

Transformation Wins

September 2019

Department of Transformation and Shared Services

Division of Building Authority:

- Decrease in Energy Usage. Overall there was a 1.7% decline in total Million British Thermal Units (MMBTU) compared to last year which equates to 39.29% decline from 2008 (baseline). Notable improvements in total MMBTU are as follow:
 - 900 W. Capitol decreased by 12.7% which is all electric. We believe this to be due to the LED upgrades.
 - Natural Resources Complex decreased by 12% which reflects operational changes along with placing VFD's on cooling towers. This was somewhat of a surprise with the increased occupancy.
 - Overall cost shown indicates we spent \$1,432.00 less than the previous year and \$1,085,222.00 less than baseline.

Employee Benefits Division:

- EBD has used its size in leveraging better rates for our health plan contracts. In doing so, EBD can share these contacts with other State entities, most recently State Police. EBD and ASP worked together to allow for reduced rates on claims. The new plan eliminated the need to outsource 1096 IRS reporting as well as eliminates the need for an outside health plan consultant. The projected savings the first year is \$1-\$1.5 Million.
- EBD has been able to reduce cost for Prior Authorizations services to its members at a savings of \$190K per year. These services were included in an existing contact at no additional cost.
 - A prior authorization is an approval that is given for a medical procedure before it is provided to the member. Prior Authorization criteria is based on clinical evidence and helps control unnecessary procedures and costs.

Department of Agriculture

- Reduced the Department's general revenue budget by more than \$1 million from FY15-FY18.
- Relocated the Forestry Division staff from an office on Roosevelt Road that was too large and had high utility costs to headquarters office. Sold the Roosevelt Road building for \$150,000 and are saving \$58,000 annually in utility and maintenance costs. Seeing more staff interaction and efficiencies be being co-located.

Department of Parks, Heritage and Tourism

Division of Arkansas Heritage:

- General Revenue Savings: The Division of Arkansas Heritage (DAH) turned back a total of \$1.373 million in General Revenue from state FY15 to FY18. DAH returned \$726,025 in FY18 and projects to return a similar amount for FY19
- Personnel Cost Savings: DAH reduced personnel costs by 10 percent between FY15 and FY17, saving more than \$1 million. DAH has maintained these reduced personnel costs while absorbing the implementation of the new pay plan and the performance-based compensation system. DAH experienced a 1.3 percent personnel cost increase in FY19 that was well below the anticipated increase of up to 3 percent from performance-based salary increases.

- **Position Alignment:** Since 2015, the DAH has realigned support functions to promote greater efficiencies while providing better support for all divisions. DAH has surrendered 9 full-time positions and 19 extra help positions since 2015 for a savings of more than \$545,000. The communications and business operations teams were realigned within the central office to ensure dedicated teams provide consistent service delivery across multiple divisions.
- **Fleet Efficiencies:** DAH analyzed fleet/vehicle usage and as a result surrendered 3 vehicles to M&R and made two others available to other DAH divisions. DAH has implemented Fleetshare, a web-based vehicle management solution, for use as a reservation system and as a tool for tracking vehicle use/cost. Fleetshare also helps support safe operation of vehicles and prohibits unauthorized use, making it a deterrent for misuse or theft.

Department of Public Safety

- All Department of Public Safety (DPS) vehicles are now being serviced at the Arkansas State Police auto shop in Little Rock. DPS has also started working on all DPS vehicles in the Camden area at the ALETA auto shop in East Camden.
 - In the past, the State has paid as much as \$80 for an oil change in South Arkansas, and this change allows us to change oil for approximately \$18.
 - DPS is rebuilding a motor for an ACIC vehicle for approximately \$1,000 whereas that cost would have been upwards of \$6000 if taken to a local shop.
- The DPS Auto Shop in Lowell is currently receiving tools and equipment and they expect it to be fully operational in the next 30-40 days. Once that opens they will be able to address vehicle maintenance issues for all DPS vehicles in Northwest and North Central Arkansas.
- In one week, DPS saved \$5,986.61 on vehicle maintenance by doing it in house.
- DPS is utilizing the LESO program to locate needed supplies and equipment resulting in cost savings; Since July 1, 2018, DPS has received more than \$300,000 in equipment and supplies.
- Utilization of the ASP videographer for recording online courses for use through the CLEST LMS. In the past, we have struggled with having adequate resources for recording and editing videos. This collaboration allows us to utilize existing resources to meet the goals of the online training program.

