

Arkansas Department of Finance and Administration

Strategic Plan

FY 2018 – FY 2019

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ARKANSAS DEPARTMENT OF FINANCE AND ADMINISTRATION

FY 2018 – FY 2019 STRATEGIC PLAN

MISSION: Provide responsive, cost-effective and timely support services to Arkansas policymakers, public agencies, and state employees as they serve Arkansas’s citizens.

VISION: Bring appropriate, innovative, and efficient operating practices to Arkansas government.

CORE VALUES: Efficiency, Customer Service, Professionalism, Responsiveness, Integrity, Teamwork, Innovation, Communication

1. CUSTOMER SERVICE: PROVIDE PROFESSIONAL, RESPONSIVE AND INNOVATIVE SERVICES TO OUR CUSTOMERS

This aligns with the Governor’s goal for the State of Arkansas: Efficient and Responsive

Measurable Objective 1: Increase the availability of State services through innovative technology solutions.

Strategy 1: Increase the number of Revenue Office services available online.

Office of Driver Services, State Revenue Offices Administration, and Office of Motor Vehicle Administration will work together to implement the business processes and programming necessary for the renewal of drivers licenses and issuance of license plate types online. The Department will also assess staffing needs as work shifts as a result of online services utilization from the local revenue offices to the location(s) that will process online requests. In addition, the agency will train staff on online services and work to minimize the risk of fraudulent online transactions.

Strategy 2: Enhance the features and services available through the Employee Benefits Portal.

Turn the benefits website into a full-service portal that will allow 24/7 access to information. Including: submission of documents, visibility of member information, out-of-pocket expense, deductible, and benefit plan details. Consider cost benefit of upgrading current platform vs. investing in new platform.

Measurable Objective 2: Reach and respond to our customers through new media channels.

Strategy 3: Establish and maintain a social media presence using the appropriate platforms.

Utilize social media to communicate information with citizens. Create Pages/Accounts for front line DFA Services. Use these accounts to increase utilization of online services. Assign person(s) responsible for creating content and updating accounts regularly. Track citizen interactions.

Strategy 4: Provide more timely and accessible information to our customers with a customer-centered website.

Migrate DFA to a new site that is mobile friendly and add or improve existing customer portals. This will include portals to online services. Use actual utilization data to connect consumers with the information they need more quickly. These changes will lead to a website that better serves the citizens. Continue to track utilization data including duration of visit.

2. MANAGEMENT: LEAD STATE GOVERNMENT IN THE PURSUIT OF EFFICIENT AND ACCOUNTABLE STATE AGENCY OPERATIONS

This aligns with the Governor's goal for the State of Arkansas: Efficient and Responsive

Measurable Objective 1: Provide enhanced training opportunities for state agencies.

Strategy 1: Build a comprehensive curriculum to help state agencies develop all skill sets needed to Implement best practices.

A comprehensive approach to training state agencies is needed in order to give employees the building blocks they need to develop and implement best practices for their agencies. This training will provide agencies with clear contacts and strengthen inter-agency coordination. Basics would be covered for OPM, Budget, EBD, Accounting, Procurement and Internal Audit.

Strategy 2: Increase visibility for training opportunities currently offered.

Training topics can be difficult to locate. Office of Personnel Training will identify and apply additional methods of advertising to connecting state employees with beneficial training. Track enrollment numbers.

Strategy 3: Offer additional AASIS transaction-based training.

Additional and more accessible job-specific training is required to help replace lost knowledge due to turnover. Prioritize training around areas with costly back-end fixes. Partner with AETN to video-record training sessions.

Measurable Objective 2: Provide tools to agencies to help retain and recruit skilled staff.

Strategy 1: Create uniform statewide personnel policies and analyze agencies' policies.

Act 365 of 2017 established the State's new pay plan and charged DFA Office of Personnel Management with creating uniform personnel policy and reviewing state agency personnel policies. Staff will analyze agencies' policies and ensure changes to policies are in line with uniform policy. This will require extensive training of staff and all state agency management to ensure uniform implementation.

