

Performance Measures

Correctional Services: Facilities

Correctional Services encompasses the core functions of the department including the largest scope of programming, divisions, units, and staff. This appropriation houses both Facility and Field Services, as well as the majority of Central Office divisions and units who provide direct service support to Field and Facilities.

The **Facilities** division encompasses the operation of six (6) in-state facilities, as well as out of state housing, for incarcerated individuals. Vermont Department of Corrections (VT DOC) facilities are under a unified system, meaning incarcerated individuals housed in VT DOC facilities might have any combination of legal status (including sentenced, detained, and holds for other jurisdictions).

The VT DOC classifies incarcerated individuals using three custody levels. These are related to risk of flight or of serious misconduct while incarcerated *and should be considered distinct from risk of recidivism upon release*. The levels are minimum, medium, and close with minimum representing the lowest risk and least restrictive housing to close representing a higher risk and more restrictions to provide for appropriate safety and security.

Correctional Services: Facilities

36% Decrease in average total incarcerated population since FY13 (2,077 in FY13 to 1,339 in FY23; **Figure 1**). Since FY13, the average total incarcerated population peaked in FY14 at 2,110 and had a record low of 1,304 in FY22

49% Decrease in average sentenced incarcerated population since FY13 (1,669 in FY13 to 850 in FY23; **Figure 1**). Since FY13, the average sentenced population peaked in FY14 at 1,694 and had a record low of 850 in FY23

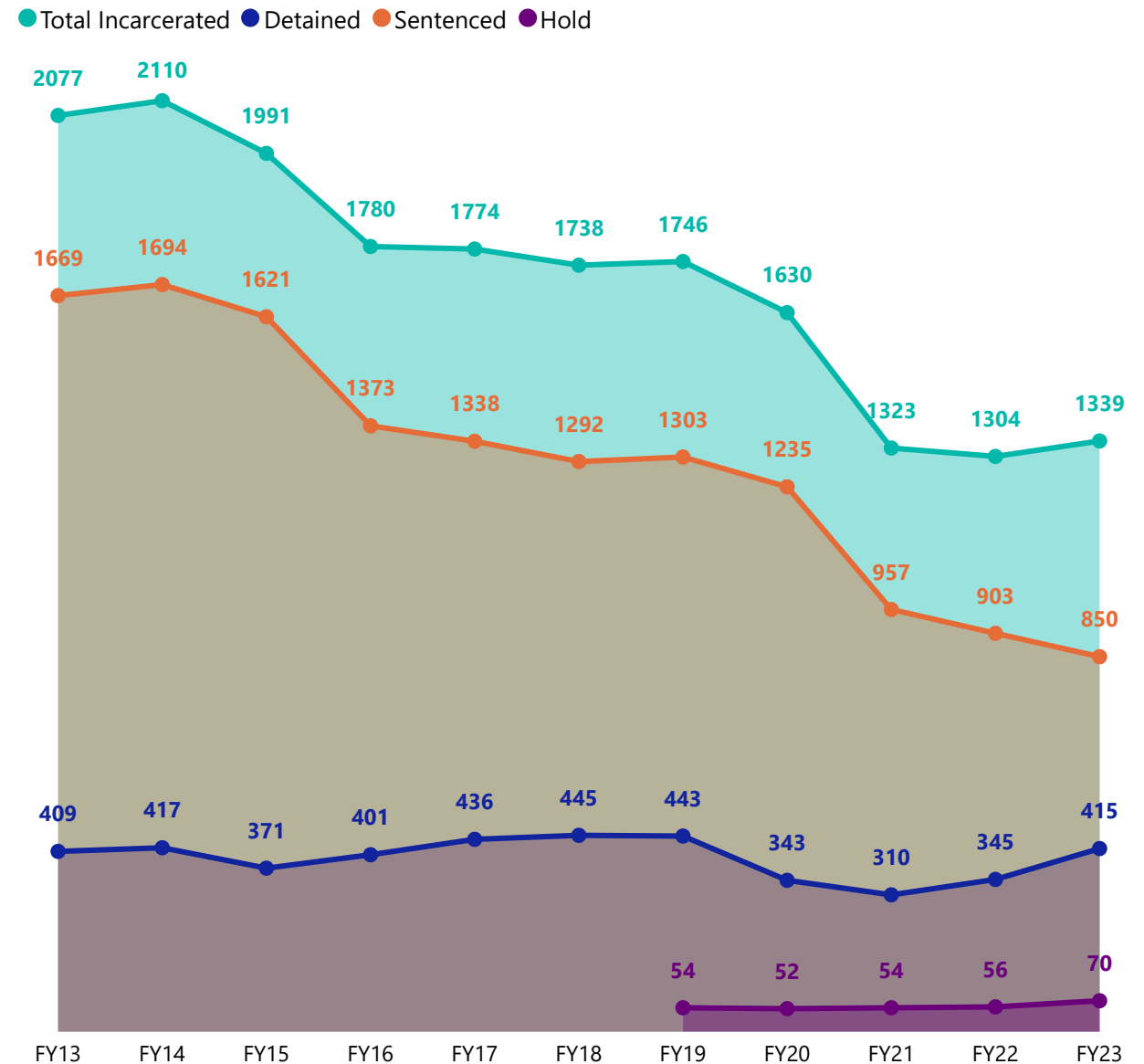
2% Increase in average detained incarcerated population since FY13 (409 in FY13 to 415 in FY23; **Figure 1**). Since FY13, the average detained population peaked in FY18 at 445 and had a record low of 310 in FY20