State Police:

- Terminating three leases due to new headquarters in Troop L for an overall savings of \$36,088.
- Obtained a program from Motorola that allows trained personnel to program all ASP Motorola mobile & handheld radios rather than a 3rd party vendor such as Grace Communications. Estimated cost savings since implementation in 2015: \$410,000

State Crime Laboratory:

- **Lowell Regional Laboratory.** The ASCL has been provided an opportunity to partner with the Arkansas State Police (ASP) in the new troop headquarters in Lowell, AR. Having a satellite laboratory within this facility will enable the ASCL to provide critical services of Toxicology and Drug analysis in a more efficient manner for the ASP and all NWA law enforcement agencies. This new laboratory will provide better service to all our criminal justice partners in Northwest Arkansas, making our overall service to the entire state more efficient.

- Digital Evidence merger between Arkansas State Police and the Arkansas State Crime Laboratory. This merger will eliminate our departments for purchasing redundant equipment, saving the state thousands of dollars in both equipment and continuing education. This merger also enables 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 provides: 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, detailed forensic reports and expert witness testimony
- 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.
- Since the demand for Digital Evidence is increasing, the Arkansas State Police and the Arkansas State Crime Laboratory have consolidated space and resources in order to become the states premier resource for Forensic Digital Evidence analysis. This merger eliminates the purchasing of the same equipment, saving the state thousands of dollars. This merger also enables all law enforcement to gain access to the most up-to-date digital evidence technology in order to solve crimes. Overall, this partnership has been a tremendous success regarding equipment and training expenditures.

Commission on Law Enforcement Standards and Training:

- Following extensive “clean-up” legislation in the 2017 session, CLEST conducted and completed a comprehensive rule review. Twenty of the thirty-four Regulations, and fifteen of our twenty-two Specifications, were revised and updated. While most of these revisions were simply “clean up” revisions, many lend to a positive financial impact for the State of Arkansas. None of the revisions or new Regulations/Specifications created a negative financial impact on the State. The revisions offer a more comprehensible, efficient, and legally sound rule book for governing the certification and training of law enforcement officers. Following the 2019 legislative session, CLEST is currently undergoing additional extensive rule revisions in order to comply with legislative changes. Approximately 25 rules were repealed.

Arkansas Department of Emergency Management:

- Streamlined application process for Fire Services. New online fire service portal - online application process for in-state Fire Departments to apply for Act 833 grant; streamlined the application and certification process for Act 833. Portal also enables data collection from the State’s 900 fire departments (i.e. location, equipment, and special operations to assist with Statewide Mutual Aid).

Department of Human Services

- Shared Procurements – OP analyzed existing agreements and similar service arrays across the Department to identify opportunities where it would be advantageous for divisions to “partner” to get the best value. The best example is our recent bulk buy of computers for

the Department, saving about \$241,000 by buying computers together rather than in each separate division.