Strategy 2: Implement a new online employee performance evaluation system.

The Office of Personnel Management is launching an online personnel evaluation tool April 2018 to tie salary administration to performance. This will require extensive training of staff and all state agency management to ensure uniform implementation. Merit pay increases will be a powerful tool to retain skilled employees statewide.

Strategy 3: Pilot a future CFO internship program.

The department will develop an internship program to grow new talent to be utilized in agencies across state government. The course would include scheduled work with the Office of Accounting, the Office of State Procurement, the Office of Budget and the Office of Personnel Management. Interns will be tested at the end of the course to determine their readiness to implement the course materials. The Department will develop the course work, tests, and designate those responsible for selecting and training candidates. The first course will begin in fiscal year 2019.

Measurable Objective 5: Help agencies identify and mitigate internal risks.

Strategy 3: Develop and Implement a new tool to allow agencies to self-assess internal risks.

September 2017 DFA Office of Internal Audit will launch an online tool to help state agencies work proactively to mitigate internal risks before fraud or audit findings occur. Issue instructions for use. Train internal and external staff. Ensure that control activities are properly documented. By June 30, 2018, complete and review issued recommendations to the 21 agencies listed in the FY18 Internal Audit Plan

3. SUPPORT: DELIVER TIMELY AND ACCURATE RESEARCH AND REPORTING TO POLICYMAKERS

This aligns with the Governor’s goal for the State of Arkansas: Efficient and Responsive

Measurable Objective 1: Provide more accurate and timely reporting for revenue collection and forecasting.

Strategy 1: Economic forecasters will have enhanced access to data.

The Office of Economic Analysis and Tax Research will now have access to Arkansas’s Integrated Revenue System (AIRS). Additionally, working to strengthen/build relationships with peer groups that will give EATR access to more methodologies and data from other state. Comparison of how quickly information can be updated with new system access vs. old access.

Measurable Objective 2: Improve the State’s capital planning and Capital Projects Budget Request process.

Strategy 1: Begin developing an improved process for Capital Project Budget Requests.

Develop a capital project budget requests process that utilizes both the Office of Budget and the Division of Building Authority. The new process will allow the Department to present a comprehensive picture showing both the initial investment and ongoing cost of capital projects. This process will provide additional information to policy makers and state agencies as the state procures capital projects.

4. EFFICIENCIES AND RESPONSIVENESS: LEVERAGE STATE RESOURCES TO DELIVER RESULTS FOR ARKANSAS TAXPAYERS

This aligns with the Governor’s goal for the State of Arkansas: Efficient and Responsive

Measurable Objective 1: Develop or improve state-wide systems to support efficiencies.

Strategy 1: Develop E-Procurement Services.

Office of Procurement is working to complete supportive projects to facilitate the successful statewide launch of E-Procurement in 2019. Clean up of master data, Procurement Guide development, audit agencies’ current procurement policies, and document management system. Pilot program will include DFA and DHS to launch in 2018.

Strategy 2: Continue roll out of Empowering Arkansas State Employees (EASE) system and potential enhancements.

Continue to increase AASIS participation through expanding the use of the Fiori apps to access the system from PCs and mobile devices. Additional functionalities for the programs are being identified.

Explore potential funding, including a combination of internal and external funding. By 2019 the Department will

Strategy 3: Discuss improvements to the Planning, Budgeting and Administrative System (PBAS).

Identify needed improvements to make the State's antiquated budgeting system more efficient. Work with stakeholder groups to ensure the new system meets all needs. Assess the cost of replacing the system vs. updating the current system. Run budget system module testing.

Strategy 4: Update State Agency Vehicle Administration (SAVA) system.

Improvements to the State Agency Vehicle Administration system will allow DFA to help track fleet utilization and review requests for additional State vehicles. This system is maintained by DFA for use by all state agencies. Transportation is an area of the state in which potential efficiencies may be realized with additional reporting/tracking.

