaccination clinic is available to all employees and their families (insurance cards are required for billing). ➢ This provided an opportunity for employees to not have to go to a physician's office.	- Reinvestment - Improved Customer Service
Completed the Regional Resiliency Assessment Project (RRAP) of the McClellan Kerr Arkansas River Navigation System. ➢ This was a successful joint project involving Arkansas, Oklahoma and the USDHS.	- Performance Improvement - Improved Customer Service

➢ The RRAP report was provided to local jurisdictions, CI stakeholders, and other partners along the river or who depend on the river for import/export of goods, river levels, etc.		
ADEM earned EMAP accreditation.	- Teamwork - Ease of Interaction - Professionalism - Performance Improvement	

Department-to-Department Transformation Achievements

In addition to the "wins" of each of the Division, the Department also achieved the following Department-to-Department wins for partnerships realized through the transformation process. The reduction of 45 agencies into 15 Departments opened and simplified communication between Departments, resulting in a reduction of bureaucracy and expedited planning and implementation of interdepartmental projects and collaborations.

Table 8. Department-To Department and Other State, City, and Local Transformation Current Wins

Arkansas Department of Public Safety (DPS) & Arkansas Department of Transportation

Win	Metric	Amount Reinvested
The Division of the Arkansas State Police and the Arkansas Department of Transportation, working together with private cellular telephone industry (AT&T, T-Mobile, and Verizon) launched a state-wide initiative regarding *ASP (277). This program would allow motorist on all major interstates the ability to contact the nearest Troop HQ by dialing *ASP on their cellular phones to report incidents requiring law enforcement assistance. ARDOT funded all the 600 signs to put on the major interstates to inform motorist of this program. ASP worked with the phone companies on Memorandum of Understandings and was able to convert the old *55 program over to *ASP at no cost. This is a great example of two state agencies working with private industry to create this program for the motorist to contact ASP if needed. The program is not a replacement for 911.	- Professionalism - Ease of Interaction - Teamwork - Improved Customer Service	
The Arkansas State Police is working a joint campaign with the Arkansas Department of Transportation to focus on construction work zones. The name of the Campaign is Slow Down, Phone Down campaign. The focus of this campaign is to protect the Highway Construction workers while on the Highways due to the recent deaths of Highway workers being struck and killed in construction zones. ASP appeared in a joint video with ARDOT on this campaign. In addition, Highway Safety is providing grant funding for a media campaign concerning this project.	- Professionalism - Teamwork	

Arkansas Department of Public Safety (DPS) & Arkansas Department of Transformation and Shared Services (TSS)

Win	Metric	Amount Reinvested

In January 2021, DPS IT Division presented TSS IT Division within TSS leadership an opportunity to revisit using DPS-ASP Troop L data center in Lowell for a secondary State disaster recovery operational site due to available space, physical/structural security, and logistics. From a state perspective, the solution made operational and economic sense. The close collaborative effort between the two departments resulted in the State being able to start building a solid secondary site within the State of Arkansas boundaries to enhance the protection of state data and systems. Over this past year, an enormous amount of planning, configuration, installation, and testing have been performed resulting in an anticipated go live date for the secondary State data center around May 2022.
The secondary data center would not have been possible without the TSS-DIS leadership revisiting this potential solution along with the strong relationship, collaborative effort, and trust between DPS IT and DIS.

- Personnel
- Performance Improvement
- Professionalism
- Teamwork
- Ease of Interaction
- Shared Service Model

During the pandemic, DPS worked with TSS on the ordering and distribution of Personal Protective Equipment (PPE). The Secretary's staff coordinated with Divisions to ensure all needs were met and worked with M&R staff to verify supply and receipt of PPE. This partnership kept DPS employees protected while state office remained open to provide services to the citizens of Arkansas.

- Personnel
- Performance Improvement
- Professionalism
- Teamwork
- Shared Service Model

Arkansas Department of Public Safety (DPS) & Arkansas Department of Correction

Win	*Metric*	*Amount Reinvested*
DPS partnered with the Department of Corrections on a Lean Six Sigma project to share resources to hire an instructor to train 24 total Lean Six Green Belt employees, 12 in each Division. The training of these employees will promote a culture of pro-active performance management and continuous improvement for both cabinet departments. In addition, following this project, Arkansas Department of Parks and Recreation has also requested guidance from DPS on a similar project within their department.	- Personnel - Performance Improvement - Professionalism - Shared Services Model	
ALETA-Central partnered with the Department of Corrections to assist in the delivery of their basic academy. CLEST also partnered with the Arkansas State Police for use of their new driving track to deliver EVOC Training to students in the basic academy.	- Personnel - Performance Improvement - Teamwork - Shared Services Model	

Arkansas Department of Public Safety (DPS) & Arkansas Department of Education

Win	*Metric*	*Amount Reinvested*
DPS continues to work with Department of Education and the Governor's office on the Ready for Life program. Project manager Rick Neal is also working with ASP staff on future driver's licensing testing project discussions.	- Performance Improvement - Professionalism - Shared Service Model - Ease of Interaction	

Department of Public Safety (DPS) & Arkansas Department of Agriculture

Win	Metric	Amount Reinvested
In December 2019, DPS partnered with the Arkansas Department of Agriculture to develop a collaborate Arkansas Levee Task Force final report including seventeen recommendations to improve the levee systems along the Arkansas River and its tributaries. From this partnership, members of the 93rd General Assembly of the Arkansas Legislature who also served on the 2019 Levee Task Force sponsored four pieces of legislation to codify recommendations of the task force in 2021 that passed with bi-partisan and nearly unanimous support. The legislation updated Arkansas levee laws to provide efficient mechanisms for the dissolution and consolidation of levee district boards, more robust and transparent reporting mechanisms for levee district operations, and updated assessment caps.	- Personnel - Performance Improvement - Professionalism - Ease of Interaction	
In 2019, following changes in Arkansas's hemp laws, CLEST partnered with the Arkansas State Police, Arkansas Attorney General's Office, Prosecutor Coordinator's Office, and Arkansas Department of Agriculture to develop a comprehensive hemp training course for law enforcement officers.		

Department of Public Safety (DPS) & Arkansas Department of Health

Win	Metric	Amount Reinvested
COVID-During the initial phase of the COVID pandemic, DPS provided four forensic scientists to assist with virus identification. ADH provided considerable guidance and assistance to DPS throughout the pandemic related to testing, isolation, quarantine, best practices for first responders, and guidance on conducting troop schools during the pandemic and what measures to take to ensure a successful graduation.	- Personnel - Teamwork - Shared Services Model	

Department of Public Safety (DPS) & Arkansas Department of Commerce and Department of Human Services

Win	Metric	Amount Reinvested
The ASP Regulatory Section has worked closely with all state agencies that conduct civil background checks and worked tirelessly to help DHS with the large volume of background checks required daily.	- Personnel - Performance Improvement - Ease of Interaction - Teamwork - Shared Service Model	
TANF-DPS, DHS, and the Department of Commerce – Workforce Services, have been working to increase the TANF funding provided for the investigators for CACD. Recently, DHS provided a plan to the Legislature that would provide for pay increases, on-call pay, and overtime payout as accrued for the Family Service Workers at DCFS. In an effort to stay competitive, DPS requested the ability to give each of the CACD Investigators a 10% pay increase. This amounted to approximately $360,000 and will be funded by the TANF grant through the Division of Workforce Services.	- Personnel - Performance Improvement - Teamwork - Shared Service Model	

Department of Public Safety (DPS) & Arkansas Department of Transformation and Shared Services and Finance and Administration, Governor's Office, and Legislature

Win	Metric	Amount Reinvested
The Department of Public Safety, in conjunction with the Governor's Office, Transformation and Shared Services, the Department of Finance and Administration, and the Legislature, worked to secure funding and appropriation to allow for significant increases to trooper salaries. The increase from $42,357 as the entry for a new Trooper, to $54,000, has made DPS competitive in the Southeast region, only surpassed by Texas DPS. The total increase for this is approximately $7.4 million. CLEST was also included in these increases with an approximate price tag of $400,000.	- Personnel - Performance Improvement	

Department of Public Safety (DPS) & Arkansas Department of Labor & Licensing

Win	Metric	Amount Reinvested
ASP Regulatory section worked with INA and the Department of Labor & Licensing to develop a new licensing system for ASP Regulatory.	- Performance Improvement - Teamwork - Ease of Interaction	

Department of Public Safety (DPS) & Arkansas Department of Corrections and Transformation and Shared Services

Win	Metric	Amount Reinvested
DPS is currently working with TSS and the Department of Corrections, as well as various smaller agencies, to establish a Law Enforcement Pay Plan to further the recruiting and retention efforts for all Departments with certified law enforcement officers and positions directly related to public safety and officer safety. Although this project is in the initial stages of development, the intent is to have a workable plan to present to the Legislature for the 2023 Biennial Session.	- Personnel - Shared Services Model - Professionalism	