- Enhanced mobile device security, reduced costs – In August 2018 the centralized IT office began a project aimed at enhancing mobile security while reducing the cost for the agency's mobile phones and other devices. The first step was to migrate almost 1,700 AT&T smartphones from AT&T's business platform to the company's government and emergency responder platform. This move positioned Department smartphones for priority service in the event of an emergency, lowered the monthly rate of all phones, tablets, and MiFis on the account, and removed monthly limits to data and voice usage, making all voice and data plans unlimited. Verizon, which provides more than 300 of the Department's smartphones, quickly followed suit and matched AT&T's prices and unlimited data plans. These moves reduced monthly AT&T costs from an average of \$87,000 per month to less than \$68,000 per month, while lowering Verizon costs from more than \$28,000 per month to about \$25,000 per month. IT also enrolled all phones in AirWatch, a mobile device management platform that enabled us to configure the devices with security profiles before they were delivered to the users. AirWatch also allows for asset inventory and over-the-air configuration of email, calendars, and other apps, as well as enabling remote troubleshooting and remote lock and wipe capabilities to secure devices and the data on them.
- Conversion to electronic records - In May 2018, the DHS Office of Human Resources (OHR) embarked on a large-scale document scanning project designed to move the agency from a paper-based HR system to a digital, searchable system. Three existing employees scanned in personnel records for over 7,400 employees in addition to their regular job duties. Two additional staff reviewed scanned documents and paper records to ensure all documents were scanned and to serve as a quality reviewer. As a result of this work, OHR emptied large areas of office space that had been used as paper storage files. That office space has been repurposed for use for the DHS emergency support function team, which can be activated during a disaster as was the case with the flood in May 2019. This scanning effort is now expanding to other parts of the organization to optimize space and reduce paper storage footprint, including a goal of reducing the number of storage units the Department leases to hold records.
- In 2018, Division of Child and Family Services (DCFS) at DHS began an effort to reduce mileage cost. By monthly reporting of mileage reimbursement for every employee plus the use of the division state vehicles, DCFS reassigned underutilized state vehicles that needed them most. DCFS was able to purchase five new vans so staff could transport large sibling groups in one vehicle rather than in multiple cars.
- DCFS also implemented a more restrictive travel policy in November that included a requirement to file the TR-1 within 30 days of travel, increased supervisor approval for vicinity miles, and a requirement that staff must submit a form stating a state vehicle was not available to drive in order to receive reimbursement. This result in a FY19 savings total of \$1,074,704.

Department of Education

- The Arkansas Library System was hosting a popular author in three different book signing events. Organizers were fearful of a dismal turn-out due to the lack of awareness. The creative team at ADE created a video used on social media to generate awareness and interest in the event. The video created overwhelming interest and all three locations were at capacity

with a combined wait list of 600 people. The event was so well-attended, the author's publisher asked for recommendations for future use.

- The creative team at ADE again used a video to inspire confidence and buy-in for the internal stakeholders of the agency. The theme, Together We Are will be used to help brand initiatives and projects from the transformed agency of ADE.

Department of Energy and Environment

- Reduction of lease costs and operating costs by realigning regional offices with existing department owned and managed buildings. The Division of Oil and Gas Commission and Environmental Quality maintain offices in multiple locations throughout the state. TO realize savings from lease agreements and operating costs, some offices can be combined without loss of services. Within five years, a cost savings of one million dollars can be achieved by simply using facility space.
- Expanded utilization of available federal dollars by using in-house laboratory facilities and capabilities instead of hiring third part laboratory. Geological survey received a federal grant to research issues on the Spring River that include water chemistry. As a result of transformation and alignment, the Division of Environmental Quality (DEQ) was able to provide laboratory support in-house that reduced lab costs by sixty-six percent. These savings allowed reallocation of federal dollars to increase effectiveness of sampling efforts. After comparing the cost per test at third-party laboratories, DEQ's costs for water quality tests are significantly lower saving a division within Energy and Environment thirty-one to ninety-four percent for certain analyses.

Department of Health

- Text Appointment Reminders. In 2017, the Arkansas Department of Health (ADH) began implementing text appointment reminders to patients through a software that integrated with the Electronic Medical Record (EMR) scheduler ADH uses. Patients have the ability to opt out of the service. Prior to using this system, Local Health Unit (LHU) staff were manually calling and texting patients about appointments. There is an average of 2,000 appointments statewide, so this was a labor-intensive task. Since beginning this system, our statewide rate of patients who attend their appointments has increased from 70% to 75%.
- Extended Clinic Hours in Local Health Units. LHUs across the state are offering extended clinical hours until 6 p.m. one day per week. This initiative was started as a pilot in the summer of 2018 to improve customer service and patient access. Currently, at least one LHU in each county has extended clinical hours. These extended hours allow LHUs to have later appointment times available for patients who are working, attending school, or have a lengthy travel time to the nearest LHU.
- Customer Satisfaction Surveys. Beginning in January 2018, electronic customer satisfaction surveys are sent to all LHU patients once they have completed their visit. A link to the survey is sent via text through the same software used for text appointment reminders. Surveys are not sent to any patient requesting confidential status, and an opt out feature is included in the text. Approximately 1000 surveys are sent each working day, and the ADH Center for Local Public Health receives about 50 survey responses per day. In the year and a half since this survey has been used, over 18,000 survey results have been received. The Center for Local Public Health and LHUs use this data to identify areas needing improvement.