30% Increase in average hold incarcerated population since FY19 when these data began to be tracked in the data source utilized (54 in FY19 to 70 in FY23; **Figure 1**). This is the highest average of holds within the dataset

Figure 1: The incarcerated population is largely separated into three categories: those **sentenced** post-conviction, those **detained** awaiting trial, and those **held** for other jurisdictions. In FY23, an average daily population of 1,339 individuals were incarcerated in VT DOC correctional facilities, with 850 (64%) sentenced, 415 (31%) detained, and 70 (5%) held for other jurisdictions. This represents a total population increase of 2.7% compared to FY22. Compared to FY22, the percentage of sentenced individuals decreased by 5.9%, while the detained population saw an increase of 20.3% and the hold population increased by 25%. Thus, the increase in the total population is largely driven by the detained and hold populations. VT DOC has seen a steady increase in the number of sentencing mittimus received as courts have worked to reduce their backlog, some of which may result in additional incarceration time. Additionally, the VT DOC has seen an increase in federal holds, primarily for Immigrations and Customs Enforcement (ICE).

**Note: these numbers are derived from separate average calculations for each category. Due to daily fluctuations in each group, the sum of these independent averages might not always align perfectly with total population.*

Figure 1: Average Sentenced, Detained, and Hold Population by Fiscal Year



Correctional Services: Facilities

91% Of the average total incarcerated individuals in FY23 were housed at one of the six in-state correctional facilities while 9% were housed out-of-state (**Figure 2**)

94% Of incarcerated individuals have a felony crime listed as the most serious crime for their offense on 6/30/2023 (**Figure 3**). In 2023, the proportion of the incarcerated population convicted of a serious felony crime (e.g., murder, aggravated assault) rose to 70%, a six percentage point increase from 64% in 2016

Figure 2: The distribution between in-state and out-of-state incarcerated individuals provides insights into our facility capacities and the potential need for infrastructural changes. Compared to FY22, the percentage of in-state incarcerated individuals increased by 4% in FY23, while the percentage of individuals incarcerated out-of-state decreased by 14.5%. In month-to-month data for FY23, there's a return to regular out-of-state population patterns in the later half of the year: a modest uptick with new arrivals, followed by a gradual decline as individuals are transferred back to Vermont for programming and/or as they approach their release dates.

Figure 3: Crime type data, distinguishing offenses by severity and nature, is key to understanding trends in the incarcerated population, revealing the spectrum of crimes from severe felonies to lesser misdemeanors. Variations between FY22 and FY23 appear to be minimal. A broader examination reveals a general decrease across the incarcerated population, with similar proportions of felony and misdemeanor crimes as the prevailing offense.