Department of Public Safety (DPS) & Arkansas Department of Military

Win	Metric	Amount Reinvested
ALETA-Central continues its partnership with Camp Joseph T. Robinson Military Post and the Arkansas Department of the Military to host ALETA-Central at its facilities. Camp Robinson also provides critical personnel and resources to assist in delivering law enforcement training throughout each year.	- Personnel - Shared Services Model - Ease of Interaction	

Department of Public Safety (DPS) & Other State, City, and Local Department Wins

Win	Metric	Amount Reinvested
In 2019, ALETA-NW began working with the Arkansas-Missouri Railroad as a receiving facility for used railroad ties. ALETA-NW has been able to use these ties to assist in the completion of various projects across the campus.	- Reinvestment - Professionalism	
In 2020 CLEST partnered with state and local agencies to ensure that students attending the basic academy at the Black River Law Enforcement Training Academy were able to	- Reinvestment - Personnel - Ease of Interaction	

complete their course curriculum and graduate after the Black River academy was forced to shut down due to COVID-19.	- Shared Services Model
Through partnerships with state and local partners, ALETA-NW was able to clear perimeter trees in preparation for the construction of a fire break and running trail; shift from propane to natural gas at the campus; and update its security fencing around the campus.	- Reinvestment - Professionalism
In 2021, ALETA-NW partnered with Texas State University to conduct the first ALERRT Train-the-Trainer course allowed in the United State following the COVID-19 shutdown. ALETA-NW also partnered with the Criminal Justice Institute, FLETC, Department of Justice, and the University of Illinois to deliver advanced and specialized training to law enforcement officers across the state.	- Personnel - Ease of Interaction - Shared Services Model
In 2019, ALETA-Central partnered with the Department of Justice, Federal Law Enforcement Training Center (FLETC), and other state agencies to deliver advanced and specialized training to law enforcement officers across the state.	- Personnel - Ease of Interaction - Shared Services Model

Future Directions

DPS is dedicated to continuing to meet the established goals of transformation and providing the most efficient delivery of services to Arkansas citizens including its personnel. To provide sufficient flexibility to meet changing conditions, DPS updates Strategic Plans yearly to continue its efforts and maintain focus on the specific goals of transformation. DPS has established a strategic planning committee (see "Appendix 8") and developed and implemented an on-going, in-depth, strategic plan for each annual year to serve as an efficient guide for the future of the transformation process (see Appendix 7).

Conclusion

The achievements presented in this report come as a result of the extensive work and collaboration between Secretary Cook, the TAT, Division Directors, and DPS employees. DPS intended to set goals that are timely, necessary, achievable to improve the organizational structure of DPS. DPS has enjoyed great success in its transformation process, but the progress discussed here is only the beginning. DPS will continue to evolve and will consistently improve delivery of services throughout the State of Arkansas.

APPENDICIES

Appendix 1

Policy Team Assignment
- Compare all division policies
- If OPM policy is available use as base policy for comparisons to division policies
- Strike all duplication
- Note all differences
- Perform policy search in PowerDMS and research any policy conflicts, references within other policies
- Pull all applicable forms
- Use DPS policy template included on thumb drive or inPowerDMS to draft final proposed policy
- Final policy packet should contain a deliverable product for policy working group review
  - Should include research document with markup
  - Final proposed policy
  - Applicable forms
  - Notes for policy conflicts or references
  - Return policy and documents to JR Hankins and Jackie Baker

Policy Working Group
- Review, revise and approve policy
- Number and categorize policy type
- Combine, revise, or createDPS Forms
- Complete Policy Template Header
- After review and approval return policy to JR Hankins and Jackie Baker

Legal Working Group
- Review for compliance
- After review and approval return policy to JR Hankins and Jackie Baker

Transformation Action Team
- Review for final draft to Secretary
- After review and approval return policy to JR Hankins and Jackie Baker

Directors/Secretary
- Presentation to Directors
- Review for final approval

Implementation
- Division policies will be repealed following implementation of DPS policies.

2019-2021 ARKANSAS STATE CRIME LABORATORY STRATEGIC PLAN

GOAL 1: COMPLETE CASES IN A TIMELY MANNER TO MEET OUR CUSTOMER'S EXPECTATIONS

Department of Public Safety Metric: Delivery of Services- Improved Customer Service	
Measurement Objective 1: All disciplines report analytical results to our customers within 60 days.	
Strategy 1: Evaluate discipline staffing	
Detail 1: Review number of staff, caseload and cases completed over the last 6 months. Also look for any trends that may influence staffing decisions. Make predictions on backlog and turnaround times.	9/17/19
Detail 2: Evaluate different staff types and their effect on backlog/turnaround times. Particularly, technicians in lieu of additional analysts or a combination of the two.	9/17/19
Strategy 2: Determine customer needs and expectations	
Detail 1: Revise current customer survey. Review the content of the survey as well as the survey software.	10/31/19
Detail 2: Improve the dissemination of the survey. Explore options to encourage survey completion.	10/31/19

GOAL 2: PROMOTE AN EMPLOYEE CENTERED CULTURE

Department of Public Safety Metric: Optimization of Enterprise Efficiencies- Performance Improvement	
Measurement Objective 1: Achieve a 90% retention rate of all staff	
Strategy 1: Seek Continuous Employee Feedback	
Detail 1: Top management attend discipline monthly meetings	Start Sept. 2019; On Going
Detail 2: Lunch meetings with groups of staff to talk about things that are important to them	Start Sept. 2019; On Going
Detail 3: 'Parking Lot' available at each discipline, in a visible location. Each Section Chief will encourage their employees to participate and encourage solutions for any issues presented. These ideas will be brought quarterly to the Section Chief meeting and a PICK Chart will be completed with an action plan in place.	Start September 2019; On Going
Detail 4: Feedback from Details 1-3 will be discussed at each quarterly management meeting.	Start 2019Q4; On Going
Strategy 2: Improve Job Satisfaction	

Detail 1: Develop current and future leaders by:
  a. Encouraging attendance at external leader/manager training events.
  b. Developing an in-house management training program.
	a. 10/1/19
	b. 12/31/19

Detail 2: Continue to encourage employee development through attendance at conferences and events to network with other professionals. Continue to find mechanisms to fund training for all staff.	On Going
Detail 3: Bring in a motivational speaker annually	January 2019

Detail 4: Improve the workplace facilities
  a. Ensure bathrooms are functional and clean
  b. Create break areas to de-stress and relax
  c. Improve current break room
  d. Make environmental conditions comfortable
  e. Make lobby area more functional
  f. More color and artwork on walls
  g. Lunch catering service
	a. 9/30/19
	b. 3/31/20
	c. 12/31/19
	d. 10/31/19
	e. 9/30/20
	f. 3/31/20
	g. 12/31/19

Detail 5: Create a career path for employees.
  a. Have discussions with employees upon initial employment about the opportunities and annually.
  b. Create more 'rungs' in the career ladder with a grid structure and increased management opportunities
	a. Annually
	b. 6/30/21

Detail 6: Health & Wellness programs
  a. ASP gym accessibility
  b. Offer fitness classes on-site (before work, lunch, after work)
  c. Offer healthy snack options in vending machines
	a. TBA
	b. 10/30/19
	c. 12/31/19

GOAL 3: PROVIDE INFORMATION AND EDUCATION TO OUR CRIMINAL JUSTICE PARTNERS AND DEPARTMENT OF PUBLIC SAFETY DIVISIONS

Department of Public Safety Metric:
- ➢ *Optimization of Enterprise Efficiencies- Shared Services Model*
- ➢ *Delivery of Service- Ease of Interaction*

Measurement Objective 1: Provide Effective Communications Quarterly

Strategy 1: Inform/Update our Criminal Justice partners of current forensic science technologies used by the ASCL.

Detail 1: The ASCL Newsletter will be published and disseminated to criminal justice partners- state, federal, prosecutors, public defenders; and DPS Divisions.	3 times per year
Detail 2: Present at the state prosecuting Attorney's and Public Defender's Association annual symposium.	Annually
Detail 3: Identify sexual assault health care providers and law enforcement agencies who have not yet obtained kit tracking training and establish training dates	10/31/19

Strategy 2: Provide and make available continuing education to law enforcement

Detail 1: Create a law enforcement page on the ASCL website that provides updated information.	12/31/19
Detail 2: Create online training in the areas of Evidence Receiving (evidence packaging, storage, SA Kit tracking software, etc.), Latent Prints/Firearms, Physical Evidence/DNA/CODIS, Digital Evidence, Drugs/Toxicology that qualify for CLEST hours and place on the Acadis Portal.	3/31/19
Detail 3: Conduct onsite training at all three ASCL locations	12/31/19

Measurement Objective 2: Provide/Teach Efficiency Tools to each DPS Division

Strategy 1: Conduct a Lean Six Sigma Project at Each DPS Division

Detail 1: Each DPS Division will identify one area needing improvement and will work with ASCL Director & Assistant Director to schedule and conduct projects. Once a project is complete, the DPS Division and ASCL will prepare a report and present to the DPS Secretary.	6/30/19
Detail 2: Provide DPS Divisions' guidance for future projects and annual LSS events	On Going