Department of Inspector General

- In 2018, OMIG discovered that the unit definition and reimbursement rate in the Medicaid Provider Manual for non-sterile gloves was confusing and caused many providers to greatly overbill Medicaid. In June of 2018, OMIG sent 166 courtesy letters to durable medical equipment/prosthetics providers to clarify the unit definition and reimbursement rate. Additionally, OMIG recommended that DHS review the fee schedule and unit rate for reimbursement, which it did. The results were rather dramatic. In August, OMIG reviewed data to determine the cost savings from that simple change. For State Fiscal Year 18, Medicaid paid providers \$2,324,087.43 in claims for nonsterile gloves. In State Fiscal Year 19, after the letter campaign, the Medicaid program paid \$1,002,510.10 for the same product. This constitutes a savings of over \$1,300,000 in a single year. Over the course of five years, the savings will be more than \$6,000,000.
- The Department of Inspector General analyzed the use of fleet vehicles and determined it is more cost efficient to turn-in three cars. The reduction in cars will have the following results:
 - DIG will immediately save \$1500 per year in insurance.
 - DIG will save up to \$3300 per year in parking.
 - DIG will return \$7500 to \$10,000 cash to DIG's books.

Department of the Military

- Recycled 478 tons of material in FY19. It would have cost \$33,480.23 to take it to the landfill, but the Military recycling center made \$273,208.15 by using advanced recycling methods and technology.
- Purchased a wire stripper in 2018 for \$599, since then have stripped over 7,000 pounds of #1 copper wire and profited over \$14,700.

Department of Labor and Licensing

- Moved to automated payment processing of inspection payments in the field. Elimination of handling checks and money orders, invoicing and risk of losing payment. More efficient deposit process now with automated daily reports of transaction history. Inspectors are now able to accept debit and credit card payments.
- Boiler inspections are now completely digital in the field, signature of citizen is procured on-site and completed inspection report is delivered to agency and to the citizen immediately. Paper and postage is no longer required and no more time delays associated with handwritten inspections via mail.
- In 2016, the Department of Labor set out an aggressive transformation program targeting all aspects of operations. They followed a five-part transformation model: digitize documents, organize content, automate process, streamline processes and transform processes. Department leadership invested in new technology and demonstrated discipline to overcome obstacle after obstacle. With 17 business units and oversights of tens of thousands of inspections and claims every year, the department was awash in paper and the costs and delays that go with it. Before transformation, they had accumulated an entire floor of filing cabinets, at one-point document storage occupied more office space than people. In addition, field inspectors, relied on paper and postal services to send documents around the state. All of these documents would then have to be hand-keyed back into the system- nearly 30,000 inspection reports alone went through this inefficient process. The department has

seen dramatic results from digitalization, it has resulted in 164 processes digitized to date, with over 21,300 transactions flowing through them that were formally on paper. They have digitized over 4 million documents, eliminating 398 filing cabinets and the rented office space they occupied, saving the state \$78,000 in rent each year. Over 50,000 checks have been scanned. Wage claims are 120 days faster than before. Field inspections are completely digital, a 60% reduction in total inspection processing time, and many inspectors are accepting credit card payments in the field. Lost wages are paid out 90 days faster.