**Note: these numbers are derived from separate average calculations for each category. Due to daily fluctuations in each group, the sum of these independent averages might not always align perfectly with the total population.*

Figure 2: Average Total, In-State, and Out-of-State Incarcerated Population by Fiscal Year

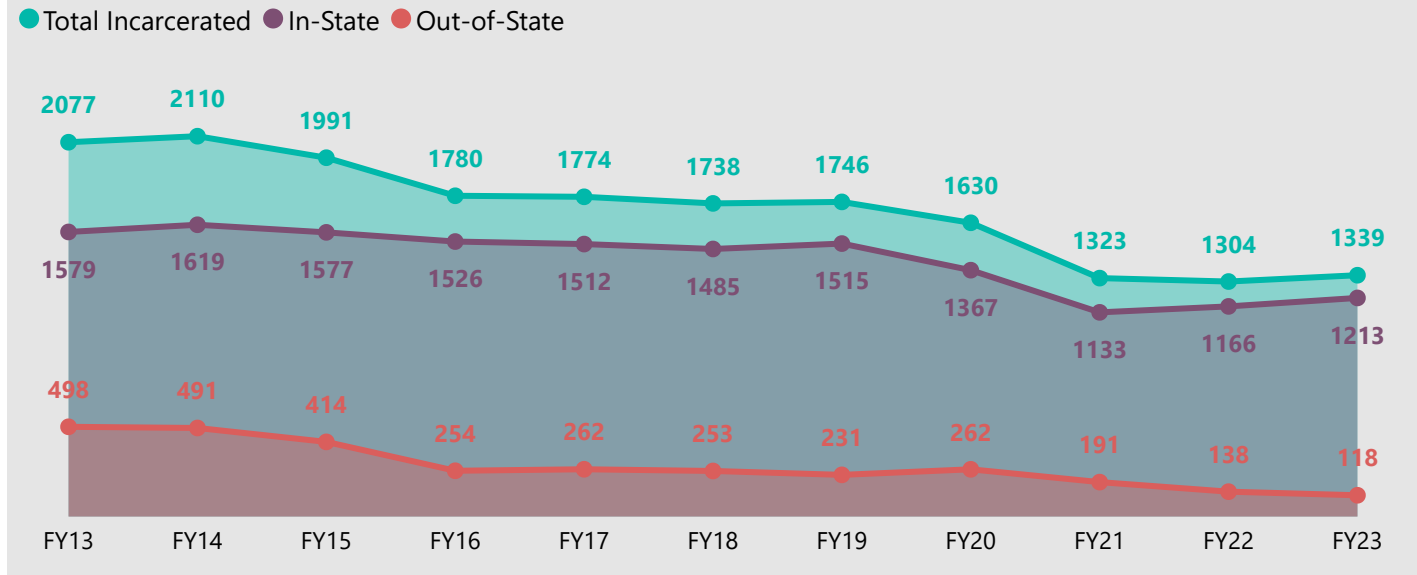
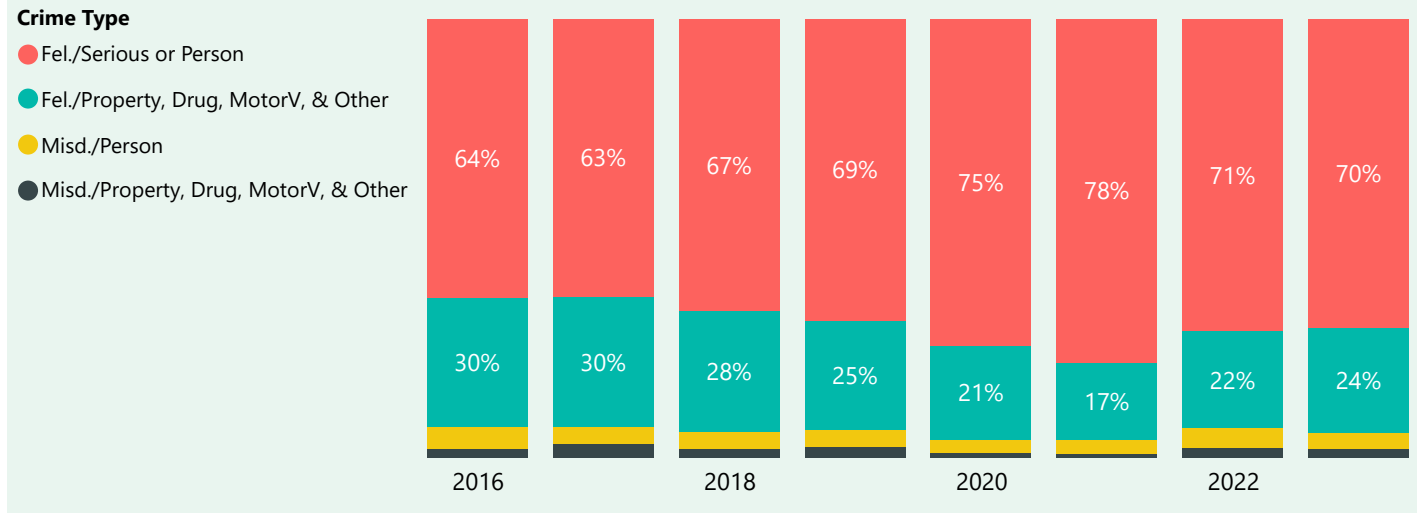