GOAL 4: PROMOTE CONTINUOUS IMPROVEMENT AND EFFICIENCY

Department of Public Safety Metric: ➢ *Operational Integrity and Compliance- Improvements or sustained exceptional audit performance*	

Measurement Objective 1: Maintain ANAB and NAME Accreditations and Eliminate Potential Legislative Audit Findings	
Strategy 1: Conduct Risk Assessment to identify potential events that may negatively impact crime lab individuals and the quality of work performed by the laboratory	
Detail 1: Evaluate risk assessment methods	9/30/19
Detail 2: Develop an appropriate risk assessment that fits well with the ASCL.	10/31/19
Detail 3: Put together a team consisting of individuals from all disciplines and laboratory locations	11/30/19
Detail 4: Conduct risk assessment	Start: 1/15/20 Complete: 3/31/20
Detail 5: Develop and implement a plan to reduce any risks identified	5/30/20
Detail 6: Develop a final report for ASCL	6/30/20
Detail 7: Disseminate the assessment to the lab staff and DPS secretary	7/15/20
Detail 8: Re-Evaluate risk assessment annually	Annually
Measurement Objective 2: Maintain Foresight 20/20 Maximus Award – 90% Efficient Laboratory	
Strategy 1: Utilize Lean Six Sigma tools	
Detail 1: Disciplines that are meeting or approaching 60-day turnaround time expectation, conduct annual PICK chart and brainstorming meetings annually	Annually
Detail 2: Disciplines that are struggling with meeting a 60-day turnaround time in the next 12 months, conduct a new LSS project.	11/30/19

Division on Law Enforcement Standards and Training

2020 – 2021 STRATEGIC PLAN

MISSION: The mission of the Division on Law Enforcement Standards and Training is to advance the professional standards in training and certification for Arkansas law enforcement.

VISION: The vision of the Division on Law Enforcement Standards and Training is to continually enhance the professionalism of law enforcement through comprehensive training and standards that promote accountability, integrity, leadership, and transparency.

CORE VALUES:	➤ Leadership
	➤ Integrity
	➤ Professionalism
	➤ Accountability
	➤ Transparency
GOALS:	1. The Division will stimulate and design high quality training and standards that revolutionize policing.
	2. The Division will enhance accountability and professionalism in policing by certifying quality training.
	3. The Division will be a resource for departments seeking to improve policing.
	4. The Division will input and evaluate law enforcement training records.
	5. The Division will increase efficiency and customer service in systems and operations.

EXPLANATION OF HOW THE CLEST GOALS ALIGN WITH THE GOVENOR'S STATE GOALS

Governor's State Goals	Alignment of Division Goals
Grow: Create jobs and grow Arkansas's economy	Goal 1: The Division will stimulate and design high quality training and standards that revolutionize policing. The Division will contribute to quality training in law enforcement which will encourage citizens to consider law enforcement as a career.
Educate: Support a path of life-long learning for Arkansans	Goal 1: The Division will stimulate and design high quality training and standards that revolutionize policing. Goal 2: The Division will enhance accountability and professionalism in policing by certifying quality training. Ensuring quality training will increase instructor effectiveness in the training thus creating meaningful learning experiences.
Healthy: Accessible care and active lifestyles	Goal 3: The Division will be a resource for departments seeking to improve policing. The Division will help to improve access to treatment and community options for those with disabilities by providing training to law enforcement officers in Crisis Intervention as it relates to citizens with mental health and other disabilities. The Division will increase personal responsibility in health care by training new law enforcement officers in health and physical fitness concepts.
Safe: Protecting the public's safety and security	Goal 3: The Division will be a resource for departments seeking to improve policing. The Division will promote safe communities by providing ongoing training to law enforcement and access to lesson plans and resources to Arkansas law enforcement agencies.

	Goal 4: The Division will input and evaluate law enforcement training records. This increases accountability in the law enforcement profession which increases public safety and security.
Efficient and Responsive: Transform the culture of state government	Goal 5: The Division will increase efficiency and customer service in systems and operations. The Division will increase availability of state services through innovative technology solutions. The Division will require electronic submission of documents and supporting documentation thus reducing the use of paper and duplication of work duties. The Division will audit agencies online for compliance thus reducing the number of onsite visits. The Division will allow portal access to law enforcement officers which will allow them to have easy access to their personal records online training. Goal 1: The Division will stimulate and design high quality training and standards that revolutionize policing. The Division enlist support from agencies across the state to leverage available resources by working with area agencies and experts in the field of law enforcement to partner in developing and providing quality law enforcement training.
Quality of Life:	Goal 3: The Division will be a resource for departments seeking to improve policing. The Division will strive to make Arkansas the best state to work, live, and raise a family by providing resources for law enforcement agencies to give and receive high quality training for their officers. This training will promote proper practices in law enforcement that will make communities safer thus providing a great environment for working and raising a family.

GOAL 1 SUMMARY: THE DIVISION WILL STIMULATE AND DESIGN HIGH QUALITY TRAINING AND STANDARDS THAT REVOLUTIONIZE POLICING

Measurable Objective 1: Market and promote Arkansas as a training and networking center for advanced training for law enforcement officers.

Strategy 1: Research methods and approaches used throughout the country to train law enforcement officers

Strategy Detail 1: Update curriculum and implement current methods for administering law enforcement training.

Strategy 2: Reinstate curriculum for advanced training courses

Strategy Detail 1: Review and revise curriculum for appropriate updates and additions to the advanced courses offered at all ALETA campuses.

- Reinstate courses for precision rifle, sub-machine, fully-auto firearms, etc.

Strategy 3: Partner with state, federal, and local agencies to promote advanced training

Strategy Detail 1: Offer train-the-trainer courses throughout the state to increase proficiency in training

Strategy Detail 2: Coordinate with state and federal agencies to provide new training opportunities for law enforcement officers

Measurable Objective 2: Partner with other department of public safety agencies to advance services offered to the citizens of Arkansas

Strategy 1: Collaborate with agencies within the department of public safety to enhance training for law enforcement officers

Strategy Detail 1: Utilize shared resources to offer and promote specialized training opportunities for law enforcement officers

Strategy Detail 2: Partner with state agencies to create multi-training use facilities

Measurable Objective 3: Develop and enhance accessible training for law enforcement support personnel

Strategy 1: Provide specialized training to telecommunicators, jailers, Deputy Coroners, and other law enforcement support personnel to enhance professional standards

Strategy Detail 1: Develop online and other advanced training for law enforcement support personnel

Strategy Detail 2: Review, update, and revise current training for law enforcement support personnel

Measurable Objective 4: Update the part-time/auxiliary officer curriculum to provide greater flexibility in training opportunities for law enforcement officers

Strategy 1: Reduce training demands on local law enforcement agencies

Strategy Detail 1: Develop and implement online training for the part-time/auxiliary law enforcement officer basic course

Strategy Detail 2: Implement online testing modules to promote consistency and professionalism

GOAL 2 SUMMARY: THE DIVISION WILL ENHANCE ACCOUNTABILITY AND PROFESSIONALISM IN POLICING BY CERTIFYING QUALITY TRAINING

Measurable Objective 1: Research and develop training designed to encourage continued self-improvement in education and physical training

Strategy 1: Implement programs designed to promote health and physical fitness throughout a law enforcement officer's career

Strategy Detail 1: Identify and support basic students in need of assistance with meeting and maintaining physical fitness standards

Strategy Detail 2: Provide and emphasize resources that promote health, wellness, and fitness to improve quality of life beyond the training academy

Strategy Detail 3: Research physical training areas needing improvement

Measurable Objective 2: Simplify the process for qualifying and documenting canine officers

Strategy 1: Streamline rules and reporting requirements for law enforcement canines and canine officials

Strategy Detail 1: Condense and clarify current canine rules and create a central location for obtaining information related to canine officers

Strategy Detail 2: Use agency software platform to simplify the canine reporting process

Strategy Detail 3: Develop online training for canine qualifying officials

GOAL 3 SUMMARY: THE DIVISION WILL BE A RESOURCE FOR DEPARTMENTS SEEKING TO IMPROVE POLICING

Measurable Objective 1: Research, develop, and publish information and training related to mental health awareness

Strategy 1: Promote existing mental health resources

Strategy Detail 1: Emphasize current training related to suicide prevention, stress management, and healthy lifestyles

Strategy Detail 2: Review and develop curriculum emphasizing mental health awareness and good mental health practices

Strategy Detail 3: Research national trends in promoting mental health awareness

Measurable Objective 2: Review and develop a question bank for online testing

Strategy 1: Develop questions that correspond with training objectives

Strategy Detail 1: Utilize instructional staff to review existing test questions and continually update the test bank

GOAL 4 SUMMARY: THE DIVISION WILL INPUT AND EVALUATE LAW ENFORCEMENT TRAINING RECORDS

Measurable Objective 1: Ensure accurate agency information is maintained by CLEST

Strategy 1: Conduct a comprehensive review and cleanup of agency rosters

Strategy Detail1: Conduct monthly audits using the agency's records management system

Strategy Detail 2: Assign CLEST Agents to conduct on-sight agency audits as necessary

