
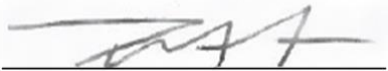


<b>POLICY TITLE: DEPARTMENT MISSION AND THE MAINE MODEL OF CORRECTIONS</b>		<b>PAGE 1 OF 3</b>
<b>POLICY NUMBER: 1.2</b>		
<b>CHAPTER 1: ADMINISTRATION, ORGANIZATION, AND MANAGEMENT</b>		
	<b>STATE of MAINE</b> <b>DEPARTMENT of CORRECTIONS</b>  <b>Approved by Commissioner:</b> 	<b>PROFESSIONAL STANDARDS:</b>  <b>See Section VIII</b>
<b>EFFECTIVE DATE:</b> June 27, 2006	<b>LATEST REVISION:</b> August 22, 2024	<b>CHECK ONLY IF</b> APA [ ]

**I. AUTHORITY**

The Commissioner of Corrections adopts this policy pursuant to the authority contained in 34-A M.R.S.A. Section 1403.

**II. APPLICABILITY**

Entire Maine Department of Corrections

**III. POLICY**

It is the policy of the Department of Corrections to clearly define its missions, goals, and objectives based upon the Maine Model of Corrections.

**IV. DEFINITIONS**

1. Maine Model of Corrections - a model of corrections that promotes the safety and wellbeing of staff and residents, while also ensuring residents and community clients see fewer barriers as they meaningfully engage with rehabilitative-focused services.

**V. CONTENTS**

- Procedure A: Mission
- Procedure B: Strategic Plan, Goals, and Objectives
- Procedure C: Maine Model of Corrections

**VI. ATTACHMENTS**

- Attachment A: [Department's Mission Statement](#)
- Attachment B: [Department's Goals](#)

## VII. PROCEDURES

### Procedure A: Mission Statement

1. The Commissioner, Deputy Commissioner, and Associate Commissioners shall review and, if necessary, revise the Department's mission statement annually and shall seek staff input as changes are proposed. *5-ACI-1A-02*
2. The mission statement (Attachment A) shall be available to staff on the Department's online document management system and to the public on the Department's public website.

### Procedure B: Strategic Plan, Goals, and Objectives

1. The Commissioner, with input from the Deputy Commissioner, Associate Commissioners, Chief Administrative Officers and Regional Correctional Administrators, shall establish goals (Attachment B) which shall be included in the Department's strategic plan and biennial budget.
2. The Department shall periodically review and, after consultation with the Legislature's Criminal Justice Committee, update and revise its strategic plan, including goals and objectives for fulfilling its statutory responsibilities. When revised plans are necessary, the plans shall be submitted no later than December 1st of each even-numbered year to the Chairs of the Criminal Justice Committee and to the directors of the:
  - a. State Budget Office;
  - b. Office of Fiscal and Program Review; and
  - c. Office of Policy and Legal Analysis.
3. Adult community corrections, juvenile community corrections, and each facility, with input from all levels of staff, shall adopt a mission statement within the context of the total correctional system, as well as goals and measurable objectives that are reviewed annually and updated as necessary. These shall be consistent with the Department's mission. *5-ACI-1A-03, 4-ACRS-7D-01, & 4-JCF-6A-14*
4. Staff shall receive instruction as to those goals and objectives that relate to their work activities.

### Procedure C: Maine Model of Corrections

1. The Department is committed to upholding the Maine Model of Corrections, which promotes the safety and well-being of staff and residents, while also ensuring residents and community clients see fewer barriers as they meaningfully engage with rehabilitative-focused services.
2. This operating philosophy, known as the Maine Model of Corrections, is founded in the principles of normalization and humanization, with emphasis on destigmatization, respect, and modernization of the Department as a whole.
3. This Model includes, but is not limited to, initiatives such as:
  - a. emphasis on diversity, equity, and inclusion;

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- b. enhancing data practices for better decision-making;
  - c. replacing stigmatizing language with person-first language;
  - d. improving staff trainings and recruitment to reflect the founding principles; and
  - e. revising policies and practices to recognize common humanity, involving an approach that is non-adversarial, with staff and residents working collaboratively to model problem-solving, community building, and healthy interactions with others.
4. The Maine Model of Corrections leads to a stronger, healthier, and more meaningful environment for staff, residents, and clients, without compromising the importance of public safety. Working closely with the Department’s Office of Victim Services and other victim service organizations and community partners, the Department emphasizes the importance of sound community transition practices and safe Maine communities.

**VIII. PROFESSIONAL STANDARDS**

**ACA**

- 5-ACI-1A-02**      **There is a written document delineating the institution’s mission within the context of the total correctional system. This document is reviewed at least annually and updated as needed.**
- 5-ACI-1A-03**      **Written policy, procedure, and practice provide that the warden/superintendent formulates goals for the institution at least annually and translates them into measurable objectives.**
- 4-ACRS-7D-01**      **The facility has established measurable goals and objectives that are reviewed at least annually and updated, as needed.**
- 4-JCF-6A-14**      **On an annual basis, the facility administrator, with input from staff, formulates and reviews goals for the facility and translates them into measurable objectives. These are made available to staff, volunteers, and the public.**

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