

# ARKANSAS STATE POLICE

FY 2018 – FY 2019 STRATEGIC PLAN



**MISSION:** THE MISSION OF THE ARKANSAS STATE POLICE IS TO PROTECT HUMAN LIFE AND PROPERTY IN THE STATE OF ARKANSAS BY PROVIDING THE HIGHEST QUALITY OF LAW ENFORCEMENT SERVICES TO THE PUBLIC.

**VISION:** THE ARKANSAS STATE POLICE WILL BE THE PREMIER LAW ENFORCEMENT AGENCY OF THE STATE, BY DEVELOPING THE SKILLS OF OUR MEMBERS THROUGH EFFICIENT AND EFFECTIVE MANAGEMENT OF AGENCY RESOURCES TO DELIVER THE HIGHEST LEVEL OF SERVICE TO THE PUBLIC.

**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

## **AGENCY GOALS:**

1. PROVIDE ESSENTIAL EQUIPMENT FOR EMPLOYEES
2. IMPROVE EMPLOYEE EXPERIENCE
3. IMPROVE AGENCY RECRUITMENT AND RETENTION
4. EFFECTIVELY COMMUNICATE WITH PUBLIC
5. IMPROVE AGENCY EFFICIENCY

## GOAL 1: PROVIDE ESSENTIAL EQUIPMENT FOR EMPLOYEES

ASP Goal 1 aligns with State of Arkansas Goals: Safe, Efficient and Responsive, and Quality of Life.

### **Measurable Objective 1: Maintain fleet in accordance with agency fleet rotation plan**

#### **Measurement:**

- Dedicated annual revenue stream established
- Biannual meetings held with Executive and State Police subcommittees
- Vehicles are replaced in accordance with agency fleet rotation plan with lowest cost options available that ensure officer and employee safety

Strategy 1: Work with executive and legislative branches to identify viable sources to establish a dedicated annual revenue stream for ASP fleet

*Strategy detail* The ASP fleet is aging and there is not a dedicated revenue stream to ensure that the ASP fleet rotation plan can be executed for the safety and security of officers and other employees. ASP is unable to assign vehicles to some employees who travel on a daily basis as part of their job duties and these employees need to have an assigned vehicle to complete their work tasks.

*Deadline: January 31, 2019*

Strategy 2: Coordinate with the Executive and State Police subcommittees on agency needs

*Strategy detail* Assigned personnel will ensure that biannual meetings are coordinated with the appropriate Legislative subcommittees.

*Deadline: Schedule/attend first meeting by December 1, 2017*

Strategy 3: Extend use of existing vehicle equipment when possible and ensure appropriate research of vehicle design changes to minimize replacement costs

*Strategy detail* The Fleet Operations Manager will complete a vehicle and associated equipment comparison for current vehicles and the potential replacement vehicles. This comparison will be completed to maximize the reuse of equipment and minimize increased costs for equipment

replacement. The comparison will also include a comparison in expected fuel consumption for vehicles. This will allow the agency to ensure that purchases are the most efficient and effective use of state revenue.

*Deadline: Comparison of vehicles is complete; replacement costs for new equipment is identified and is being tracked by FOM. This task will be ongoing as funds are available for vehicles purchases.*

**Measurable Objective 2:**

**Maintain up-to-date technology in accordance with Biennial IT plan**

**Measurement:**

- Mission-critical maintenance plans are adequately funded to ensure continuation of critical services
- IT submits a report to the Deputy Director of Administrative Operations for any IT equipment purchase requests

Strategy 1: Ensure mission-critical maintenance plans are funded

*Strategy detail Mission-critical maintenance plans such as IT Hardware and software maintenance, connectivity servers and routers, VOIP phones, the CACD CHRIS reporting system, etc. are vital to provide services to the public. ASP must ensure that funding is approved to retain these maintenance plans.*

*Deadline: June 30, 2018*

Strategy 2: Maintain a high level of research and development before purchasing technology