Measurable Objective 2: Review and revise Commission rules for compliance with state and federal law to ensure accurate training records

Strategy 1: Incorporate changes from the 2019 legislative session into current Commission rules

Strategy Detail 1: Conduct a comprehensive review of current Commission rules to determine what rules should be updated and/or revised

Strategy Detail 2: Ensure new rules are properly promulgated pursuant to the Administrative Procedures Act

GOAL 5 SUMMARY: THE DIVISION WILL INCREASE EFFICIENCY AND CUSTOMER SERVICE IN SYSTEMS AND OPERATIONS

Measurable Objective 1: Enhance grounds, facilities, and features at all ALETA campuses

Strategy 1: Increase security at ALETA campuses to reduce potential safety risks

Strategy Detail 1: Update and install fencing to decrease unauthorized traffic on ALETA campuses

Strategy Detail 2: Develop and maintain protocols for ensuring the safety of guests on ALETA campuses

Strategy 2: Research opportunities to enhance infrastructure on the ALETA campuses

Strategy Detail 1: Research grants and other funding opportunities

Strategy Detail 2: Facilitate relationships that encourage continued collaboration and mutual use of resources

Strategy Detail 3: Research cost-saving opportunities to ensure efficient use of resources

Measurable Objective 2: Increase available specialized and advanced courses offered by the Division

Strategy 1: Review current curriculum and develop new curriculum for implementation

Strategy Detail 1: Increase the number of jailer and jail administrator courses offered at ALETA

Strategy Detail 2: Research opportunities for conducting advanced courses

Strategy Detail 3: Conduct a comprehensive review of existing curriculum and make necessary updates

Agency Profile:

The Division on Law Enforcement Training enforces standards set by the Commission on Law Enforcement Standards and Training for employment and retention of law enforcement officers in the State of Arkansas. Utilizing our Arkansas Law Enforcement Training Academies in Camden, Springdale, and Little Rock, the Division provides training for law enforcement officers across the state. The Division maintains records for law enforcement training and approves training for law enforcement. The Division enforces the authority granted to the Commission on Law Enforcement Standards and Training to issue and revoke certification of a law enforcement officer in Arkansas. The Division serves law enforcement officers and their agencies, public safety answering points, Arkansas Community Corrections, Veterans to Law Enforcement Program, and the Coroners Association. The Division consists of a Director, 2 Deputy Directors, CLEST Agents, 1 attorney, and administrative and support staff. With the face of law enforcement responsibilities and training needs changing every day, the Division is fortunate to have a committed staff with statewide agency support.

Arkansas Division on Law Enforcement Standards andTraining

Organizational Chart

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                    DIRECTOR -------- COMMISSION ON LAW ENFORCEMENT

              EXECUTIVE ASSISTANT TO

   OFFICE OF LAW ENFORCEMENT    ADMINISTRATIVE SERVICES MANAGER    ARKANSAS LAW ENFORCEMENT
                                                                   TRAINING ACADEMIES DEPUTY

         LEGAL                          FISCAL                     INFORMATION TECHNOLOGY

   SPECIAL PROJECTS AND CURRICULUM      HUMAN RESOURCES            ALETA

   AUDIT AND COMPLIANCE                                            CENTRAL ALETA

   RECORDS MANAGEMENT                                              NORTH WEST ALETA

   ADMINISTRATIVE SUPPORT                                          KITCHEN/MAINTENANCE/INMATES
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2021

Division of Arkansas Crime Information

Arkansas Department of Public Safety

Strategic Plan

<u>Mission</u>: To administer the states automated criminal justice information system in an efficient and cost-effective manner so as to provide timely, accurate and reliable data both to the public, as provided by law, and to local, state, and federal criminal justice agencies as an integral tool in the execution of their duties to protect the citizens.

<u>Vison</u>: To efficiently and securely maintain and deliver accurate and reliable data both to the public, as provided by law, and to the Arkansas Criminal Justice community.

Core Values:

◇ Accountability

◇ Accuracy

◇ Security

◇ Efficiency

◇ Teamwork

<u>Goals</u>:
1. Provide correct and secure information.
2. Instruct the required training for the state's criminal justice community.
3. Provide quality statistics for criminal justice agencies as requested to assist with grants to improve the community.
4. Provide online services to the citizens of Arkansas.
5. Improve employee fulfillment.

Goal 1: **Provide accurate and secure information.**

◇ *DPS Metrics: Delivery of Services – Improved Customer Service & Operational Integrity & Compliance – Audits*

Measurable Object 1: Terminal agencies have access to accurate data 99.9 percent of the time.

> Strategy 1: 24-hour monitoring by the DPS Help Desk.

Measurable Object 2: Data entered into ACIC and NCIC is accurate, complete, accessible, and valid.

> Strategy 1: Conducting training for courts and law enforcement agencies to read and enter criminal data correctly.

> Strategy 2: Audit agencies entering records into the ACIC and NCIC system for compliance.

Measurable Object 3: Criminal justice and noncriminal justice request for arrest and disposition information is complete.

> Strategy 1: Audit criminal justice agencies submitting arrests, fingerprints, and judgements and dispositions for adult and juvenile offenders.

> Strategy 2: Audit noncriminal justice agencies to ensure compliance with federal law.

> Strategy 3: Conduct security audit of any agency connecting directly to ACIC.

Measurable Object 4: The total number of sex offenders maintained in the Arkansas Sex Offender Registry matches the number of offenders in the National Sex Offender Registry.

> Strategy 1: Train Sex Offender Registry officers to enter all of the necessary information.

> Strategy 2: Review reports from the corresponding database.

Goal 2: **Instruct the required training for the state's criminal justice community.**

◇ *DPS Metric: Optimization of Enterprise Efficiencies – Performance Improvement*

Measurable Object 1: Users complete 4,500 training hours quarterly.

> Strategy 1: Conduct user trainings that are easily accessible and provide hands on training for advanced users.

> Strategy 2: Develop and provide short training videos in conjunction with other Divisions of DPS to provide updated information to advanced users.

> Strategy 3: Communicate through the secure network, the nexTEST, and email any updates that would assist with a successful entry into the system.

> Strategy 4: Training users on the correct procedures for entry of data into the ACIC and NCIC systems.

Goal 3: **Provide quality statistics for criminal justice agencies as requested to assist with grants to improve the community.**

✧ *DPS Metric: Optimization of Enterprise Efficiencies – Performance Improvement*

Measurable Object 1: Publish the Crime in Arkansas stats by June 1 of each year.

Strategy 1: Monitor the submissions from the agencies required to submit NiBRS.

Strategy 2: Collect the statistical requirements for the NiBRS reporting.

Goal 4: **Provide online services to the citizens of Arkansas.**

✧ *DPS Metrics: Delivery of Services - Ease of Interaction*

Measurable Object 1: Allowable sex offender registry information.

Strategy 1: Publish sex offender registry data to the Division website.

Measurable Object 2: Victim Information and Notification Every day.

Strategy 1: Provide a searchable database of offender information for victim registration.

Measurable Object 3: Hot file verification.

Strategy 1: Online ability to verify a vehicle's status in the stolen vehicle file.

Goal 5: **Improve employee fulfillment.**

✧ *DPS Metrics: Optimization of Enterprise Efficiencies - Personnel*

Measurable Object 1: Quarterly employee review.

Strategy 1: Division team building exercises.

Strategy 2: Distribute employee satisfaction survey.

Strategy 3: Improve breakrooms.

Strategy 4: Improve environmental conditions.

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

Measurement:	Hiring of position	Deadline:	06/30/2021

Assigned to:	Administrative Services Division Commander (Major) with input and approval from Deputy Director of Administrative Operations

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.*

Measurement:	Finalization of civilian training plan	Deadline:	06/30/2022

Assigned to: Civilian Trainer and Human Resources

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.*

Measurement: Finalization of customer service training   Deadline: 06/30/2022

Assigned to: Administrative Services Division Assistant Commander (Captain) and Civilian Trainer

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.*

Measurement: Promotional progression (training) plan is developed and approved   Deadline: 06/30/2022

Assigned to: Administrative Services Division Assistant Commander (Captain)

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?*

Measurement: Design and implement the survey   Deadline: 08/30/2021

Assigned to: Administrative Services Division Commander (Major)

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*

Measurement: The policy is developed and published   Deadline: 01/01/2021

Assigned to: Administrative Services Division Commander (Major) and ASP Program Assistant Administrator

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*

Measurement: Number of mentors trained is adequate to match up with new recruits   Deadline: 09/30/2020

Assigned to: Administrative Services Division Commander (Major)

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**

Measurement: Hiring package is developed by Administrative Services and approved by the Director prior to the deadline.   Deadline: 07/01/2022

Assigned to: Administrative Services Division Commander (Major)

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.*

Measurement: Transition to New Uniform Health Plan   Deadline: 01/01/2020

Assigned to: Administrative Services Division Commander (Major)

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.*

Measurement: Correspond with PIO Officer and notify when job advertisements are active; jobs are sent out via all ASP social media outlets as well as being published on the State Job website.   Deadline: Ongoing

Assigned to:	Human Resources Administrator		

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*

Measurement:	Salary survey results show Troopers are highest paid LE officers in the state	Deadline:	06/30/2022

Assigned to:	Director

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

Measurement:	Improve the number of qualified applicants by 20% over an average of the past three years, reduce employee turnover by 10%, as compared with an average over the last three, years by the deadline.	Deadline:	06/30/2022

Assigned to:	Administrative Services Division Commander (Major)

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.*

Measurement:	Determine if number of qualified applicants increases once new recruiting methods are implemented	Deadline:	06/30/2022

Assigned to:	Administrative Services Division Lieutenant

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**		
Measurement:	Perform statistical analysis of the impact of the outreach program on an annual basis to determine if the outreach is positive/negative for readjustments as necessary.	Deadline:	Annual analysis due 07/31/2020 and ongoing by 07/31 each year
Assigned to:	Director's Office – ASP Public Information Officer		

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.*

Measurement:	Select qualified interns for special ASP projects	Deadline:	9/1/2020
Assigned to:	Director		

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.*

Measurement: Total number of meetings attended, andoutcome of those meetings based on community response

Deadline: Monthly

Assigned to: ASP 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.*

Measurement: Command Staff and other Commanders attend Statewide LE associated meetings and events and submit information to PIO quarterly; quarterly reports compiled and submitted to Director showing our outreach efforts.