Department of Commerce

Aeronautics:

- Estimated Cost Savings \$40,000- In the past the Arkansas Department of Aeronautics supplied pilots and other interested parties state airport directories and vital aeronautical charts via paper. Through the proliferation of electronic device use in modern life and in partnership with Governor Hutchinson's initiative to streamline services, the Division of Aeronautics has shifted focus to delivering state airport directories and vital aeronautical charts electronically to pilots and other interested parties. As a result, the agency has saved over \$38,000 in printing costs since 2017. In 2018, the Aeronautics Commission followed suit and opted to use iPads and cloud services for monthly meeting materials versus paper; and the agency began electronic submission of monthly grant materials to applicants and state legislators. This subtle change has contributed to significant savings in postage costs, printing, color copies, and paper, saving roughly \$500 annually. The Division of Aeronautics is committed to reviewing for cost savings and striving for efficiency.

Arkansas Economic Development Commission:

- AEDC to Save \$8,500 in General Revenue Just by Parking State Vehicles in a Different Lot-AEDC paid \$8,500 annually to park their state cars and they need to find a way to reduce that fee. AEDC relocated all of the state cars to the green lot because they pay for enough spaces with their lease to cover their fleet. They will not be paying for parking in the Blue and Orange lots which will save the agency approximately \$8,500 of GR.
- Rent Savings- As a result of the mergers of the Department of Rural Services and the Arkansas Science and Technology Authority into the Arkansas Economic Development Commission, services to the citizens and the state have remained intact and the processes have been streamlined. \$136,084 in annual rent was saved by consolidating all employees into one location.

Arkansas Insurance Department:

- Personal Savings- At the start of the new administration in January 2015, there were 192 employees working at the Arkansas Insurance Department. Through the start of Fiscal Year 2020, AID has reduced staff to 155 employees which has resulted in a payroll savings of \$805,170.
- Facility Rental Savings- The Arkansas Insurance Department currently pays rent to the Arkansas Teachers Retirement System for its offices. In 2016, the Department moved a division housed in another building back into the Department's main building. This saved on \$80,000 on annual rent.
- OptIns- In 2016, AID's in-house computerized tax-payment system was becoming obsolete and subject to increasing technical failures. AID had the choice to use in-house programmers to create a new system or use an outside vendor to process tax payments. Instead, AID chose to move its entire tax payment system to the OptIns service provided by the National Association of Insurance Commissioners (NAIC). As AID is a member of the

NAIC, this product is provided to the state free of charge. This system is now used for all tax transactions. Savings of \$3,000,000 in FY17, FY18, FY19.

- AHIM- The Arkansas Health Insurance Marketplace (AHIM) was a private entity governed by a board of political appointees that had a 1.25% user fee on all private individual market and Arkansas Works. As part of the Governor's vision for transforming state government, the transfer of the Arkansas Health Insurance Marketplace (AHIM) from a private entity governed by a board of political appointees to the Arkansas Insurance Department (AID) has produced an immediate result in savings for Arkansas health marketplace policyholders and the state's taxpayers by containing Plan Year 2020 costs for the Arkansas Works Program. All four insurance companies participating in the Marketplace reported how the elimination of the 1.25% AHIM user fee on all private individual market and Arkansas Works were factored into their rate requests for Plan Year 2020. The elimination of the AHIM User Fee due to the Marketplace being placed under the AID budget results in a \$13,143,975 reduction in premium cost paid by consumers and taxpayers in Plan Year 2020.

Arkansas Securities Department:

- Arkansas Securities Finds Cost Savings in Utilizing Department of Workforce Service's Print Shop- Arkansas Securities was running low on division letterhead and was needing to shop around to find the best price. All price quotes seemed to be too high. Running low on division letterhead, the Securities Department was in need of short-term, high quality printing assistance. The Department of Workforce Services has a print shop that met that need with a high-quality product at a better price than what had been paid on a previous contract and with quick turn-around. The Securities employee wrote, "We have our first efficiency!" Cost savings: \$300.

Arkansas Waterways Commission:

- Postage Machine- Arkansas Waterways Commission maintained a postage machine that cost \$583 annually but was only rarely used. In discussing metrics and savings, the Waterways Commission determined they would not renew the contract lease on a postage machine for an annual savings of \$583.