*Strategy detail Purchase requests for IT equipment/technology should be researched to ensure that the requested items are the most efficient and effective use of state resources and that the IT Section can adequately support the requested technology. The IT Section should provide a written report to the Deputy Director of Administrative Operations for requests of new IT technology/equipment. The report should detail any additional cost or support issues discovered in the research. When possible, the report should include recommendations for alternate technology options that meet the needs of the agency and can be supported at a lower cost or more efficiently.*

*Deadline: Written report to be submitted within 30 days of*

*notification, unless an extension is granted by the Deputy Director of Administrative Operations*

## GOAL 2: IMPROVE EMPLOYEE EXPERIENCE

ASP Goal 2 aligns with State of Arkansas Goals: Educate, Healthy, Grow, and Quality of Life.

**Measurable Objective 1:**                      **Improve agency communication**

**Measurement:**

- Quarterly newsletter published
- Total number of supervisors receiving Department-specific training and survey results
- Change (increase expected) in the number of employees actively participating in the AHELP program
- Lunch and Learn meetings/presentations are held at locations other than headquarters or are made available in an alternate format for all employees
- Completion of new employee orientation enhancements

Strategy 1:                                      Develop quarterly agency newsletter and disseminate to employees

*Strategy detail*    *The assigned employee will develop and coordinate an agency newsletter that will highlight announcements, employee accomplishments, retirements, unit spotlights, etc. The intent of this newsletter is to improve communication with employees and to allow for their input in items highlighted quarterly.*

*Deadline: January 1, 2018 – Develop format, submission procedures for articles/content, and submit plan to Deputy Director of Field Operations for approval*

*Deadline: April 1, 2018 – Produce the first quarterly newsletter*

*Future Due Dates: Quarterly publications will be published on the following dates – January 1, April 1, July 1, October 1 – each year beginning following the April 1, 2018 publication*

Strategy 2:                                      Using OPM and existing internal resources provide enhanced Department-specific supervisor training for all supervisors.

*Strategy detail* Supervisors are vital to carrying out the ASP mission, vision and core values. ASP should adequately train new and existing supervisors to carry out this role effectively and efficiently. During the strategic planning process, supervisor training was identified as an area for improvement. While certain courses are mandatory for supervisors based on Governor's Executive Orders, OPM policies, etc., additional training is necessary that is Department-specific. A Department-specific supervisor training course(s) should be developed and/or coordinated to ensure that it includes the following topics:

- Award nomination procedures (emphasis on ensuring that non-commissioned employees are considered for awards, not just commissioned officers)
- Submitting employee highlights for the new Department quarterly newsletter
- Effective communication with employees
- Providing informal recognition to employees
- Boosting employee morale
- Leadership qualities and expectations
- Conducting employee evaluations
- Department policies and the disciplinary process
- Ensuring at a minimum that quarterly meetings are held with employees to discuss performance improvement and efficiency recommendations for command staff

*Following the training, the supervisors should complete a survey to determine if the training was helpful and to provide feedback for any necessary improvements.*

*Deadline: July 31, 2018 - Identify/create training course(s)*

*Deadline: October 31, 2018 – Conduct the first training course*

*Deadline: July 31, 2019 - All current supervisors trained*

*Future Due Date: Future supervisors to be trained within nine (9) months of promotion or hire.*

Strategy 3: Educate employees regarding benefits of participation in the existing Arkansas Healthy Employee Lifestyle Program (AHELP) to increase ASP employee participation

*Strategy detail* AHELP was designed to support employees in making healthy lifestyle choices. During the strategic planning process, the communication and education about AHELP to employees was identified as an area for improvement. The assigned employee will develop strategies to ensure that all employees are familiar with the AHELP program and understand the state and agency requirements and benefits of participation.

*Deadline: June 30, 2018 – Implement revisions to the agency educational materials and communication*

*Deadline: July 31, 2019 – Report to Command Staff regarding the change in total ASP participants for previous year*

Strategy 4: Expand agency lunch and learn meetings to provide information about educational topics to employees.