Deadline: Ongoing as requested; reports submitted quarterly

Assigned to: ASP PIO

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.*

Measurement:	A division-wide video is developed by the deadline	Deadline:	12/01/2020

Assigned to: Public Affairs PIO

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*

Measurement:	Analyze recruiting statistics annually	Deadline:	06/30/2022

Assigned to: Administrative Services Division Commander (Major)

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**

Measurement: Ensure maintenance plans are funded by the deadline.   Deadline: 06/30/2022

Assigned to: ASP Information Technology Unit Chief Information Officer and DPS Chief Financial Officer

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.*

Measurement: Critical applications are funded as needed   Deadline: 06/30/2022

Assigned to: ASP Chief Information Officer

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**

Measurement: Increase in personnel for the above positions due to increase in population and public demand for services.   Deadline: 06/30/2022

Assigned to: Deputy Director of Administrative Operations

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.*

Measurement: Personnel resource needs and funding sources to meet the needs are identified.   Deadline: 06/30/2022

Assigned to:	Human Resources Administrator with review by Administrative Services Division Commander (Major) and the Deputy Director of Administrative Operations

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

Measurement:	ASP applies for either CALEA and/or ALEAP accreditation program	Deadline:	06/30/2022

Assigned to:	Deputy Director for Administrative Operations

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*

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

Assigned to:	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.**

Measurement:	Develop online process for identified services by the deadline.	Deadline:	06/30/2022

Assigned to:	Regulatory & Building Services Division Commander (Major) and Information Technology Unit Chief Information Officer

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.*

Measurement:	Decrease paper use by 50% for applications received for identified processes	Deadline:	06/30/2022

Assigned to: Regulatory Services Lieutenant

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

Measurement: Succession plan is developed and approved by the Director on or before the deadline   Deadline: 06/30/2022

Assigned to: Administrative Services Division Commander (Major)

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.*

Measurement: Complete a needs assessment to identify gaps for future promotions   Deadline: 06/30/2022

Assigned to: Deputy Director of Administrative Operations

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.*

Measurement: Written plan is developed   Deadline: 06/30/2022

Assigned to: Deputy Director of Administrative Operations

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

Measurement: Finalization of evidence policy and procedure by deadline; each division utilizing appropriate evidence tracking system.   Deadline: 12/31/2019

Assigned to: Highway Patrol Division Commanders and CID Division Commander

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.

Measurement: Finalization of Evidence Storage Procedure   Deadline: 12/31/2019

Assigned to: Highway Patrol Division Commander for Western Division and ASP Program Assistant Administrator

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.

Measurement: All troops actively using eVault   Deadline: 12/31/2019

Assigned to: Highway Patrol Division Commander for Western Division

ARKANSAS STATE POLICE
Governor Asa Hutchinson
Organizational Chart

DEPARTMENT SECRETARY

DPS Shared Services

DIRECTOR (Colonel)

Executive Protection

ARKANSAS STATE POLICE COMMISSION

Fleet

Fiscal/HR

Legal/Legislative Affairs

Professional Standards

Information Technology

Public Relations & Outreach

*Wellness Outreach

Research & Planning

DEPUTY DIRECTOR
Administrative Operations

DEPUTY DIRECTOR
Field Operations

Administrative Services

Regulatory

Highway Safety

Criminal Investigation Division

Crimes Against Children Division

Highway Patrol Division

* The Wellness Unit is Administered through Shared Services by ASP

Revised 08/23/21

MEMBERS OF THE ARKANAS STATE POLICE STRATEGIC PLANNING COMMITTEE:

Colonel Bill Bryant
Lieutenant Colonel Tim K'Nuckles
Major Lindsey Williams
Major Mark Hollingsworth
Major Forrest Marks
Major Charles Hubbard
Major Jeff Drew
Captain Paulette Ward
Captain David Lafferty
Lieutenant Mike Moyer
Debbie Roark
Emma French
Phillip Warriner
Allen Fitzgerald
Ben Alstadt
Robin Gifford

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Appendix 6

ARKANSAS DIVISION OF EMERGENCY MANAGEMENT
FY 2020 – FY 2021 STRATEGIC PLAN

MISSION: The Arkansas Division of Emergency Management (ADEM) provides efficient state level leadership, resources, and coordination for a comprehensive all-hazards approach to emergencies and disasters impacting Arkansas.

VISION: ADEM will be a recognized partner in Arkansas' emergency management system for providing quality protection, prevention, mitigation, response and recovery to individuals and communities across the State.

CORE VALUES:
Leadership: Creating an environment for success among all of our partners.
Excellence: Providing the highest quality service to the citizens of Arkansas.
Teamwork: Working together for the good of all; ensuring public safety and public trust.
Compassion: Providing selfless service to the citizens of Arkansas before, during and after a disaster.

IMPLEMENTATION AND MAINTENANCE: This plan is implemented upon publication to the ADEM website. It will be discussed quarterly during manager meetings with full review every 2 years.

> GOAL 1 Develop and enhance the States capabilities at the Local and State level to respond to all-hazards through coordinated activities of equipping, planning, training, and exercise.
> Aligns with the Governor's goals of Efficient and Responsive, Educate and Safe.

Measurable Objective 1: Test capabilities for all hazards through coordinated exercises.

Strategy 1: Develop, conduct and document 24 state level activities from July 1, 2019 – June 30, 2021.
Strategy 2: Review and document 150 local jurisdiction activities from July 1, 2019 – June 30, 2021.
Strategy 3: Develop, conduct and document 1 communications specific exercise by June 30, 2020.

Measurable Objective 2: Conduct classroom training for first responders and emergency management professionals.

Strategy 1: Conduct 48 Emergency Management classes from July 1, 2019 – June 30, 2021, with 960 participants (based on 20 seats per class).
Strategy 2: Conduct 353 Hazardous Materials (HazMat) classes from July 1, 2019 – June 30, 2021, with 5,295 participants (based on 15 seats per class). HazMat estimates are based on the Hazardous Materials Emergency Preparedness (HMEP) document.

Strategy 3: Conduct 30 Interoperable Communications classes from July 1, 2019 – June 30, 2020.

Measurable Objective 3: Build out an emergency management reserve cadre.
Strategy 1: Develop a comprehensive plan to recruit, train, fund and engage a qualified Reserve Cadre to support Arkansas Emergency Management by June 30, 2021.

Measurable Objective 4: Expand the Logistics capability of the State Emergency Operations Center.
Strategy 1: Utilizing the Federal Emergency Management Agency (FEMA) Logistics Capability Assessment Tool (LCAT), develop a comprehensive logistics plan for the Arkansas Emergency Management System by June 30, 2021.

Measurable Objective 5: Organize State and Local resources into a robust emergency management capability.
Strategy 1: Review and revise the 36 sections of the Arkansas Comprehensive Emergency Management Plan (ARCEMP), including addition of a Distribution Management Annex by December 31, 2019.
Strategy 2: Chang Emergency Support Function (ESF) #14 from Long Term Recovery to Private Sector and Infrastructure by October 31, 2019.
Strategy 3: Finish work on the review and revision of the ARCEMP by September 1, 2020, and again by September 30, 2021), to allow for final reviews before publishing on October 1 of each of those years.
Strategy 4: Review and revise no fewer than 15 Local jurisdictions' plans by September 30, 2020, and again by September 30, 2021.
Strategy 5: Secure Emergency Management Accreditation Program (EMAP) compliant Continuity of Operations Plans from each of the 12 ESF Lead Coordinating Agencies by January 10, 2020. Confirm compliance each year by September 30 for EMAP self-assessment.

Measurable Objective 6: Continue to ensure the State's Emergency Management Program is monitored for compliance with EMAP.
Strategy 1: By June 30, 2020, identify 1 to 2 employees who will take the EMAP Accreditation Manager and Assessor training in order to keep the State's program in line with emerging guidelines.

