



"Service with Excellence"

Arkansas Department of Community Correction

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**ADMINISTRATIVE DIRECTIVE: 06-05 AGENCY ORGANIZATION, MISSION,
PLANNING AND MANAGEMENT**

TO: DEPARTMENT OF COMMUNITY CORRECTION EMPLOYEES

FROM: G. DAVID GUNTARP, DIRECTOR

SUPERSEDES: AD 06-03

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APPROVED: Signature on File

EFFECTIVE: April 1, 2006

- I. APPLICABILITY.** This policy applies to all Department of Community Correction (DCC) employees.
- II. POLICY.** DCC employees will participate in appropriate activities to establish plans, achieve the agency mission, pursue established goals and objectives, manage resources, and follow accounting and budgeting guidance. (4-ACRS-7D-03 and 4-ACRS-7D-05[P])
- III. AGENCY MISSION.** The agency mission is "To promote public safety and a crime-free lifestyle by providing cost-effective community-based sanctions and enforcing State laws and court mandates in the supervision and treatment of adult offenders." (3-3008)
- IV. GUIDELINES.** The following are planning, programming, and management responsibilities:
 - A. General Management/Operations.**
 1. The Director, Chief Deputy Director, Deputy and Assistant Directors, Administrators, Parole/Probation Managers, Center Supervisors, and others as permitted are the officials responsible for hiring, managing, promoting, and terminating staff, overseeing programs, budgeting, general management and accounting activities in their respective areas. In the absence of a Center Supervisor and when a situation requires, personnel actions, including those that affect an employee's pay, may be taken by the Assistant Center Supervisor. The Treatment Administrator provides Center Supervisors with treatment program support. DCC's management structure is depicted in organization charts found on the DCC Website. (4-ACRS-7E-07[P])

2. All employees will follow State and DCC operational, accounting, and budgeting guidance.
3. The Director will meet at least monthly with all senior management personnel, department head and other key staff members as determined by the Director or other senior management personnel to discuss agency operations and other issues that need to be brought to the attention of management. (2-CO-1A-19)

B. Director.

1. Chief Executive Officer. The DCC Director, hired by the BOC, is the agency's chief executive officer with complete managerial authority.
2. Interstate Compact Roles. Arkansas law designates the DCC Director as Compact Administrator. The Compact Administrator serves as a member of the Arkansas Council for Interstate Adult Offender Supervision (Arkansas Council) and as an Arkansas Commissioner to the Interstate Commission. The Arkansas Council exercises oversight and advocacy concerning participation in Interstate Commission activities and performs other Council-determined duties including policy development concerning Arkansas compact operations and procedures. (3-3192)

C. Chief Deputy Director. The Chief Deputy Director is responsible for the following:

1. Facilitate annual development, progress reporting, review, and updates of agency long-range plans, goals, and mission, aligning time lines with agency planning and budgeting processes.
2. Review, update annually, publish, and make available to DCC employees the agency organization structure reflecting span of control, lines of authority, and communication channels. (4-ACRS-7D-03)
3. Facilitate collaboration and consultation with community interest groups, service agencies, colleges, and other criminal justice agencies on a continuing basis to enhance formulation, evaluation, and operation of organizational policies, procedures, and programs.
4. Participate directly or through the Management Team or BOC in federal, State, and regional planning efforts with criminal justice and other agencies. (3-3009)
5. Provide an organized system for information gathering, retrieval, and review, which is part of an overall management, planning, and research process. (3-3104)
6. Ensure program performance is measured on a minimum of two levels, an overall system level and at the program level. A system level review would examine overall performance of Parole/Probation Services and/or Residential Services in achieving their goals/objectives. A program review will examine the effectiveness of a particular program such as the drug court program in the achievement of an immediate objective. (3-3115)

