



Massachusetts  
Department of Correction  
**POLICY**

		Effective Date 1/21/2026	Responsible Division Commissioner		
		Annual Review Date 1/16/2026			
Policy Name  103 DOC 100 DEPARTMENT VISION, MISSION AND QUARTERLY/ANNUAL REPORTS		Regulation Reference: M.G.L. c. 124, § 1(c), (q)	DOC Policy Reference: 103 DOC 175		
		ACA/PREA Standards: 5-ACI-1A-01; 5-ACI-1A-02; 5-ACI-1A-03; 5-ACI-1A-18; 5-ACI-1F-11; 5-ACI-5E-08; 2-CI-6A-2; 2-CO-1A-04; 2-CO-1A-07; 2-CO-1A-09; 2-CO-1A-20; 2-CO-1A-21; 4-ACRS-7D-01			
Attachments Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Library Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Applicability: Staff			
Public Access Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		Location: Department Central Policy File Each Institution's Policy File			
<b>PURPOSE:</b> To establish Department of Correction (Department) policy concerning agency vision, mission and core values.					
<b>RESPONSIBLE STAFF FOR IMPLEMENTATION AND MONITORING OF POLICY:</b> Commissioner Chief of Staff Deputy Commissioners Assistant Deputy Commissioners Executive Director of Strategic Planning & Research Director of Strategic Initiatives Division Superintendents					
<b>CANCELLATION:</b> 103 DOC 100 cancels all previous Department policies, statements, bulletins, directives, orders, notices, rules or regulations regarding the Department's philosophy and goals, which are inconsistent with this policy.					
<b>SEVERABILITY CLAUSE:</b> If any part of 103 DOC 100 is for any reason held to be in excess of the authority of the Commissioner, such decision shall not affect any other part of this policy.					

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## **ATTACHMENTS**

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**100.01**

## **DEFINITIONS**

Action Planning Team: An action planning team will be tasked with providing solutions and performance measures on progress to proposed agency areas of improvement. The action planning team may be assigned by the Strategic Planning Oversight Committee or self-identify when a project or proposal is being recommended. The proposed project shall be sent through the Superintendent or Division Head prior to being submitted to the Strategic Planning Oversight Committee's review. For all approved projects, the Action Planning Teams are responsible for reporting progress to the Strategic Planning Oversight Committee on no less than a quarterly basis or as requested.

Project Sponsors: The Assistant Deputy Commissioner of Reentry Services, the Assistant Deputy Commissioner of Clinical Services, and the Assistant Deputy Commissioners of the Northern and Southern Sectors.

Strategic Initiatives Division: The Strategic Initiatives Division acts as the agency liaison to ensure alignment across internal efforts with the Department's priorities, goals, and objectives as defined in the strategic plan. The Division is responsible for translating organizational vision into actionable goals and monitoring progress made towards the agency's priorities, goals, and objectives.

Strategic Planning Oversight Committee: The committee will consist of, at a minimum, the Executive Director of Human Resources, the Executive Director of Administrative Services, the Deputy Director of Research & Planning, the project sponsors for all projects and initiatives related to the strategic plan, and the Director of Strategic Initiatives, who shall serve as chair. The committee will provide oversight and direction for all projects connected to the strategic plan, assign out action planning teams, review proposals, offer early feedback, and serve as initial approvers to proposed projects. The committee chair shall serve as the primary liaison to the Commissioner, presenting finalized projects for executive approval.

**100.02**

## **DEPARTMENT VISION STATEMENT**

To be leaders in strengthening environments that contribute to safer and healthier communities.

**100.03**

## **DEPARTMENT MISSION STATEMENT**

Promoting growth, success, and resiliency through a team of correctional professionals who foster a safe, empathic, results-driven environment.

**100.04**

## **DEPARTMENT CORE VALUES**

- Responsible
- Respectful

- Honest
- Caring

**100.05**

**MISSION AND GOALS STATEMENT FOR CORRECTIONAL INSTITUTIONS AND DIVISION HEADS**

- A. Each institution shall have an institution-specific mission statement.
  1. Institution mission statements shall be reviewed annually by at a minimum the Superintendent, respective Assistance Deputy Commissioner, the Deputy Commissioner of Prisons, and the Chief of Staff through the PowerDMS workflow.
  2. Each institution shall post their mission statement on their respective Intranet page, which shall include the most recent date of review and date of establishment.
  3. Institution mission statements shall be updated no less than once every five (5) years but can be updated more frequently as needed.
- B. Each Institution shall engage in regular monitoring of operations and outcomes to ensure alignment with current mission statement.
- C. The Department's Strategic Plan outlines agency priorities, goals, and objectives, which each Institution and Division shall adopt.
- D. These priorities, goals, and objectives will drive necessary projects and decisions for the agency. The projects and relative performance measures shall be reviewed annually, and updated as necessary, in accordance with 103 DOC 175, *Department Strategic Planning, Management, Accountability and Performance Process*.