Measurable Objective 7: Expand community preparedness and education throughout the State, utilizing multiple training methods and media avenues.
Strategy 1: Continue to build community resiliency by promoting Community Emergency Response Team (CERT) training in local communities among adult citizens as well as high school students. Conduct 3 CERT Train the Trainer courses by December 31, 2020.
Strategy 2: Encourage the development of CERT teams in communities and on school campuses, including Reserve Officer Training Corp (ROTC) programs, especially within rural areas. Develop an additional 2 CERT Programs by December 31, 2020.
Strategy 3: Promote the career fields of law enforcement, fire services, and emergency medical services through the continued development and expansion of the Youth Preparedness Councils (YPC). Encourage students to engage with emergency management and response personnel to implement preparedness and response

programs in the schools and communities. Increase the number of first responder contacts to assist with camps to 20% of the YPC instructor staff by August 31, 2020.

Strategy 4: Establish Youth Preparedness (YP) camps throughout Arkansas that would operate primarily at local community colleges, as well as Arkansas Tech University and Arkansas State University, with an additional 2 camps completed by August 31, 2020.

Strategy 5: Expand County YPCs into each county in Arkansas. These Councils would be composed of students from each high school that adopts the Community Preparedness and Response curriculum. Currently there are 12 councils, plan to add an additional 3 by July 1, 2020.

Strategy 6: Work with the Department of Career and Technical Education to implement the Community Preparedness and Response Curriculum in Arkansas high schools. This program encourages interest in the career fields as well as imparts preparedness and response skills to high school students. Complete the pilot program resulting in the statewide implementation of this curriculum in all Arkansas high schools by August 31, 2021.

Measurable Objective 8: Strengthen fire services capabilities and coordination through the implementation of accessible, robust, and comprehensive services.

Strategy 1: Train 25% of the 75 fire service coordinators in strategic planning, management,and administration of the fire service program by June 30, 2020.

Strategy 2: To enhance awareness and coordination, provide a one-day workshop in each ofthe five ADEM areas for Judges/Local Emergency Management Coordinators (LEMC) and County Fire Coordinators by June 30, 2020.

Strategy 3: Continue to gather fire service resource and capability information utilizing GIS verification with the Fire Portal database with reassessment of the system by June 30, 2021.

Strategy 4: Continue to work with County LEMCs/Fire Coordinators, state fire service associations, state partner agencies and local fire departments to promote portal use for the Act 833 application process with 50% of fire departments using the portal for Act 833 by June 30, 2021.

Measurable Objective 9: Provide low-cost equipment, allowing Donees to stretch their budget dollars in order to accomplish their mission.

Strategy 1: Physically evaluate equipment, on site, 48 times by June 30, 2021.

Strategy 2: Meet with the Federal Surplus Property (FSP) Advisory Board to ensure the program is meeting the needs of the Donees 4 times by June 4 time by June 30, 2021.

Strategy 3: Increase donee participating in the FSP program by 15% by June 30, 2021.

Strategy 4: Increase social media visibility by 20% by June 30, 2021.

Measurable Objective 10: Develop and implement a Cyber Protection Plan

Strategy 1: Develop a Cyber Protection Plan for the agency in conjunction with the State's Plan provided by the Department of Information Systems by June 30, 2021.

Strategy 2: Provide training to all staff in order to implement within 60 days of plan completion.

GOAL 2 Ensure the sustainment and enhancement of Arkansas' mitigation, prevention, protection, response, and recovery capabilities.
Aligns with the Governor's goal of Efficient and Responsive.

Measurable Objective 11: Enhance community resiliency from disasters through education, outreach, and pre- and post-disaster mitigation.

Strategy 1:	Expand the promotion of mitigation grant opportunities beyond local jurisdictions to include planning commissions, municipal leagues, and other stakeholders that have the capability to implement projects by June 30, 2021.
Strategy 2:	Collaborate with hazard specific subject matter experts from other organizations to leverage solutions to mitigate future impacts. This also includes promoting the importance of individuals purchasing hazard insurance as well as communities implementing and enforcing building codes. Completion by June 30, 2021.
Strategy 3:	Continue support of mitigation planning by prioritizing planning grants, ensuring approved plans do not lapse, and encouraging participation for those that do not currently have a mitigation plan. Completion by June 31, 2021.

Measurable Objective 12: Build the Recovery Support Function (RSF) capability.

Strategy 1:	Develop and finalize the structure of the Disaster RSF to include draft recovery plans by June 30, 2021.

GOAL 3 Ensure the coordination of activities between local, State, citizen, and private entities so that potential targets deemed crucial for public health and safety, governance, economic and national security, andpublic confidence are protected.
Aligns with Governor's goal of Safe.

Measurable Objective 13: Critical Infrastructure Protection Branch will work with the U.S. Department of Homeland Security to conduct critical infrastructure assessments and studies in Arkansas.

Strategy 1:	Conduct 15 assessments between July 1, 2019 – June 30, 2021.
Strategy 2:	Conduct 4 dependency studies on critical infrastructure assets between July 1, 2019, and June 30, 2021.

Measurable Objective 14: Enhance and sustain the Regional Terrorism Response Team capabilities within the State to ensure maximum capability with minimal funding.

Strategy 1:	Reassess Arkansas' threat, risk, and consequence data to ensure the identified regional terrorism response areas represent the high-risk areas within the state. Completion by October 31, 2020.
Strategy 2:	Utilize Regional Response Team data from the regional terrorism response areas to compile a response report to share with Department of Homeland Security (DHS)/FEMA and other entities by March 31, 2021.
Strategy 3:	Coordinate with ADEM Exercise Section to conduct at least 1 regional terrorism response joint exercise by October 31, 2020.

Measurable Objective 15: Continue to work with all agencies and boards within the Department of Public Safety (DPS) to ensure a smooth and efficient transformation.

        Strategy 1:   Through working groups established within DPS determine the efficient use of shared services by June 30, 2021.

        Strategy 2:   Determine programs within DPS that may be duplicated in order to streamline the delivery to internal/external customers by June 30, 2021.

GOAL 4 Enhance statewide emergency communications interoperability.
Aligns with the Governor's goals of Efficiency and Safe.

Measurable Objective 16: Efficiently use state funding available for Arkansas Wireless Information Network (AWIN) by establishing sound procurement processes.

        Strategy 1:   In coordination with AWIN stakeholders engage in negotiations that will result in an upgrade of the AWIN system Contract by March 31, 2020.

        Strategy 2:   Review services that are required for the smooth operation of AWIN and establish contracts to gain efficiencies by November 30, 2019.
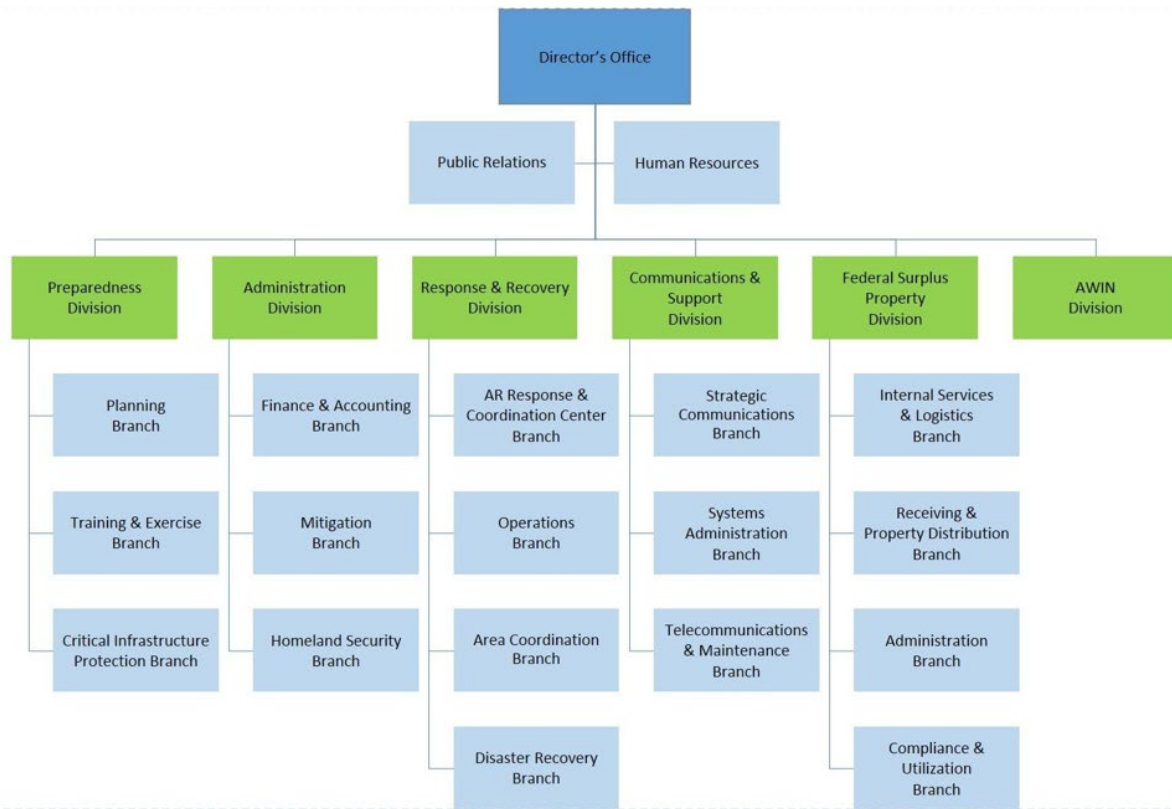
Appendix 7

ARKANSAS DEPARTMENT OF PUBLIC SAFETY

FY 2020 – FY 2021 STRATEGIC PLAN

Mission: THE ARKANSAS DEPARTMENT OF PUBLIC SAFETY'S MISSION IS TO ENHANCE THE
                      SAFETY AND SECURITY OF ALL ARKANSANS THROUGH ETHICAL, CHARACTER-
                      DRIVEN, BEHAVIOR THAT PROMOTES PROFESSIONALISM, CLEAR
                      COMMUNICATION, AND ACCOUNTABILITY WHILE SERVING AS THE STATE'S
                      PREMIER PUBLIC SAFETY AGENCY.

