

## **PERFORMANCE EXPECTATIONS FOR MEMBERS OF THE BOARD OF CORRECTIONS**

Board members recognize that being selected by the Governor of the State of Oklahoma to serve as a Member is a significant honor and a statement of the Governor's trust in the appointee in terms of his or her dedication to excellence. Because Oklahoma's incarceration rates are so high, our DOC system includes a 77 county, 24 hour, 7 day a week, comprehensive network of institutions, community corrections centers, community work centers, statewide probation and parole services, correctional industries, agriculture operations, treatment programs, work release, halfway house and private prison contracting and oversight, medical, programs, community sentencing acts, and a variety of other mandates, expectations, and operations. Couple these with death penalty requirements, life and death decisions with hostage and riot situations, and the need to constantly educate all stakeholders, and DOC has one of the most complex and comprehensive correctional systems in the nation.

This complexity is enhanced by a system that has antiquated facilities in dire need of refurbishment, funding, and staffing shortages, yearly net increases in offender populations, and other increasing demands on the system. DOC has budget in excess of \$550 Million and employees totaling over 4,800. Thus, the BOC member position is comparable to that of a large corporate director position, as the demands, expectations, qualifications, and external environment interactions, resemble those of many of our country's major corporations.

Because of these demands, and to continue to lead and set an example for all of DOC's stakeholders, the Oklahoma Board of Corrections of the State of Oklahoma (the "BOC") has adopted certain performance expectations for its members. The following are Legal and Moral Responsibilities, Operational Responsibilities, Professional Development Requirements, and Essential Board Duties:

### **A. Legal and Moral Responsibilities**

BOC Members are expected to conduct themselves above reproach in all of their public and private affairs, and wherever possible, avoid even the appearance of impropriety. They realize their high calling and place great importance on their roles as members, and possess a strong belief in the mission and goals of the BOC and DOC.

### **B. Operational Responsibilities**

BOC members provide effective oversight to the Oklahoma Department of Corrections (the "DOC") in the enabling legislative BOC guidelines. BOC members are expected to:

1. Be completely knowledgeable of the Standard Operating Procedures for the BOC.
2. Attend all meetings, board retreats, training, and strategic planning events, unless unavoidable personal, family, or business issues preclude them from doing so.
3. Arrive prepared for meetings, having read the agenda, minutes of previous meetings, and any reports and information sent out earlier.
4. Sit as chair and/or members of the various BOC standing and/or ad hoc committees.

5. Treat other Board members with respect and appropriate decorum. Sidebar conversations during meetings should be avoided as being potentially disruptive and discourteous.
6. Be open to members with diverse views, opinions, and expectations.
7. Create an environment that encourages learning, growing and development of its members.
8. Have relationships with other board members that demonstrate openness, trust, and mutual respect.
9. Foster an atmosphere open to the exchange of ideas and dialogue before, during and after BOC meetings.
10. Participate fully in BOC business during meetings.
11. Use skills and talent to positively influence and impact areas within the BOC and the DOC.
12. Put aside personal positions when compromise is necessary.
13. Continuously challenge themselves to improve.
14. Assure themselves that they know what was decided in meetings, and any responsibilities that were assigned to them.
15. Be comfortable with changing established ways of doing business.
16. Understand the DOC, both financially, and operationally to enable knowledgeable discussion of existing or prospective DOC policies, including, but not limited to the financial impact of such policies.

**C. Professional Development Requirements**

1. Like DOC employees, BOC members are expected to engage in continuous professional development. This includes, but is not limited to the following:
2. Attend, as a newly appointed board member, a DOC orientation to become familiar with DOC operations.
3. Are knowledgeable of the Modern Rules of Order.
4. Participate in training opportunities.
5. Actively and critically read recommended professional development materials and actively incorporate the lessons learned into action.
6. Develop new skills to contribute to the BOC and the DOC.

**D. Essential Board Duties**

BOC members are required by law to:

1. Appoint the director of the DOC and fix his or her salary (The maximum salary of the director is established by law).
2. Consider appointments of wardens, district supervisors and other staff members as required by law) that are submitted to the BOC by the director.
3. Select architectural firms for projects when the architect's fee is over \$200,000.
4. Approve requisitions for construction contracts where estimated construction costs are greater than \$500,000.
5. Be involved in the selection of sites for new institutions and community corrections centers, and select and approve relocation of existing correctional facilities.
6. Review and approve the proposed DOC budget before it is submitted to the State Budget Office in the fall of each year for review by the Governor.
7. Review and approve all emergency expenditures of money that exceed the director's authority as allowed by law.
8. Make the final decision in selecting a contractor for the construction, operation or both from a list of the top three qualified prospective private prison contractors identified by the DOC.
9. Evaluate material furnished by DOC regarding proposed new contracts for the operation, lease, or lease/purchase of a private prison and make a final decision selecting the contractor.
10. Authorize the Director of DOC to issue a letter or memorandum of support for any project involving construction or operation of a correctional facility other than the state of Oklahoma according to established procedures.
11. Board members are required by BOC operating procedures to:
12. Establish policies for the operation of the department. The Board also must approve cancellation of, and amendments to, established policy statements.
13. Refer to the director or designee for response any inquiries regarding departmental operations, actions, or policies received by BOC members from the public, employees, or offenders. If those inquiries are of such a nature that referral to the director may be inappropriate, then referral should be made to the chairperson of the Board for appropriate disposition.
14. Annually conduct at least one unannounced visit to a departmental institution, community corrections center, community work center, or probation and parole district.
15. Conduct in person, informed, and rigorous Performance Evaluation of the DOC director, at least twice per fiscal year.
16. Serve on or chair one or more of the following BOC standing or ad hoc committees: Executive, Budget, Population/Private Prison, Legislative, Female Offender, and Public Affairs/State Boards Interface.