Figure 3: Incarcerated Population by Crime Type: June 30th Counts 2016-2023



Correctional Services: Facilities

163 Per 100,000 residents is Vermont's 2021 incarceration rate according to the Bureau of Justice Statistics' most recent report. This is a 48% reduction from 312 per 100,000 reported in 2013

16% Of incarcerated individuals identify as Black, Indigenous, or a person of color (BIPOC) or Some Other Race (Other) as of June 30, 2023 point-in-time data. The data show a year-over-year increase, with 11% of incarcerated individuals identifying as BIPOC or Other in 2020. Only 6% of Vermonters identify as a race other than White alone according to 2022 demographic data from the US Census Bureau. BIPOC and Other races are overrepresented in the incarcerated and community supervised populations

53% Of sentenced incarcerated individuals housed past their minimum release date had a high/very high risk to reoffend score as of June 30, 2023 (**Figure 5**). This has remained fairly consistent since 2020 when 46% had a high/very high score

Figure 5: Sentenced Incarcerated Individuals Housed Past Minimum Release Date By Risk to Reoffend June 30th Counts 2020-2023

Risk to Reoffend ● High/Very High ● Moderate ● Low ● No Score Available

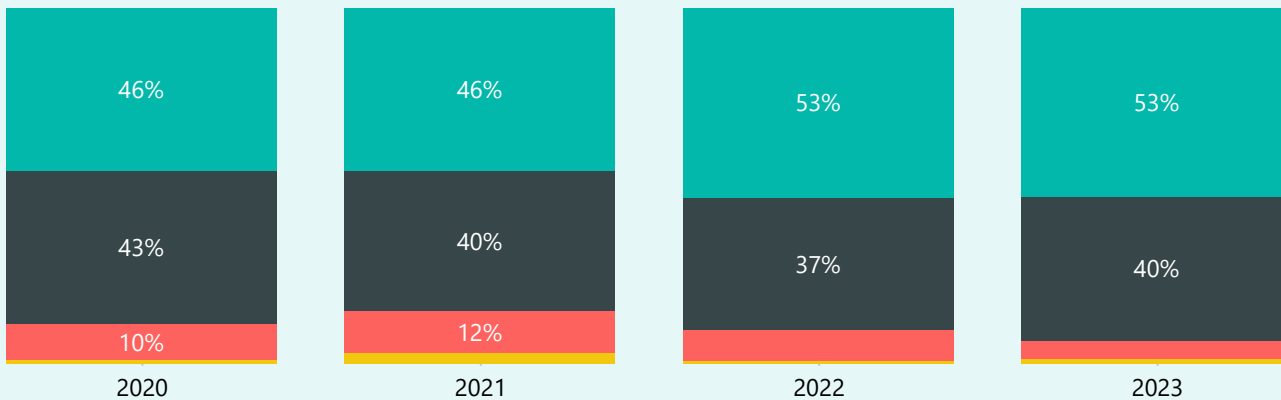
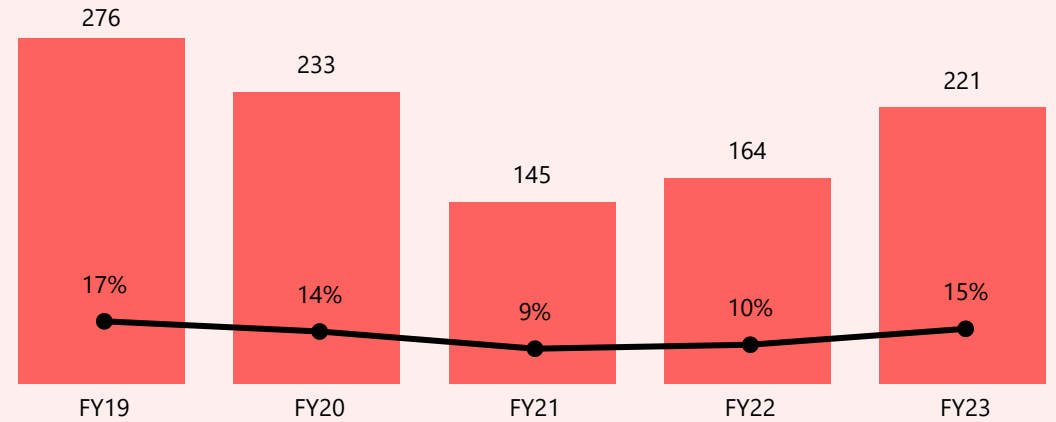


