

Report on Shared Services

Department: Parks, Heritage, and Tourism

Secretary: Secretary Stacy Hurst

The purpose of this report is an analysis and action plan for shared services, that is staff or support services shared across the entities within the Cabinet Department. This analysis will assist in the formulation of the plan for this report to the Governor on how to achieve greater efficiency (including cost savings) and effectiveness as it relates to this topic. This work should take into consideration the state of the Department as a whole and the state of each constituent agency, board, and commission.

Questions	Responses
<p>1. After a thorough analysis of shared services within your department, identify all opportunities for more efficient and effective delivery of services and for cost savings.</p> <p>Consider short-term, mid-term, and long-term opportunities.</p>	<p>ADPHT has identified the following opportunities for shared services:</p> <ul style="list-style-type: none"> • Finance and Accounting* <ul style="list-style-type: none"> ○ Budgeting ○ Cash Receipts ○ Accounts Payable ○ Fixed Assets/Inventory ○ Payroll ○ P-Card Management ○ Travel Card Management ○ Procurement • Human Resources <ul style="list-style-type: none"> ○ Hiring and Recruitment ○ Employee Training (includes orientation, employee development, and supervisor training) ○ Employee Records ○ Personnel Policies ○ Employee Benefits ○ Payroll/Timekeeping • Operations/Maintenance <ul style="list-style-type: none"> ○ Facility Management <ul style="list-style-type: none"> ▪ Maintenance ▪ Service Agreements ○ Fleet ○ Mail Services ○ Print Shop ○ Warehouse/CMF ○ Special Maintenance

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Questions	Responses
	<ul style="list-style-type: none"> • IT/Information Systems* <ul style="list-style-type: none"> ○ DIS Agreements/Coordination <ul style="list-style-type: none"> ▪ Servers ▪ Support ○ Hardware ○ Software ○ Website Development, Maintenance, and Management • Museum Services <ul style="list-style-type: none"> ○ Registrar and Curatorial Services ○ Exhibit Management ○ Historic Structure Maintenance ○ Museum Store Operations ○ Acquisitions and Collection Development • Communications <ul style="list-style-type: none"> ○ Education and Interpretation ○ Media Relations/PIOs ○ Outreach and Events • Emergency Services <ul style="list-style-type: none"> ○ Law Enforcement ○ Critical Incidents ○ Prescribed Burns <p>Additional categories for consideration:</p> <ul style="list-style-type: none"> • Grant Management • Project Management • Risk Management • Continuity of Operations (COOP) Process • Vendor Contracts and Service Agreements • Opportunities to implement technology-driven, digital solutions to support further efficiencies and cost savings across shared services <p>* Short-term Opportunities/Highest Priority</p>

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Questions	Responses
<p>2. Develop a plan to implement the efficiency opportunities identified above.</p> <p>What are the key elements and action steps of your plan?</p>	<p>1. Implement Shared Services Model</p> <ol style="list-style-type: none"> a. Transformation Action Team (TAT) and ADPHT Leadership identify functions to evaluate for shared services opportunities or opportunities for improved coordination across all divisions (Summer 2019). b. Establish small work groups for each identified functional area. Work groups will analyze processes and develop recommendations (Fall 2019-Spring 2020). c. Management evaluates work group recommendations and begins implementation as appropriate (Winter 2019-Spring 2020) d. Identify and track efficiencies and metrics demonstrating effectiveness of shared services model (On-going) <p>2. Develop Cost Allocation Model</p> <ol style="list-style-type: none"> a. Chief Fiscal Officer will engage with other Departments to understand use of and resources needed to develop a cost allocation model (Summer 2019). b. CFO will develop a team to assist in developing the model (Fall 2019). c. CFO will work with team to establish and implement the cost allocation model (Spring-Summer 2020).
<p>3. Identify any obstacles to the implementation and success of this plan.</p>	<ul style="list-style-type: none"> • <u>Resistance to Change</u>: Overcoming organizational inertia and territorial behaviors within functional teams. • <u>Stakeholder Buy-in</u>: Gaining support of organizational changes through communication with boards, commissions, and other external stakeholders • <u>Maintaining Continuity of Operations</u>: Ensuring consistently high service delivery during realignment of functions. • <u>Coordinating Organizational Changes</u>: IT, budget/fiscal, and other functions undergoing their own changes will be critical to any realignment within the organization. • <u>Bandwidth</u>: Availability of key leadership to inform, guide, and initiate change. • <u>Tools</u>: Access to and information regarding digital tools to support/improve processes through technology-driven solutions.

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Questions	Responses
4. Are there any anticipated costs associated with the plan?	Anticipated costs associated with this project would be minimal and would be limited to costs from changing office space, workstation configuration, etc. Likewise, there may be some cost associated with additional training for staff to support the implementation of this project.
5. What is the detailed implementation timeline for this plan? How will you track your progress?	See response to Question #2 and #6.
6. How will you measure the success and results of your plan? Include detailed forecasts of cost savings, efficiencies achieved, etc.	Each team or working group will identify real cost savings and capture all efficiency gains in resource use, costs, and timing. Suggested metrics include: <ul style="list-style-type: none"> a. Total Cost Savings and Reinvestment by Function b. Improvements in Processing Time (specific tasks to be identified during implementation) c. Improved Customer Service d. Additional specific metrics to be developed by implementing teams Conservative estimate is \$500,000 in savings through attrition.
7. How could the Department of Transformation and Shared Services provide support to the Department?	TSS can support a move to shared services through as-needed analysis of current positions and realignment (OPM); full attention and guidance regarding merging of IT operations (DIS); support in analyzing potential efficiencies and consolidating contracts (OSP); and professional assistance, as needed, regarding physical facilities (DBA).

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