Strategy 5: Electronic Capital Project Plan Review Process

The Division of Building Authority will begin working to provide state agencies an electronic system to submit capital project plans to the Design Review Section. An electronic system will lead to efficiencies as agencies will no longer have to submit printed plans for review. It will also allow for more responsive turnaround times. The Division will track average response times for projects.

Measurable Objective 2: Improve the accuracy and timeliness of responses.

Strategy 1: Establish a DFA central call number.

Provide a centralized call number manned by staff that are knowledgeable in all areas of DFA to resolve customers' issues more efficiently. Currently staff are pulled from critical tasks to find answers to questions best answered in another area of the Department. Track duration of calls, number of calls.

Strategy 2: Enhance internal training.

Cross-train DFA Management Services employees so they are aware of the duties and resources of the other DFA offices. Develop a desk reference manual with contacts for agency questions. Implement a second phase of new management services orientation to facilitate interoffice relationships.

Strategy 3: Update forms to reduce duplicated efforts and errors.

Many of the Departments forms are outdated and could be improved for clarity. Correcting these forms and working towards developing electronic smart forms and online applications would help reduce human error and decrease processing time. DFA will look into utilizing extra help or interns to begin the process.

Measurable Objective 2: Sustain and improve efficient operations of the Department.

Strategy 1: Lead by example with the continued lean operations of DFA.

The Department will work to continue to keep administrative overhead costs below 10%. With implementation of technology solutions, the Department will evaluate staffing needs and shift human capital accordingly.

Strategy 2: Reduce the number of printed notices.

Currently the state sends a number of outdated or unrequired notices to citizens and state agencies. The Department will look to reduce the number of printed notices to save on print and postage. The Department is exploring more cost-effective methods for processing outgoing mail.

Strategy 3: Continue administrative support of the divisions of DFA governed by their own boards and commissions, or that are constitutionally separate.

The Department contains several offices that are governed by a board, commission or the Governor. The Department's Office of Administrative Services has been able to support the administrative functions of these offices leading to efficiencies. The Department will continue to look for efficiencies and ways to use the economies of scale to cut costs as well as support the functions of all state entities.

Measurable Objective 3: Maximize the collection of state revenues.

Strategy 1: Establish an after-hours collections phone number.

Continue successful after-hours collection pilot program by the Office of Field Audit. Hire full-time staff. Inform public of extended hours to call. Track payment plans established by after-traditional-hours' contacts. Consider expanding to other areas of collection.

Strategy 2: Identify and implement new and existing tools to enhance revenue collections.

DFA Division of Revenue will purchase new technology that will allow for more accurate communications with taxpayers. Total cost of system is \$300,000 annually. Updated contact information is expected to lead to a substantial increase to payment plans and revenue collections.

Strategy 3: Increase intra-agency collaboration on revenue collections.

DFA Offices have identified and are pursuing additional means of collaboration to enhance revenue collections for the State. Office of Motor Vehicles and State Revenue Office Administration are working to establish a business process to review temporary tags.

Strategy 4: Research potential return on investment of additional staff for collections.

The Department will assess current collection needs to determine if additional staff are warranted. This research will include: cost benefit analysis, identifying needed skill sets, securing funding, and tracking revenue collections.

Strategy 5: Leveraging Employee Benefits Division's buying power.

The Employee Benefits Division has begun working with 3rd party vendors to generate revenue for the state from the sale of 3rd party products. These additional revenues would be tracked by the department and deposited into the Employee Benefits Trust. During the 92nd General Assembly, DFA will work on the legislative changes necessary to enact these changes.

