



Arkansas Community Correction

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ADMINISTRATIVE DIRECTIVE: 16-10 Agency Organization, Mission, Planning and Management

TO: Arkansas Community Correction Employees

FROM: Sheila Sharp, Director

SUPERSEDES: 14-04

APPROVED: Signature on File

EFFECTIVE: February 29, 2016

- I. APPLICABILITY.** This policy applies to all Arkansas Community Correction (ACC) employees.
- II. POLICY.** ACC 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 enhance public safety by enforcing state laws and court mandates through community partnerships and evidence-based programs that hold offenders accountable while engaging them in opportunities to become law-abiding, productive citizens.” (4-APPFS-2A-01, 3D-01, 3D-02, 3D-03, 3D-05, 3D-06, 3D-07, 3D-08, 3D-09, 3D-22)
- 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 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 following applicable policy guidance. The Treatment Administrator provides Center Supervisors with treatment program support. ACC’s management structure is depicted in an organizational chart found on its public website. (4-ACRS-7E-07[P])

2. The Director, Chief Deputy Director, Deputy and Parole/Probation Assistant Directors, and Parole/Probation Managers must support supervision strategies and programs that demonstrate best practices to enhance compliance with court and Parole Board ordered conditions. Compliance should be evidenced through such means as program planning documentation, offender case management, and procedures. (4-APPFS-2A-07)
3. All employees will follow state and ACC operational, accounting, and budgeting guidance. Agency efforts will support and be consistent with best practices and evidence-based programs and services.
4. The Director will meet at least monthly with all senior management personnel and other key staff to discuss agency operations and other issues that need to be brought to their attention. (2-CO-1A-19)

B. Director.

1. Chief Executive Officer. The ACC Director, hired by the Board of Corrections, is the agency's chief executive officer and supervises the administration of all facilities, programs and services of the agency.
2. Interstate Compact Roles. Arkansas law designates the ACC 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.
3. Director Responsibility for Planning and Management. The Director must ensure the following in a manner that ensures agency supervision and service needs with involvement of all levels of staff:
 - annual review and update as needed of the organizational chart, mission statement, long range goals
 - documentation of practical and specific plans for achieving the long-range goals
 - translating goals into measurable objectives for staff accomplishment
 - establishing policies and priorities related to goals
 - ensure the agency's budget request is sufficient to meet objectives, consistent with the mission and goals
 - ensure planning, budgeting, and program management functions are interrelated and all are linked directly with objectives; making revisions as necessary

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.
2. Facilitate collaboration and consultation with community interest groups, service agencies, colleges, and other criminal justice agencies on a continuing basis to define the concept and practice of community justice, prevent victimization, provide conflict resolution, and promote public safety. (4-APPFS-1A-01)

3. Participate directly or through the Management Team or BOC in federal, state, and regional planning efforts with criminal justice and other agencies.
4. Provide an organized system for information gathering, retrieval, and review, which is part of an overall management, planning, and research process (4-APPFS-3D-31)
5. Ensure a system is in use for assessing and documenting achievement of goals and objectives.
6. Ensure there is an organized system for the collection, storage, retrieval, reporting, review, and analysis of offender information. Agency procedures must control access to and use of the information. (4-ACRS-7D-05 and 4-APPFS-3D-31)

D. Deputy Director of Communications and Public Affairs.

1. Facilitate annual review of ACC policies and recommend appropriate revisions to the Management Team and the Board of Corrections.
2. Review, update annually, publish, and make available to ACC employees the agency organizational structure reflecting span of control, lines of authority, and communication channels. (4-ACRS-7D-03)
3. Facilitate prompt and appropriate responses to requests for information from the public and the media in accordance with agency policy and state and federal laws.

E. 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.
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, problem-solving, standardization and education in a manner consistent with law and policy. (4-ACRS 7F-04, 4-ACRS-7D-06, 4-APPFS-3D-16, 4-APPFS-1A-02 4-APPFS-3D-34)
3. 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. (4-ACRS-2A-03[P], 4-APPFS-3A-10)
4. Prepare, justify, submit, monitor, and track division budgets in compliance with state and agency guidance and submit written requests with justification when significant budget revisions are necessary and monitor what occurs. (3-3042, 4-APPFS-3D-22)
5. Review appropriate electronic Offender Management Information System (eOMIS) reports at least quarterly. (4-APPFS-3D-33)

6. 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
 - a. collective service needs of offenders.
 - b. goals, objectives, outcome measures, programs, budget, major developments, problems, and plans, as well as services furnished to the courts, parole authority, offenders, and the community. (4-APPFS-3D-09)
7. 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. (4-APPFS-3D-12)
 - b. Annual review of the sufficiency and efficiency of facility space requirements to meet operational needs. (4-APPFS-3D-13)
 - c. Six month review of performance.
8. Participate in budget process and present justification to support budget requests. (3-3040)
9. 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. (4-APPFS-3D-32)
10. Take appropriate actions to demonstrate that the agency has examined, and where appropriate and feasible, implemented strategies that promote recycling, energy and water conservation, pollution reduction, and use of renewable energy alternatives. (2-CO-1A-06-1; 4-ACRS-7D-01-1; 4-APPFS-3D-05-1)
11. The Deputy Director of Parole/Probation Services must have a written workload formula that allocates work to parole/probation staff and supervisors in an effort to accomplish stated goals. Supervisor to staff ratios may vary depending on case types, staff experience and proximity of staff to the supervisor. (4-APPFS-3A-25)
12. The Deputy Director of Parole/Probation Services must ensure offices are located in areas that are optimally accessible to offenders, considering places of residence and employment, proximity to transportation networks and proximity to other community agencies. Community input must be sought when considering office locations. (4-APPFS-3D-11)

F. 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], 4-APPFS-3A-29)
8. Submit monthly input for the agency performance review report to the BOC.
9. 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)

G. 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.
2. Obtain Director and BOC approval of the annual budget.
3. Ensure the budgeting and accounting system links program functions to the resources necessary for their support. (4-ACRS-7D-20)
4. Establish and maintain agency accounting and budgeting guidance/procedures.
5. Ensure compliance with procedures governing collection, safeguarding, and disbursement of fees. (4-APPFS-3D-25 [P])

H. ACC 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. (4-APPFS-3D-20)

VI. REFERENCE. Arkansas law section 12-51-104.