*Strategy detail* Employees have requested that the Department expand the lunch and learns to employees in the field and not just those at headquarters. The Department will consider expanding the lunch and learns to other areas or making them available via electronic/digital media and/or providing recordings on PowerDMS for access by all employees.

*Deadline: June 30, 2018 – Add additional options for employees not stationed near headquarters*

Strategy 5: Enhance new employee orientation with development of expanded agency-specific details to better inform new employees of available programs, options and agency procedures/expectations.

*Strategy detail* Ensuring new employees receive vital information about the Department was identified in the strategic planning process as an area for improvement. While detailed information about employee benefits is provided to employees, more information about the division and units of the Department should be provided. The assigned employee should work with appropriate personnel to develop a comprehensive information source on the inner-workings of the Department that can be shared with new employees. The newly

*developed information can be delivered to employees using the PowerDMS system, which is accessible to all employees.*

*Deadline: October 1, 2018 – Develop material and make available to new employees*

**Measurable Objective 2:**

**Provide additional training to employees to improve agency operations**

**Measurement:**

- Completion and implementation of agency-specific civilian employee training plan/curriculum
- Number of employees that complete customer service training
- Number of trainings developed and administered through PowerDMS

Strategy 1: Develop civilian employee training plan

*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.*

*Deadline: June 30, 2018 – Identify position/funding*

*Deadline: Develop plan: 1 year from hiring or designation of civilian training position*

*Deadline: Begin plan implementation 6 months from approval of training plan*

Strategy 2: Develop customer service training agency-wide

*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 agency-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.*

*Deadline: April 1, 2018 – Develop training*

*Deadline: June 30, 2018 – Complete first training*

*Deadline: December 31, 2018 – Complete training agency-wide*

*Due Date: Future Training to be completed within first three (3) months of hire date*

**Strategy 3:**

Leverage the use of PowerDMS (agency document management system/tracking system for employee training) to administer training by utilizing courses built in the system that may include videos, PowerPoint, etc. and awarding certificates automatically to employees.

*Strategy detail PowerDMS allows the agency to develop courses inside the system and to award a certificate automatically at the completion of the course. This will reduce printing, postage and supply costs as employees can access their certificates in the system electronically rather than mailing a hard copy of the certificate to employees.*

*Deadline: September 1, 2017 – First training course published and administered in PowerDMS – Complete. Ongoing training courses will be published and administered in accordance with timelines established by training requirements.*

**Measurable Objective 3:**

**Develop Performance Improvement Program**

**Measurement:**

- Data analysis/reporting objectives and reports established.
- Assigned employees complete the avoidable crash training and the number of avoidable crashes decreases

Strategy 1: Assign personnel to conduct data analysis and reporting – reports forwarded to command staff for review and changes

*Strategy detail* The assigned employee will work with Command Staff to determine the types of data to be studied and the reports to be generated.

*Deadline: May 1, 2018 – Determine the types of data analysis/reporting needed*

*Deadline: December 31, 2018 – Complete first report*

Strategy 2: Develop driving training for employees with focus on causes of avoidable crashes.

*Strategy detail* Avoidable crashes lead to increased costs and employee injuries. Developing standardized training for safe driving practices focused on the most common types of avoidable crashes should lead to a reduction in crashes and thus a reduction in costs and injuries due to those crashes. The Department should identify those employees who are required to attend the training.

*Deadline: August 1, 2018 - Develop training*

*Deadline: June 30, 2019 – Complete training for identified employees*

## GOAL 3: IMPROVE AGENCY RECRUITMENT AND RETENTION

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

### Measurable Objective 1: Improve employee retention

#### Measurement:

- Exit interviews are conducted in accordance with plan
- Survey results are included in agency profile worksheet

Strategy 1: Conduct exit interviews for all employees

*Strategy detail* Exit interviews allow management to better gauge hiring needs, employee satisfaction and to identify areas for improvement. A formal exit interview process should be developed and conducted for all employees who terminate from the agency, regardless of cause.

*Deadline: January 1, 2018 – Implement standard exit interview process for all terminating employees*

Strategy 2: Survey employees to determine how they engage with the agency and what motivates them to carry out the agency mission, vision, and core values.