Figure 4: Average Totals and Percent of Incarcerated Population in Segregation by Fiscal Year

● # in Segregation ● % of Total Population in Segregation



15% Of the average incarcerated population were placed in segregation on average each month in FY23 (**Figure 4**)

Figure 4: Segregation data from FY19 to FY21 initially indicates a positive shift towards reduced reliance on segregation practices, with a decline noted through FY21 which can mainly be explained by increased COVID precautions. Yet, this trend shifted in FY22 through FY23, leading to an increase in segregation use — from 10% of the average daily population in FY22 to 15% in FY23. The factors behind this recent increase are not immediately evident from the data, but may indicate a return to pre-pandemic operations.

125% Bed occupancy rate for the incarcerated general population in FY23, up from 120% in FY22. With an average daily population of 1,339 and a capacity of only 1,069 total general population beds, this highlights a continued challenge in managing facility capacities

Correctional Services:

Field Services & Parole Board

Correctional Services encompasses the core functions of the department including the largest scope of programming, divisions, units, and staff. This appropriation houses both Facility and Field Services, as well as the majority of Central Office divisions and units who provide direct service support to Field and Facilities.

FIELD SERVICES

The Vermont Department of Corrections (VT DOC) has 12 field offices across the state, called Probation and Parole (or "P&P") offices. They are responsible for the supervision of almost 4,000 individuals in the community on a variety of legal statuses. P&P staff supervise individuals placed on probation and supervised community sentence by the Courts, as well as those awarded parole by the [Vermont Parole Board](#), individuals released from a correctional facility on furlough, and individuals awaiting adjudication who are supervised in the community on home detention.

It is the responsibility of Field Services to provide the most effective community supervision of individuals based on best practices, evidence-based research, and available resources. Supervision parameters, including intensity and duration, are based on the individual's risk to re-offend, the severity of the offense, the individual's needs, and the individual's legal status. The foundations of effective supervision are quality risk assessments and the application of appropriate supervision services. The adoption of Justice Reinvestment strategies reinforced and enhanced community supervision practices around supervision, condition setting, addressing violations, and incentives. In addition, the supervision differences based on legal status has been reduced and supervised individuals are supervised based on risk and need instead of their legal status.

PAROLE BOARD

The Parole Board is an autonomous body that is included in the Corrections appropriation for administrative purposes. The Board reviews referrals by the Department for individuals incarcerated or on furlough supervision who are eligible for parole consideration to include initial eligibility hearings, presumptive parole administrative reviews, or subsequent reviews. The Board reviews all requests to address allegations of violation of conditions of parole supervision through a reprimand hearing or a formal violation hearing. The Board reviews requests for condition modifications, parole rescission, or early discharge. In addition, the Parole Board is responsible for reviewing all individuals placed on Supervised Community Supervision (SCS) at the expiration of their minimum sentence to determine if the individual should be discharged or to continue the individual on SCS. The Board is also responsible for reviewing all requests to address violation of conditions for individuals on SCS. The Board attends virtual hearings to perform parole and SCS hearings as required by law.