Vision: TO PROVIDE THE HIGHEST QUALITY OF PUBLIC SAFETY

Core Values: **RESPECT** FOR EVERYONE
                      INTEGRITY IN EVERYTHING WE DO
                      PROVIDING EXCELLENCE IN **CUSTOMER SERVICE**
                      PERFORMANCE THROUGH **TEAMWORK**
                      COMMITMENT TO **SERVANT LEANDERSHIP**
                      PURSUIT OF **CONTINUOUS IMPROVEMENT**

Department Goals:

1. TRANSFORMATION - DPS AS ONE DEPARTMENT
2. EFFICIENY IN SERVICE
3. ENHANCE COUSTOMER SERVICE
4. BECOME A PERFERRED EMPLOYER

Goal 1: Transformation – DPS as one Department
DPS Goal 1 aligns with State of Arkansas Goals: Safe, Efficient, Responsive, and Quality of Life

Measurable Objective 1:   **Increase awareness on the benefits of combined agency efforts**

Measurement: Successfully merge all Divisions within DPS

Deadline: Winter 2021

Assigned to: DPS Chief of Staff and DPS Communications Team

Strategy 1:   Develop and publish an educational video explaining the roles and responsibilities of DPS and its Divisions, specifically highlighting the benefits of collaboration among the Divisions.

Strategy detail:

- Assemble a team to research, conceptualize, and implement the video.
- Develop content for educational video
- Utilize DPS staff and resources to produce the video
- Provide access to the video through the DPS website

Strategy 2:   Encourage Division members to participate in speaking events within their communities to educate the public on the services provided by DPS.

Strategy detail:

- Identify content for PowerPoint presentations
- Identify DPS members from each Division for public speaking events
- Identify events that could benefit from information related to DPS
- Calendar to track speaking locations

Measurable objective 2:   **Implement procedures for efficiency and cost savings across all Divisions.**

Measurement: Identify opportunities for increased efficiency and cost savings related to newly implemented procedures

Deadline: Summer 2021

Assigned to: DPS Chief of Staff

Strategy 1:   Each Division Director will report efficiency and cost savings to the DPS Chief of Staff.

Strategy detail:

- Create a dashboard to track efficiencies and cost savings of each Division's program(s).
- Utilize the Transformation Action Team to analyze reported efficiencies and savings and determine how they can be applied to other Divisions.
- Make recommendations to the DPS Secretary on efficiencies and savings.

Measurable objective 3: **Increase employee understanding of transformation and their commitment to the Department through consistent communication of accomplishments and upcoming goals.**

Measurement: Monitor employee input during transformation through feedback, comments, and periodic surveys.

Deadline: Summer 2021

Assigned to: Chief of Staff

Strategy 1: Create a program for first-line supervisors to help educate employees on the process of transformation.

Strategy detail:

- Chief of Staff will meet with the Division Directors monthly to provide updates on transformation.
- Division Directors will meet with Division Managers monthly to update them on transformation.
- Division Managers will meet as needed with first-line supervisors to share all pertinent information.
- First-line Supervisors will be responsible for sharing information with employees and providing feedback from the employees back through the chain-of-command to the DPS Chief of Staff.

Strategy 2: The Secretary will communicate to employees on progress of transformation with a method for employees to provide feedback.

Strategy detail:

- Secretary will distribute bi-weekly email on progress of transformation.
- DPS will create employee initiative form providing employees a means of providing feedback and suggestions.

Goal 2: Efficiency in Service
DPS Goal 2 aligns with State of Arkansas Goals: Safe, Efficient and Responsible, Safe, and Quality of Life

Measurable Objective 1: **Assemble After-Action Teams to evaluate services provided and identify areas of improvement.**

Measurement: Monitor employee and customer satisfaction through feedback, comments or suggestions, and periodic surveys.

Deadline: Spring 2022

Assigned to: DPS Chief of Staff

Strategy 1: Develop after actions teams

Strategy detail:

- Identify team members with job field expertise
- Assemble a team for each Division that includes at least one member from an alternate DPS Division.
- Teams will meet biannually, or as needed, to evaluate sections within each Division.
- After action teams will report their findings to each Division Director.
- Division Directors will review after-action plans, formulate corrective measures, and report to the Secretary.

Measurable objective 2: **Implement and sustain Lean Six Sigma practices throughout DPS**

Measurement: Track the improvement of services, efficiencies, and cost savings through data collection.

Assigned to: DPS Lean Six Sigma Coordinator

Deadline: Spring 2022

Strategy 1: Designate DPS Lean Six Sigma Coordinator

Strategy detail:

- Identify Lean Six Sigma instructors within DPS.
- Designate a Lean Six Sigma coordinator.
- Identify additional staff to certify as Lean Six Sigma instructors.
- Route all requests for Lean Six Sigma evaluations from the Divisions to the DPS Chief of Staff.
- Upon approval by the Secretary, implement a Lean Six Sigma evaluation.
- Implement improvements, as appropriate, based on the evaluation of data.

Goal 3: Enhance Customer Service
DPS Goal 3 aligns with State of Arkansas Goals: Efficient, Responsive, and Quality of Life

Measurable Objective 1: **Establish a department-wide customer service training program.**

Measurement: Review feedback from DPS customers and stakeholders in order to make adjustment to training programs.

Assigned to: DPS Chief of Staff

Deadline: Spring 2022

Strategy 1:   Update and utilize effective customer service training as a foundation for the DPS customer service program.

Strategy detail:

- Evaluate current customer service training
- Customize training to meet DPS standards
- Implement training for all new employees during orientation
- Implement training for all current employees utilizing the ACADIS portal

Measurable Objective 2:   **Establish online scheduling of services for all applicable DPS services.**

Measurement: Monitor feedback related to online scheduling through surveys from customers and stakeholders.

Assigned to: Division Directors

Deadline: Spring 2022

Strategy: Assemble a team to identify all DPS services appropriate for online scheduling**.**

Strategy detail:

- Identify personnel from each Division to serve on the team.
- Base study on data and surveys
- Formulate method of delivery of services based on online scheduling tool
- Obtain quote from INA
- Prepare report for Division Directors and Secretary

Measurable Objective 3:   **Evaluate the need for reallocating Department personnel in customer service problem areas.**

Measurement: Customer feedback, among other factors, will drive all evaluations related to the reallocation of employee resources.

Assigned to: Division Directors

Deadline: Spring 2022

Strategy: Evaluate customer feedback to identify areas within DPS that require reallocation of personnel.

Strategy detail:

- Division Directors will identify customer service problem areas

- Division Directors will explore means of improving customer service through personnel reallocation
- Division Directors will submit a data-driven report to the Secretary to substantiate all needs to enhance personnel.

Measurable Objective 4:   **Identify effective means of distribution of a Customer Service Satisfaction survey to DPS stakeholders and customers.**

Measurement: Completion of survey and distribution methodology

Assigned to: DPS Transformation Action Team (TAT)

Deadline: Winter 2021

Strategy: Develop a DPS specific survey and method of distribution

Strategy Detail:

- Research and identify customer service satisfaction surveys and methods of distribution.
- Develop a DPS Customer Service Satisfaction survey.
- Identify cost-effective methods of distributing the survey and monitoring the feedback data.

Goal 4: Become a Preferred Employer
DPS Goal 4 aligns with State of Arkansas Goals: Efficient, Responsive, and Quality of Life

Measurable Objective 1:   **Develop and deliver DPS Orientation Training for all newly hired employees.**

Measurement: Successful completion and implementation of standardized training for all Department employees.

Assigned to: DPS CFO

Deadline: Fall 2021

Strategy: DPS Human Resources will develop and deliver an information packet to all newly hired employees that provides information related to DPS policy, facility locations, key employee service areas, and state employee benefits.