*Strategy detail* A survey to determine employee engagement is a good tool to help the Department determine what motivates employees to carry out the agency mission, vision and core values. The assigned employee should coordinate with DIS regarding a tool they have developed for this process. The survey should include the following:

- An area for employees to provide comments and suggestions for improvement
- Include a place for employees to identify beneficial training for their position
- Include the ability for employees to provide positives/complements for their section or unit
- Assure employees that the survey is anonymous and that their answers cannot be traced back to them

*Once the survey is complete, the results should be added to the agency profile worksheet for future planning.*

*Deadline: April 1, 2018 – Survey completed*

*Deadline: June 30, 2018 – Survey results summarized and added to Agency Profile Worksheet*

**Measurable Objective 2:**

**Develop competitive hiring package for recruitment by January 1, 2018**

**Measurement:**

- Uniformed personnel insurance benefits are retained through June 30, 2019
- Review and consider recommendations of commissioned recruiting committee after each recruiting cycle
- Job series currently approved are approved for biennial budget set to begin on July 1, 2019
- New benefits hiring packet is approved and added to agency website, social media sites, agency advertising and available in improved hiring packets
- Positions that could be stationed at locations other than headquarters for improvement in employee recruitment are relocated as appropriate

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 to uniformed employees at no cost to those 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 new efficiencies can be implemented to allow the plan to continue and if not, what other options exist.*

*Deadline: Research for this plan is ongoing until resolved*

Strategy 2: Review and consider recommendations from commissioned recruiting committee

*Strategy detail The recruiting committee meets before and after a recruiting cycle for troop school. Each year the committee makes recommendations to improve the recruiting and retention of new troopers. As the agency moves forward, this committee should develop specific strategies and recommendations to improve the recruiting process and that should*

*increase trooper retention.*

*Deadline: Ongoing with each recruiting cycle*

Strategy 3: Continue job series positions

*Strategy detail ASP has several positions that are in a “job series” to allow for streamlined promotions to the next level with a pay increases. These job series should remain intact as an available hiring incentive for employees. The assigned employee should work with DF&A to retain positions that are in job series.*

*Deadline: Ongoing each budget cycle*

Strategy 4: 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.*

*Deadline: December 31, 2017, develop information packet and post link on social media. This will be an ongoing task as revisions become necessary with any benefit changes.*

Strategy 5: Consider job locations other than headquarters for certain positions

*Strategy detail ASP should consider if allowing more options for office/job locations could increase the potential recruiting pool. Research should be conducted to determine if current positions are in the best location, or if multiple options for daily job locations could be considered. Offering more options for job locations may lead to cost savings for the Department.*

*Deadline: June 30, 2018, to identify positions and determine any options for alternate location*

**Measurable Objective 3:**

**Revise and improve agency recruitment efforts in the biennium**

**Measurement:**

- Recruiting information is positioned at each of the troop headquarters
- Announcements regarding recruiting efforts are published on the agency website and social media accounts and updated as necessary
- New recruitment methods are identified and implemented

Strategy 1: Evaluate establishing recruiting information/options at each ASP location

*Strategy detail* Every office of ASP should be stocked with recruiting materials and employees should be trained to assist the public who express an interest in working for ASP. Providing information, contact options, etc. at each job site should increase the pool of applicants and could lead to better relations with the public, as all employees become a recruitment arm of the Department.

*Deadline: Ongoing – to be completed before next recruiting cycle*

Strategy 2: Coordinate recruiting efforts with public affairs (social media, website, etc.)

*Strategy detail* Both the Recruiting Section and the Public Affairs Section should work together to implement effective strategies to ensure recruiting efforts are coordinated effectively. This may include fostering relationships with media outlets to invite media representatives to appropriate events to cover the hiring process, developing coordinated messages for the website and social media accounts, etc.

*Deadline: Ongoing – this should be developed by the beginning of the next recruiting cycle*

Strategy 3: 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.