Correctional Services: Field Services & Parole Board

20%

Decrease in the average community supervision population between FY20 and FY21, marking the most notable decline from FY16 to FY22, and aligning with the onset of the COVID-19 pandemic and the implementation of Justice Reinvestment II initiatives. From FY22 to FY23, there's a slight, but not significant, uptick in the population, likely due to courts reopening and clearing the backlog of cases from the pandemic period (**Figure 6**)

72%

Of the average community supervision population in FY23 comprised individuals on probation, highlighting a historic trend where probation occupies the largest share of those on community supervision. As courts addresses the backlog of cases accumulated during the pandemic period, many are resolved, often leading to probation. Conversely, those on parole and furlough represent a diminishing fraction of the total (**Figure 7**)

Figure 7: Comparing the yearly averages, from FY22 to FY23, the Probation population experienced an increase of 233 individuals, equating to a 9.9% rise. In contrast, Parole saw a decrease of 143 individuals, representing a 15.9% drop, and Furlough numbers fell by 40 individuals, a 12.8% decline.

The past eight years have witnessed a notable decrease in the community supervision population across all categories, with Probation—the most substantial group—experiencing a consistent decline until a recent uptick in FY22 and FY23. Parole numbers have gradually fallen, with the trend accelerating in the last three years. The furlough figures, while the smallest group, have mirrored this downturn, highlighting an even sharper drop in recent years. The downturn in the furlough population was a desired outcome of the Justice Reinvestment II initiatives and departmental operational changes supported this decline.

Figure 6: Point-in-Time Community Supervision Population June 30th Counts 2016-2023

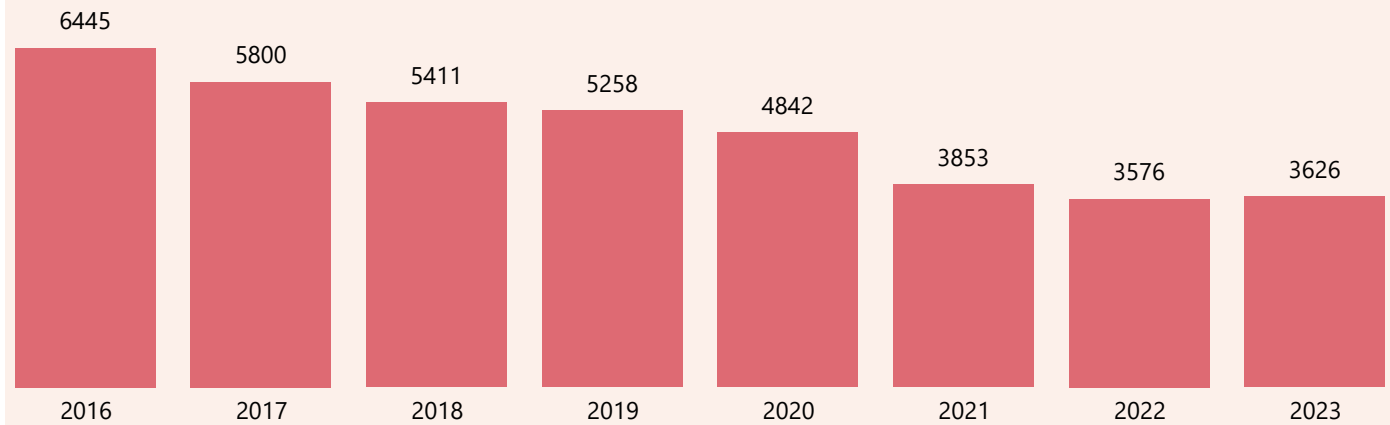
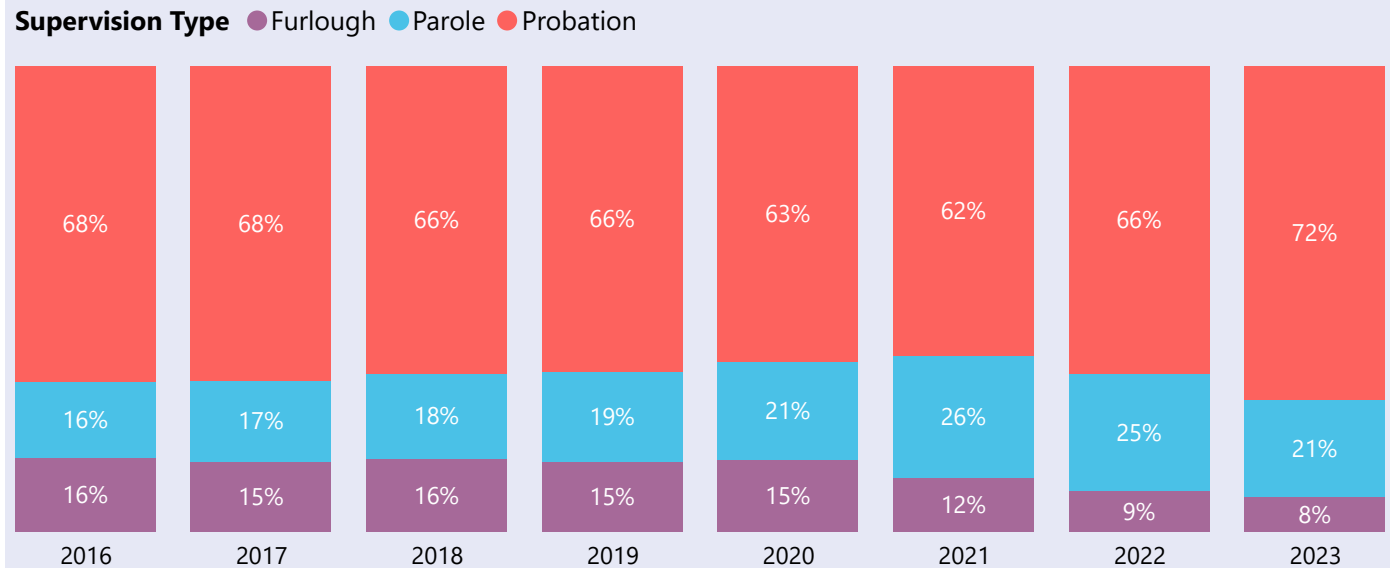