Arkansas Department of Workforce Services:

- ADWS Launched New Online Travel Reimbursement System- The Arkansas Division of Workforce Services is streamlining financial management processes, reducing costs and increasing operational efficiency with a new Online Travel Reimbursement System (OTRS). The OTRS will allow for the electronic submission of reimbursement request forms. ADWS employees will now be able to submit the form and attach invoices, cash receipts, event agendas and other supporting documentation for review in just a few simple steps. The OTRS will also offer a mechanism to download transactions into the Arkansas Administrative Statewide Information System (AASIS) for payment. Supervisors will be able to review and reject or accept reimbursement requests submitted by travelers through the same system. Benefits of DWS On-Line Travel Reimbursement System: 1. Reduces postage costs. How much? Estimated \$800 - \$600 annually after our agency went to Direct Deposit for Travel Reimbursements. 2. Reduces copying and paper costs. How much? Estimated \$100,000 annually 3. Reduces Administrative Disbursements processing time for preparing travel reimbursement. How much? From 35 minutes per TR-1 To 10 minutes 4. Expedites the receipts of reimbursement for out-of-pocket travel expenses. To a two -three day turnaround depending upon the weekend. 5. Reduces the possibility of lost documents. 6. Reduces errors on travel reimbursement documents. 7. Provides on-line storage of TR-1 and supporting

documentation for future review of travel reimbursement documents. 8. Reduces Administrative Costs associated with processing of travel reimbursement. 9. Provides real time access to travel reimbursement documents to determine the status of a TR-1 document through the payment process and to gather historical data. 10. Enhances the enforcement of DWS and other travel regulations. 11. Helps DWS go Green.

- Office Consolidation- Division of Workforce Services maintains leased and state-owned spaces for regional offices around the state. The cost of these offices has crept up over time and through the governor's transformation plan Workforce Services has been challenged to consolidate offices and create potential cost savings. One such opportunity is being realized as the Division of Workforce Services reviews the leased and state-owned spaced for all their offices around the state for the maximum usage for the building. Within the next 90 days, the division will reduce its footprint by consolidating offices and ending several leases with potential savings of \$284,192.00 just in lease payments, not including the additional costs for utilities, parking, etc. In addition, the partner agencies of Arkansas Rehabilitation Services and Division of Services for the Blind are in the process of co-locating with Division of Workforce Services to better serve clients who are receiving services from all three of the partners. Our division understands the importance of prioritizing our utilization of space and consolidating state services for our clients and the taxpayers of Arkansas.

Department of Corrections

Division of Correction:

- Installed solar panels at the East Arkansas Regional Unit, which are producing enough electricity to equal the average monthly usage for the facility. Energy Projects at EARU (\$12,187,709) and Delta (\$5,127,201), to improve the lighting, mechanical and HVAC equipment, new more efficient boilers, new water saving devices installed in inmate restrooms/showers, and a composting system to lessen the load at the wastewater plants.

Division of Community Corrections:

- In April 2018, Human Resources began using an electronic filing system whereby all current employee files are being converted from paper files to electronic files. This allows for documents to be transferred directly into the personnel file rather than having to print and put in a physical file. This saves on paper, toner, and time.
- In June 2018, the Training Academy also began using the electronic filing system. They are storing training information to include all related class information, as well as older employee training records, and certified instructor information. This is freeing up space while allowing the data to still be accessible.
- July 1, 2019, ACC entered into an agreement with Keefe Commissary Network to outsource residential centers commissary services. The program provides automated commissary management and technology, customizing the delivery of services and a paperless ordering system. The contract provides a guaranteed minimum revenue share higher than our pervious annual profit and allows for the reallocation of six staff positions to other critical areas of the agency operation.
- Installed solar panels at the Northeast Community Correction Center. The panels are producing about 40% of the electricity used at the center each month.
- Initiated moving the 350 bed facility in Pine Bluff to the vacant hospital in West Memphis thus saving several millions of dollars in major renovation costs and also easing the inability to attract qualified staff.