*Deadline: Complete and implement prior the start of the next recruiting cycle*

## GOAL 4: EFFECTIVELY COMMUNICATE WITH PUBLIC

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

### Measurable Objective 1: Enhance the agency's social media presence

#### Measurement:

- Public Information Coordinator position is filled
- Recruiting video is completed and posted on website and social media accounts
- Social media include posts regarding the mission and key services of the agency
- Department will review and determine if other social media platforms would be effective to promote Department mission, vision and core values. If additional platforms are approved, the Department will begin using the new platforms while maintaining current platforms.

#### Strategy 1: Hire Public Information Coordinator

*Strategy detail* The agency sought and gained approval from the Governor's office to fill a vacant Public Information Coordinator position. The position was created by combining two positions, which resulted in a cost-savings to the agency. Once hired, this position will be responsible for video and photography assignments for the Department to enhance ASP's social media presence and production of materials for the agency.

*Deadline:* Position has advertised and since been re-advertised;  
*Ongoing until position is filled*

#### Strategy 2: Produce agency recruiting video

*Strategy detail* An updated recruiting video posted on social media expands the reach of ASP to bring in more applicants from the targeted groups. A recruiting video should express the mission, vision and core values of the Department.

*Deadline:* July 31, 2017 – Completed and posted to Department website on July 30, 2017

#### Strategy 3: Include pertinent information about our mission/key services on



social media

*Strategy detail* Social media is being used by the agency to engage the public with the ASP and is a very effective communication tool. Often times, visitors to ASP need information to ensure that they complete the proper paperwork, go to the proper location for services, etc. Posting more information on social media about key services regarding our mission should increase the public perception of the agency and assist them in locating necessary services.

*Deadline:* Ongoing process to ensure information is published and available to the public

Strategy 4: Explore additional platforms and maintain all current social media platforms used by the agency (Facebook, Twitter, Instagram, etc.)

*Strategy detail* ASP currently uses Facebook extensively for communication with the public. Incorporating other platforms of social media could expand the reach of the Department to more members of the public.

*Deadline:* June 30, 2018 to determine if any existing platforms are appropriate and to set up any accounts – this process will be ongoing with emerging technology

**Measurable Objective 2:**

**Continue/Expand Community Outreach Programs in the biennium**

**Measurement:**

- Number of community meetings/presentations conducted
- Number of presentations conducted at law enforcement association meetings/events
- PowerPoint is developed and provided to agency personnel to utilize for presentations and speaking engagements
- Department utilizes interns for special projects as appropriate
- Department establishes partnerships with educational institutions
- Key customer segments and stakeholders are clearly identified and surveyed to determine their requirements and expectations

Strategy 1: 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 considered to coordinate efforts to ensure that command level representatives are present at various public events and meetings.*

*Deadline: Ongoing process as public meetings/events are organized*

Strategy 2: Share Department information and make presentations at law enforcement association meetings and other law enforcement special events

*Strategy detail ASP has a vision to be 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.*

*Deadline: Ongoing as requested or the need arises*

Strategy 3: Develop an agency overview PowerPoint that could be shared by any agency employee when necessary

*Strategy detail In order for the Department to bring a consistent message to those we serve, it is vital for an agency overview PowerPoint, or similar tool to be developed. The overview should include key services, information about assistance that the Department can provide, etc. Any member of the Department asked to make a presentation could use this tool. While certain content may need to be personalized or added based on the type of presentation, having an easy to access tool for members would make this a much simpler process. A template should be developed and members authorized to use the template should be trained on the Department's expectations when they are making public presentations.*

*Deadline: December 31, 2018*

Strategy 4: 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.*

*Deadline: June 30, 2019 to determine options, develop procedures and train/provide information to supervisors regarding the options for using the internship program*

Strategy 5: 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.*

*Deadline: October 1, 2018 – determine possible partnerships and reach out to those schools. Ongoing – providing guest speakers, developing partnership goals, etc.*

Strategy 6: Identify key customer segments and stakeholders and determine their requirements and expectations of the agency and how the requirements differ