5. SAFETY: PROTECTING THE PUBLIC'S SAFETY AND WELFARE

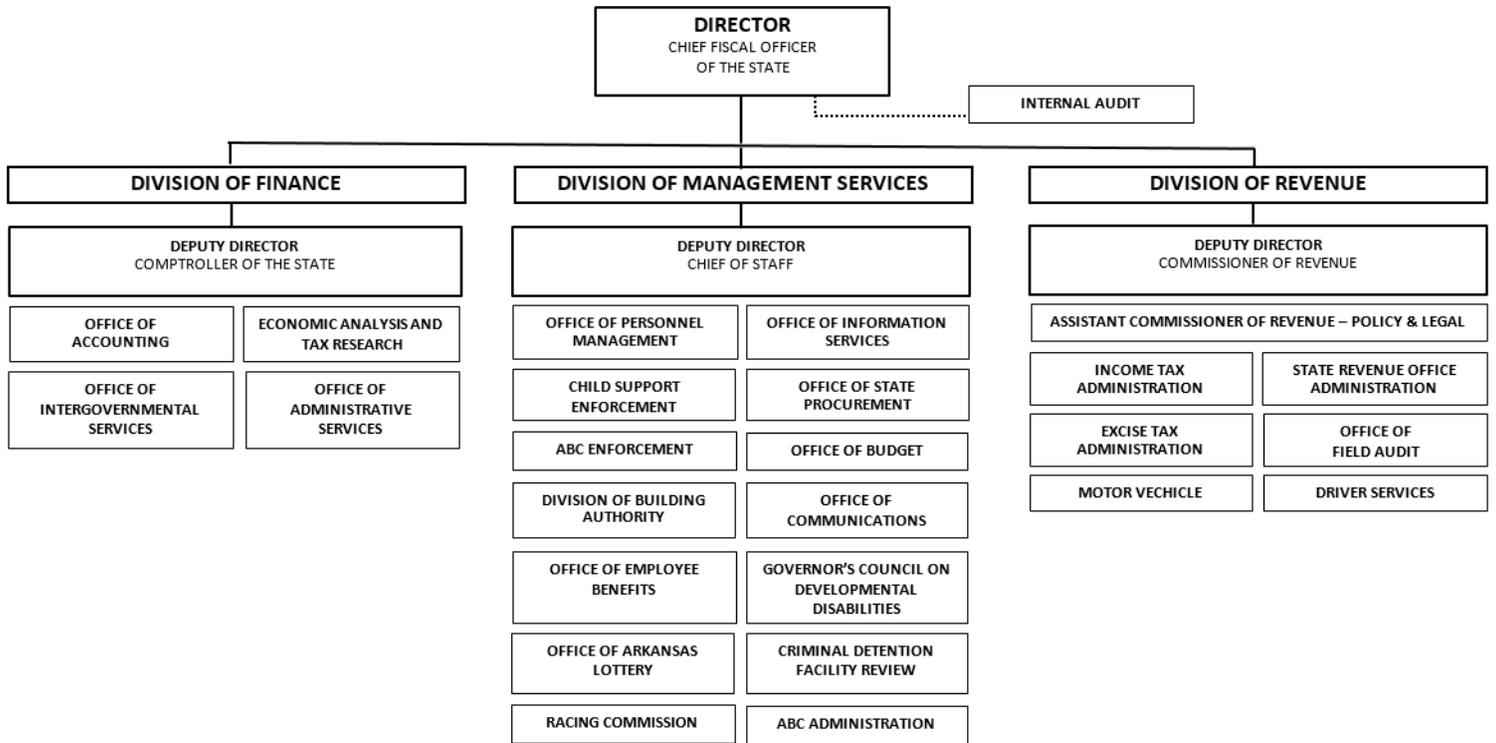
This aligns with the Governor's goal for the State of Arkansas: Safe

Measurable Objective 1: Improve and enhance the resources and tools available for regulatory responsibilities.

Strategy 1: Enforcement operations for medical marijuana.

Alcohol Beverage Control Enforcement Division is working to develop polices, help educate local police forces, and procure technology and resources needed to regulate the Medical Marijuana Amendment. Will need to assess staffing levels, train staff, and work with the Health Department on utilizing the "Seed to Sale" systems.

ARKANSAS DEPARTMENT OF FINANCE AND ADMINISTRATION OPERATIONAL ORGANIZATION CHART



ADDITIONAL PLAN INFORMATION:

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