**100.06**

**QUARTERLY REPORTING**

- A. Each Superintendent shall submit a quarterly report to their respective Assistant Deputy Commissioner, utilizing Attachment #1, for review and edits, if necessary. The Assistant Deputy Commissioners shall then forward the quarterly reports to the Strategic Planning Oversight Committee.
- B. The Strategic Planning Oversight Committee shall utilize the quarterly reports to create a summary that shall be disseminated to the Commissioner, Chief of Staff, and Deputy Commissioners.
- C. The summary will present recommendations of targeted strategies for the agency to adopt that will address the needs identified in the quarterly reports, and how they will support the achievement of the agency's

priorities, goals, and objectives. Recommendations will be approved by the Commissioner.

**100.07**

**ANNUAL REPORTING**

- A. The Strategic Initiatives Division will prepare the Strategic Impact Report annually, which is informed by the outcome of the quarterly reports and information from the action planning teams. The report will include updates on progress towards the defined priorities, goals, and objectives outlined in the Department's Strategic Plan.
- B. The Commissioner's Office shall prepare the Department's annual report which shall include at a minimum:
  - 1. Information and data regarding the type of incarcerated population served;
  - 2. Information and data regarding the types of institutions under the purview of the Department of Correction;
  - 3. Information and data regarding MassCor to include types and prices of goods manufactured, amount of goods sold, and statistics of the incarcerated and civilly committed individuals employed through the industries program;
  - 4. Updates on progress towards the Department's Strategic Plan as reported on through the Strategic Impact Report.
- C. The Strategic Impact Report and the Department's annual report shall be posted on the Department's Internet site for public viewing.

**MASSACHUSETTS DEPARTMENT OF CORRECTION**  
**INSTITUTION QUARTERLY REPORT**

Institution Name: \_\_\_\_\_ Quarter: \_\_\_\_\_

Superintendent: \_\_\_\_\_

<b>Agency Vision</b>
To be leaders in strengthening environments that contribute to safer and healthier communities.
<b>Agency Mission</b>
Promoting growth, success, and resiliency through a team of correctional professionals who foster a safe, empathic, results-driven environment.
<b>Agency Values</b>
Responsible, Respectful, Honest, Caring

**Institution Mission:** The institutional mission should be reviewed by the Superintendent. If the Superintendent feels the mission is no longer applicable, a request should be made through the office of the Chief of Staff to approve a workshop for updating.

<b>Institution Mission</b>	
Date Established:	
Last Update in PowerDMS:	
Next Update in PowerDMS:	

**Population Data & Institution:** Attach current population dashboard data and provide current trends or patterns about the population served

Total Population as of _____: (Any day within the last month of the quarter)	Notable Changes in Demographics (i.e. sentence structure, language, education levels, age, medical/MH needs, etc.)	Observed Emerging Needs or Patterns	Number of Maintenance Requests	Number of Use of Force	Number of D-Reports Issued

**Staff Morale:** To assess the current state of staff well-being, satisfaction, and challenges

	Number of Recognitions Given	Number of Trainings Attended (not in-service)	Number of Transfer Requests	Number of Vacancies	Total Forced Overtime	Number of Staff Discipline
Managers						
Security						
Uniformed						
Non-Uniformed						
<i>Overall Rating:</i>						
<input type="checkbox"/> Poor <input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High <input type="checkbox"/> Excellent						
<i>Leadership Summary:</i>						

**Incarcerated Individual & Civilly Committed Morale:** To assess the current state of the population's climate, engagement, and well-being

Number of Grievances Placed	Number of Crisis Calls Resulting in TS	Number of Code 99's	Number of Cancelled Activities	Current Number Participating in Education	Number of Individuals Transferred to Lower Custody

*Overall Rating:*

Poor       Low       Moderate       High       Excellent

*Leadership Summary:*

**Institutional Goals:** Goals and performance measures will be established during Quarter 1 of the year. Institutions will provide at least three (3) goals that will support the strategic plan and provide updates on progress towards those goals during Quarters 2 through 4.

Identified Goal	Supported Priority, Goal, and Objective from the Strategic Plan	Performance Measures
1.		
2.		
3.		
<b>Updates on Progress &amp; Performance Measures:</b>		
1.		
2.		
3.		

**Major Developments:** Provide at least one (1) development from each department in the institution that shows progress towards the identified institutional goals; think advancement, evolution, transformation

Development	Department/Unit	Date	Goal Impacted

**Major Incidents:** Provide noteworthy events that were sudden & disruptive; think short-term events that were unexpected

Incident	Impact on Institution	Date	Response Taken

**Major Problems & Solutions:** On-going/long-term problems requiring a resolution; to include serious issues or challenges that have hindered progress

Problem	Impact on Institution	Root Cause	Date	Proposed Solution (attach documentation if applicable)