*Strategy detail During the planning process, the Department was asked to identify key customer segments and stakeholder to determine their requirements and expectations of ASP and to determine how those requirements and expectations differ among the segments and stakeholders. ASP will identify this information to be included in the next biennium's Agency Profile Worksheet. This identification should lead to a better understanding of the expectations of those outside of the Department and assist ASP in developing strategies to meet the needs with greater effectiveness and efficiency.*

*Deadline: December 31, 2018, develop list of key customer segments/stakeholders and complete a survey to those groups to obtain the necessary information*

**Measurable Objective 3:**

**Update/Upgrade agency website in the biennium**

**Measurement:**

- Department website is updated and includes instructions for primary services
- Tool to QA/QC the website is developed and implemented to ensure that information posted to the website is accurate

Strategy 1: Include instructions for primary services and ensure that those instructions are easy to locate on the website

*Strategy detail Primary services of the Department should include detailed instructions for the public and to ensure those instructions are easy to locate on the website. The Department is currently working with a vendor to ensure that the website is updated and includes the vital information for the public. Division Commanders should identify the most important information to be included on the Department's updated website and ensure that information is accurate and current at all times.*

*Deadline: This process has begun and is ongoing until completed*

Strategy 2: Develop mechanism to QA/QC website information

*Strategy detail A process should be established to submit edits to Public Affairs when there is a change to ensure that all key service data is accurate on the website. The process should include a method to conduct periodic quality checks to ensure that the data is kept current.*

*Deadline: January 31, 2018*

## GOAL 5: IMPROVE AGENCY EFFICIENCY

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

**Measurable Objective 1:** **Improve the Department's travel request, approval and reimbursement system**

**Measurement:**

- Multiple travel forms currently used are combined into one document/workbook
- Begin using PowerDMS to submit training requests

Strategy 1: Combine multiple forms into one form/workbook using Microsoft Excel

*Strategy detail* For employees to travel they must first complete a Travel Authorization Form. Upon returning from travel there are multiple forms that must be completed including a TR-1 (Travel Reimbursement Form), ASP 9 (Travel Reimbursement Claim Form) and the ASP 15 (Travel Expense Reconciliation Form), depending on how the costs were incurred and the need for any reimbursement. Combining the documents into one form/workbook and including a summary of the travel procedures within the workbook should streamline the process for employees.

*Deadline: December 31, 2018*

Strategy 2: Consider allowing employees to submit training requests/ documentation through PowerDMS

*Strategy detail* PowerDMS has a feature that allows employees to submit training requests and to attach documents with those requests. Allowing employees to submit requests in the system would allow the agency quick access to the requests, where they are in the approval process, and improve the efficiency of the process. This could also lead to a reduction in costs in printing of forms, fuel or postage to deliver forms from across the state to the Fiscal Section, etc. The assigned employees should evaluate if modifying the request process through PowerDMS would be possible and if it would be a cost savings to the agency.

*Deadline: May 1, 2018 make a determination (if a change is made the*

*process will be ongoing until completed)*

**Measurable Objective 2:**

**Utilize new Troop L Headquarters in Lowell, AR to expand Department service delivery**

**Measurement:**

- New Troop L Headquarters is completed and becomes operational
- Auto shop at Troop L is operational
- Space at Troop L for other agencies is occupied and operational

Strategy 1: Complete construction and begin operations in new Troop L Headquarters building

*Strategy detail The current Troop L Headquarters located in Springdale, Arkansas was built in 1984. The State approved several capital projects for the Arkansas State Police to build new troop headquarters in certain locations. The new Troop L Headquarters must be completed in order to utilize the building to expand ASP services in northwest part of the state.*

*Deadline: The bid process is ongoing. The project deadline will be set once the lowest bidder provides an agreed timeline to ASP.*

Strategy 2: Provide an ASP Auto Shop at the Troop L Headquarters to reduce the mileage and fuel costs of troopers traveling to Little Rock for routine vehicle service.