- Worked with vendor to establish a GPS to determine if an offender is at a transitional house versus relying on the housing manager to determine payment. Has saved more than \$200,000 each year and tremendously increased accountability.
- Discontinued desk phones for all employees across the agency that had cell phones assigned to them. Savings to the State \$134,088 per year. Renegotiated cell phone contract to save \$78,000 per year plus a onetime credit of \$114,000 credit (2015). Renegotiated cell phone contract to save \$108,132 per year plus a onetime credit of \$110,000 (2018).
- Worked with company in Little Rock to develop a reentry portal to allow inmates, parolees, and probationers access to statewide reentry services. The system is valued at \$21 million, but there was no cost to the State for its development.
- Act 146 of 2015 allows ACC to contract with private vendors and develop a transitional path for moderate and high risk inmates being released from ADC. To date, the net savings is 5.3 million. This program has also substantially reduced the recidivism for this group.
- Negotiated a better price with a GPS vendor that has saved approximately 30% of costs.
- Leveraged the Affordable Care Act for those inmates being released from prison and expanded drug, alcohol, and mental health services which has saved the State several millions of dollars.
- Approximately \$1,860 per month is being saved as transitional housing applications are available online, which moves offenders from prison to housing in a shorter period of time. The expedited release cuts the waiting period by approximately four weeks at a cost of roughly \$62 per day.
- The MAPPS app allows Probation & Parole Officers to access the offender tracking database eOMIS from their immediate location, which saves travel time and requires officers to spend less time at a desk and more time with offenders in their world.

Board of Corrections:

- Reduction in annual Lease payments (Compliance Office). Elimination of outside cleaning contract (Compliance Office). Beginning 2017, all litigation documents previously mailed or hand-delivered to Attorney General's Office, or ADC Defendants are scanned and sent electronically.

Jail Standards:

- Eliminated the position of Juvenile Justice. Eliminated the "Governor's Advisory Panel," which had not been active nor filled in recent memory. 2019 legislation reduced the 28 Review Committees to 8 Review Committees. 2019 legislation further reduced from 146 members to 40 Committee Members (5 per District).

Sentencing Commission:

- Staff Reduction in 2018- officially surrendered the two positions vacated at the end of CY2015, effectively reducing personnel numbers by 40%.
- 2019 fiscal impact statements were migrated to the cloud so that we could work on these from the Capitol or any meetings that required us to be out of office during the session. This improved efficiency and turnaround time during the 2019 legislative session.

Department of Finance & Administration

- At the start of 2015, one Revenue Office-related service (tag renewal) was available online. Under the Governor's directive to streamline state services as a component of transformation, today (September 5, 2019) more than 20 Revenue Office-related services are offered by DFA on mydmv.arkansas.gov and arstar.arkansas.gov. In 2018, Governor

Hutchinson and DFA Secretary Larry Walther announced Arkansans may now register vehicles online (Arkansas is among the first states to offer this). Additional examples of online services include ordering a duplicate license or duplicate registration, transferring vehicle ownership, requesting a variety of records and pre-registering for a first-time license. To put this in perspective, Arkansans registered 643,173 vehicles at revenue offices throughout the state in 2017. We estimate registering a vehicle online versus making the trip to the Revenue Office saves approximately one hour. If half of the 643,173 transactions were conducted online, Arkansans would collectively save more than 321,586 hours or 36 years in total time. That is time they can spend on the things that matter most. Each month, tens of thousands of Arkansans now utilize DFA's online services.

- Due to Transformation, DFA recently combined two divisions. The Driver Services and Motor Vehicle Divisions recently combined, saving money through the elimination of duplicated services while also allowing DFA to reduce state payroll. An Administrator position in one of these divisions that was recently vacated (due to retirement) will no longer have to be filled, saving more than \$100,000 each year.
- Following the success of a pilot program, DFA now maintains a shift of five after hours employees that reach out to taxpayers to establish payment plans on past due accounts. From January 1, 2019 to date (September 5, 2019), the after-hours team has produced 3,175 new payment plans, resulting in an additional collection of \$544,600 each month.