Strategy detail:

- Onboarding should include details regarding state benefits related to the job position.
- DPS policy manual will be issued for review and acknowledgment. Employees will be provided an opportunity to ask questions about all policies.
- New employees will be given a tour of their assigned Division and provided an overview of DPS.
- New employees will be informed of DPS shared services such as: Human Resources and Fiscal.

- New employees will be shown a video giving an in-depth explanation of DPS and the Divisions within DPS.

Measurable Objective 2: **Develop a mentor program for new or promoted employees to ensure successful onboarding.**

Measurement: Monitor employee feedback using surveys to make necessary adjustments to the mentor program.

Assigned to: DPS Chief of Staff

Strategy 1:   Research and identify successful mentoring programs for new or promoted employees.

Deadline: Spring 2022

Strategy detail: Evaluate existing State mentor programs and make recommendations on existing methods based on:

- Program impact on new or promoted employees
- Screening process for designating mentors
- Frequency in which new or promoted employees meet with the mentors
- Process/procedure for obtaining feedback from new or promoted employees regarding the mentor program
- Polices related to mentor programs
- Basic Supervisory Training for civilians and commissioned officers recently promoted- Online CJI or TSS.

Strategy 2:   Develop procedures for the mentor program

Measurement: Completed procedure for mentor program

Assigned to: DPS Chief of Staff

Deadline: Summer 2022

Strategy detail:

- Outline the goals of the mentor program
- Selection criteria for the mentor program

Strategy 3:   Recruit and train mentors for the program

Measurement: Successfully trained mentors in place

Assigned to: DPS Chief of Staff

Deadline:	Fall 2022

Strategy detail:

- Advertise mentor positions to DPS staff
- Select mentors
- Train mentors on DPS policies and mentor procedures
- Assign DPS mentors to new or promoted employees

Measurable Objective 3:	**Develop a department-wide flex schedule policy for DPS employees**
Measurement:	Completed DPS policy for flex scheduling
Assigned to:	DPS Transformation policy working group
Deadline:	Spring 2020
Strategy:	Develop DPS policy allowing Division Directors the ability to allow flex schedules
Strategy detail:	DPS policy group will create a policy that will govern flex schedules for Department employees.
Measurable Objective 4:	**Develop a department-wide process for employees to submit feedback on an ongoing basis.**
Measurement:	Publish information to employees related to delivering feedback and expressing concerns.
Assigned to:	DPS Chief of Staff
Deadline:	Fall 2021
Strategy:	Create a method for DPS employees to submit feedback and proposals to be reviewed by the Secretary

Strategy detail:

- Survey other DPS Departments on their process for employee feedback
- Determine the best method for receiving employee feedback, including creating a feedback form.
- Formulate submission process

DPS FY 2022 Organizational Chart

Arkansas Department of Public Safety
Governor Asa Hutchinson
Organizational Chart

Executive Assistant

DEPARTMENT SECRETARY

Chief of Staff

- **Arkansas State Crime Lab**
- **Arkansas Crime Information Center**
- **Arkansas State Police**
- **Crime Victims Reparations**
- **Law Enforcement Standards and Training**
  - **Law Enforcement Support Office**
- **Emergency Management**
- **DPS Shared Services**
  - Fleet
  - Fiscal/HR
  - Legal/Legislative Affairs
  - Professional Standards
  - Information Technology
  - Public Relations
  - Wellness Outreach
  - Research & Planning

DPS Boards and Commissions

- State Crime Lab Board
- Supervisory Board for ACIC
- Crime Victims Reparations Board
- Commission on Law Enforcement Standards and Training
- State Emergency Response Commission
- Arkansas Homeland Security Advisory Group
- State Fire Prevention Commission
- ASP Commission

Revised 2/4/2022

Appendix 8

GROUP	CHAIR	MEMBERS
Transformation Action Team (TAT)	Chair: Retired ASP Major J.R. Hankins (replaced by ASP Major Forrest Marks) Vice Chair: ASP Major Forrest Marks (replaced J.R. Hankins as Chair) (Replaced by Rick Stallings)	Forrest Marks, ASP Major (Chair) John Blackmon, Retired ASP Sergeant CID (Replaced by Robert Middleton) Clint Scrivner, Supervisor (CLEST) Rick Stallings, Operations Director (ACIC) Jennifer Beaty, DNA Section Chief (ASCL) Danna Weaver, Planning Branch Manager (ADEM) Aaron Petty, Operations Officer (ADEM) Lauren Shipley (CVRB) (Replaced by Tonya Hooks) Robert Middleton, ASP Sergeant CID (Replaced John Blackmon) Tonya Hooks (CVRB) (Replaced Lauren Shipley)
Strategic Planning Committee	Sgt. Stuart Woodward (ASP) Strategic Planning Working Group Captain Roby Rhoads (ASP) Mentoring Working Group	Townsend, Erin (ADEM) Bradley Coleman (ASP) Alisa Blackerby (ASP) Ashley Figueroa (DPS) Stephen Briggs (ASP) LaTresha Woodruff (ADEM) Lesa Winston (ACIC) Tim Taylor (ASP) Shannon Miller (DPS) Mullen, Rebecca (ASCL) Brian Johnson (ALETA) Zach Owens (ASP) Ryan Jacks (ASP) Benjamin Hoyt (ASP)
Communications Working Group	ASCL Director Kermit Channel (replaced by ASP Corporal Liz Hoffman)	Bill Sadler (ASP) Liz Hoffman (ASP) Bliss Boever (ACIC) Amanda Yarbrough (CLEST) (Replaced by Amanda Chaney) Melody Daniels (ADEM) (Replaced by LaTresha Woodruff)

		Jonathon Nettles (ASP) Amanda Chaney (CLEST) (Replaced Amanda Yarbrough) LaTresha Woodruff (Replaced Melody Daniels)
IT Working Group	Allen Fitzgerald (ASP)	Curtis Sharp (CLEST) Justin Vint (ADEM) Steve Warmack (ASCL) Michael Tackett (ACIC)
Legal Working Group	CLEST Attorney Amanda Yarbrough	ASP General Counsel Greg Downs ASP Attorney Mary Claire McLaurin ASP Attorney Elaine Lee ACIC Director Brad Cazort ADEM Deputy Director Tina Owens (Replaced by Bethany Cason) ASCL Attorney Kelly LaPorte
Fleet Working Group	Jeff Whitlock (ASP)	Todd Hennessey (ASCL) Travis Sanders (CLEST) Donna Williams (ASP) Justin Vint (ADEM) Jennifer Stallings (ACIC)
Wellness, Development, and Leadership Working Group	ASP Captain Roby Rhoads	Lesa Winston (ACIC) Alex McDonald (ASCL) Tammy Shadwick (ADEM) Juan Reyes (CLEST) Andrea Carter (ASP) Phillip Hydron (ASP) Lynette Parham (CVRB)
Policy Working Group	Cindy Moran (ASCL) (Replaced by Erin Townsend) Erin Townsend (Replaced Cindy Moran)	Coty Williams (ASP) Phillip Warriner (ASP) Kaleisha Wise (CLEST) Kelli LaPorte (ASCL) Lynette Parham (CVRB) Rhonda Ratterree (ACIC) Robin Gifford (ASP)
Policy Teams	Chief JR Hankins (DPS) Amanda Yarbrough (DPS) Jackie Baker (DPS)	Bill Bryant (ASP) Brad King (CLEST) Brad Lann (ASP) Brian Johnson (CLEST) Carol Grinstead (ASCL) Georgia Whatley (DPS) Jennifer Stallings (ACIC) Justin Vint (ADEM) Lynette Parham (CVRB) Melody. Daniel (ADEM) Michael Tackett (ACIC) Phyllis Huitt (DPS) Rhonda Harris (ACIC) Rhonda Ratterree (ACIC) Ron Casey (ASP) Ryan Black (ASCL)

		S. Connerly (ADEM)
		Stuart Woodward (ASP)
		AJ Gary (ADEM)
		Alisa Blackerby (ASP)
		Allen Fitzgerald (ASP)
		Bliss Boever (ACIC)
		Darran Austin (ASP)
		Emma French (ASP)
		Jenna Castleberry (ASP)
		Karen Calaway (ASP)
		Liz Hoffman (ASP)
		Michael Moyer
		Mike Hagar (ASP)
		Nick Brown (ASP)
		Paulette Ward (ASP)
		Phillip Warriner (DPS)
		Rick Neill (ASP)
		Rick Stallings (ACIC)
		Stacy Dougherty (ASP)
		T. Chadwick (ADEM)
		Tiffany Dycus (ASP)
		Shawn Garner (ASP)
Grant and Loan Working Group	John A. Smith (DPS)	Emma French (ASP)
		Bridget White (ASP)
		Cindy Moran (ASCL)
		Bobbie Ann Merkel (ADEM)
		Bliss Boever (ACIC)
		Deana Speer (ACIC)
HR Working Group	Erin Townsend, Co-Chair (ADEM) LTC Shawn Garner, Co-Chair (ASP)	Sandra R Bargiel (ASCL)
		Phillip Warriner (ASP)
		Major Charles Hubbard (ASP)
		Deana Speer (ACIC)
		Kristi Branch (CLEST)