*Strategy detail ASP will operate a second auto shop at the new Troop L Headquarters to reduce mileage, employee time, and fuel costs. Currently, troopers must bring their vehicles to Little Rock or to other approved private vendors for routine maintenance on the fleet. Having a second location should reduce costs for ASP for certain routine maintenance that can be performed in house. With a second location troopers who are closer to Troop L can take their vehicles there for service. This could also reduce the wait time for vehicles that are in a queue for service.*

*Deadline: The use of this facility will be dependent on construction completion timelines.*

Strategy 3: Utilize space at new Troop L Headquarters for agency sharing to improve efficiency.

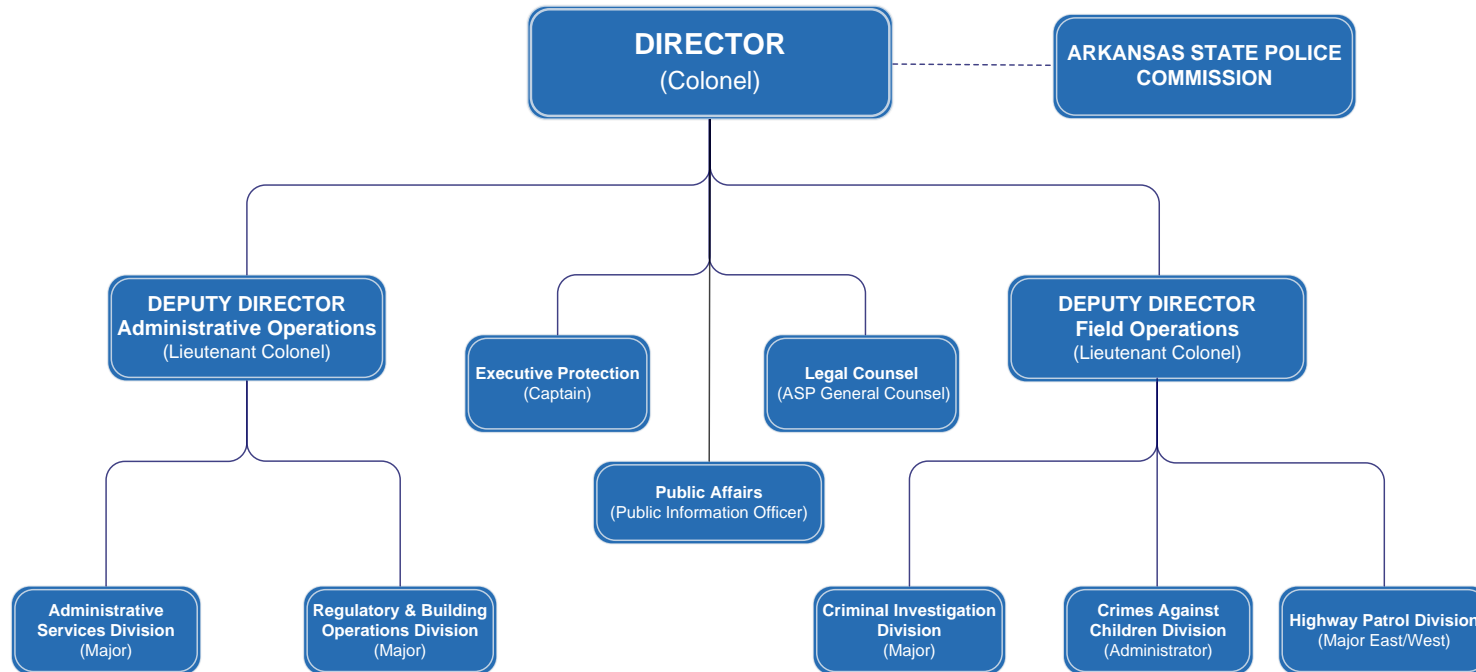
*Strategy detail* The Troop L Headquarters, which totals 35,000 square feet, was designed to be a shared space with other agencies to improve efficiency. Assigned employees will work with other agencies to determine the best use of the space constructed.

*Deadline:* The use of the space by other agencies is dependent on construction completion timelines.



# ARKANSAS STATE POLICE

Organizational Chart



Revised 07/12/2017