D. Deputy Director of Residential Services and Deputy Director of Parole/Probation Services.

1. Provide input to the planning and goal development process and support the agency mission and goals. Ensure all levels of staff participate in the development and review of organizational goals, policies, procedures, rules and regulations. Ensure plans and goals are reviewed annually. (3-3006, 3-3007)
2. Collaborate and consult with other criminal justice agencies, community interest groups, human service agencies, and colleges on a continuing basis to enhance formulation and evaluation of organizational policies, procedures, rules, and programs. Cooperate with other criminal justice and human service agencies in information gathering, exchange, and standardization. (4-ACRS 7F-04, 4-ACRS-7D-06, 3-3018, 3-3107, 3-3017)
3. Facilitate prompt and appropriate response to requests for information and support from the aforementioned groups and the media in accordance with agency policy.
4. Conduct an annual systematic review of staffing and other personnel needs to identify requirements for recruitment, training, and staff development and use results to prepare budgetary recommendations; and implement approved changes. (3-3077) (4-ACRS-2A-03[P])
5. Prepare, justify, monitor, and control division budgets in compliance with State and agency guidance, tracking expenditures, submitting written requests with justification when significant budget revisions are necessary, and monitoring what occurs. (3-3038 and 3-3042)
6. Review appropriate electronic Offender Management Information System (eOMIS) reports at least quarterly. (3-3106)
7. Prepare a report every 2 years (in accordance with biennial budget requests) to the Director for presentation to the BOC to identify/describe the following: (3-3146)
 - a. collective service needs of offenders.
 - b. objectives, programs, budget, major developments, problems and plans, as well as services furnished to the courts, parole authority, and offenders. (3-3024)
8. Conduct the following systematic reviews (Deputy Director of Parole/Probation Services only):
 - a. Annual review of equipment needs to identify requirements for new, more effective, and/or replacement equipment. (3-3025)
 - b. Perpetual review of the sufficiency and efficiency of facility space requirements to meet operational needs.

- c. Six month review of performance. (3-3115)
- 9. Participate in budget hearings conducted by the BOC and/or State legislators and present justification to support the budget request. (3-3040)
- 10. Identify information needs prior to the collection of data; establish or participate in establishing policies and procedures for collecting, recording, organizing, processing, and reporting data developed for management information purposes. (3-3105, 3-3108)

E. Parole/Probation Managers and Center Supervisors must:

- 1. Participate in the annual goal and objective setting processes, ensuring goals and objectives pertaining to Parole/Probation or residential program(s) are appropriate and measurable. (4-ACRS-7D-01)
- 2. Lead and manage employees/resources to achieve goals/objectives.
- 3. Report on goals/objectives progress and identify issues.
- 4. Participate in the accounting and budgeting process, to include budget reviews, following appropriate guidance. Prepare an annual written budget with anticipated revenues and expenditures. Request necessary budget adjustments through procedures provided by Administrative Services. (4-ACRS-7D-18 and 4-ACRS-7D-19)
- 5. Assume responsibility for management, control and fiscal operations for assigned Area/Residential Center. Fiscal management tasks may be delegated however, responsibility remains with the Parole/Probation Manager/Center Supervisor. The Center Supervisor or designee is responsible for the collection and disbursement of offender funds within the facility.
- 6. Meet monthly with key staff members to address such topics as delegating authority, assigning responsibility, supervising work and coordinating efforts. (4-ACRS-7D-35)
- 7. Ensure staff members participate in meetings relevant to their duties and that such meetings occur at least monthly. Meetings should provide an opportunity to exchange ideas, resolve problems, and produce input for policies, procedures or programs. (4-ACRS-7D-36[P], 3-3021)
- 8. Submit monthly input for the agency performance review report to the BOC.
- 9. Ensure there is an organized system for information collection, storage, retrieval, reporting, review, and analysis. Information systems must include control of access and use of information such as offender records, eOMIS, and information reports such as those mentioned above. (4-ACRS-7D-05 and 3-3104)

10. Ensure Center Supervisors prepare an annual report on facility activities and roles in the community and submit the reports through the supervisory chain to the Director by September 15 each year. The Center Supervisors will meet with the BOC at least annually to facilitate communication, establish policy, and ensure conformity to legal and fiscal requirements. (4-ACRS-7D-34)

F. Deputy Director for Administrative Services Responsibilities.

1. Facilitate development, approval, and submission of annual operating budgets, as required by the Department of Finance and Administration, establishing budget and accounting systems which reflect the costs of each program and funding sources.
2. Obtain Director and BOC approval of the annual budget.
3. Ensure the budgeting and accounting system links affiliated expenses, to include overhead, with identified program function and the resources necessary for program support to facilitate both cost accounting and program evaluation. (4-ACRS-7D-20)
4. Recommend agency accounting and budgeting guidance/procedures. At a minimum, guidance will include internal controls, petty cash, offender funds, bonding, signature control on checks, indemnification and employee expense reimbursement. These procedures must be reviewed and approved by the BOC.
5. Ensure compliance with procedures governing collection, safeguarding, and disbursement of fee receipts. (3-3043 [P])

G. DCC Staff Attorney. The staff attorney will coordinate the provision of legal assistance for staff as appropriate and as required in the performance of their duties. (3-3031)

VI. REFERENCE. Ark. Code Ann. § 12-51-104.