Figure 7: Point-in-Time Community Supervision Population by Type June 30th Counts 2016-2023



Correctional Services: Field Services & Parole Board

27%

Decrease in total returns to incarceration from community supervision when comparing FY23 (917 returns) to FY20 (1,248 returns; **Figure 8**). However, FY23 saw an increase in total returns since FY22: increase of 25.8% in New Crimes and 151.6% in Technical Violations. This can be explained, in part, by methodological changes in data collection (see narrative below)

Figure 8: While returns to incarceration from community supervision, categorized as either New Crime or Technical Violation, have fluctuated annually from FY20 to FY23, Technical Violations have decreased since 2020, mainly due to the implementation of Justice Reinvestment II initiatives and COVID mitigation measures. Specifically, FY23 technical violations (including absconders) indicate a 38% decrease since 2020, even though FY23 overall saw an increase in returns since FY22. The FY23 data transitioned from tracking via spreadsheets to the Offender Management System database for input and analysis. This methodological change allowed for separating technical violations into Technical Violation and Absconder and also might account for data differences compared to previous years.

Figure 8: Returns to Incarceration from Community Supervision by Fiscal Year

Reason For Return ● New Crime ● Technical Violation ● Absconder

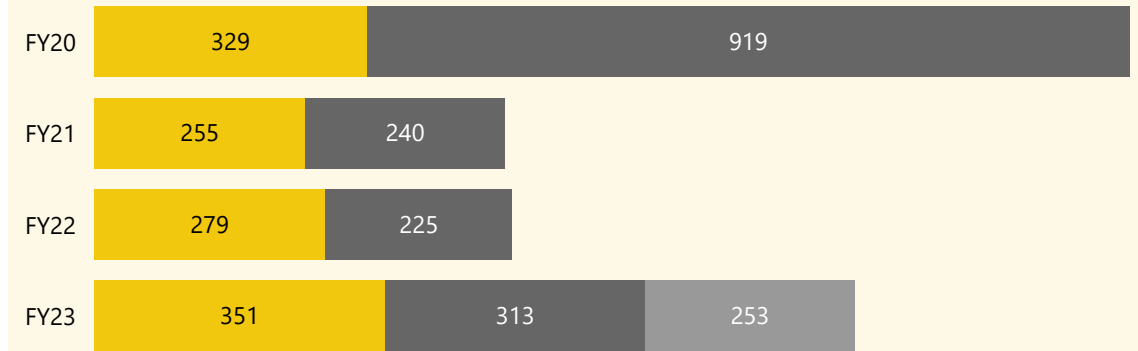
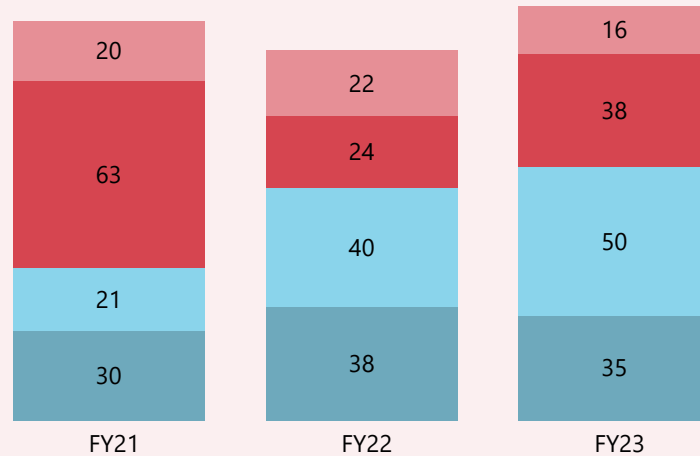


Figure 9: Parole Violation Hearings by Violation Result & Type and Fiscal Year

Violation Result & Type

- Continuation: New Crime
- Continuation: Technical Violation
- Revocation: New Crime
- Revocation: Technical Violation



61%

Average quarterly parole grant rate in FY23 for individuals eligible for parole after a Parole Board hearing. This follows a consistent downward trend in parole grant rates over the past three years, with a rate eight percentage points less than FY21

39%

Of parole violation hearings in FY23 resulted in revocation of parole, which is consistent with FY22 (37%) and indicates a 35% decrease since FY21. This reflects a sustained trend of relatively lower revocation rates over the last two years, with the majority of revocations consistently due to new crimes committed by parolees (**Figure 9**)

63%

Of parole violation hearings in FY23 led to continuation of parole, which is consistent with FY22 (also 63%) and is a 67% increase since FY21. This indicates a sustained trend toward more continuations of parole in the last two fiscal years (**Figure 9**)

Health Services

The Vermont Department of Corrections (VT DOC) Health Services Division (HSD) oversees a comprehensive health services program providing services to incarcerated individuals as guaranteed by the 8th Amendment of the United States Constitution, required by state law, and in compliance with the National Commission for Correctional Health Care (NCCHC) standards for ongoing accreditation.

Comprehensive health services means an integrated, holistic system of care that includes but is not limited to medical, mental health, substance abuse, dental, vision, on-site and off-site specialty, pharmacy, care coordination, and emergency services. The VT DOC contracts with a private vendor to provide comprehensive health services to incarcerated individuals housed at any VT DOC facility throughout the state.

The philosophy of the VT DOC HSD centers around mirroring the Vermont community standard of care and as such the HSD is committed to working with all other departments within Vermont's Agency of Human Services and community-based organizations including Federally Qualified Health Centers, Vermont's Opioid Use Disorder Treatment System "hubs and spokes," Designated Agencies, Specialized Services Agencies, Vermont Chronic Care Initiative, Planned Parenthood of Northern New England, Prisoners' Rights Office, Disability Rights Vermont, and Vermont Information Technology Leaders.

Health Services

3,756 Total patient intakes in FY23 (**Figure 10**). This represents a 45% increase compared to FY22 (2,596 in FY22, 3,756 in FY23). This increase mirrors the increase in the incarcerated population and flow, demonstrating a return to pre-pandemic levels

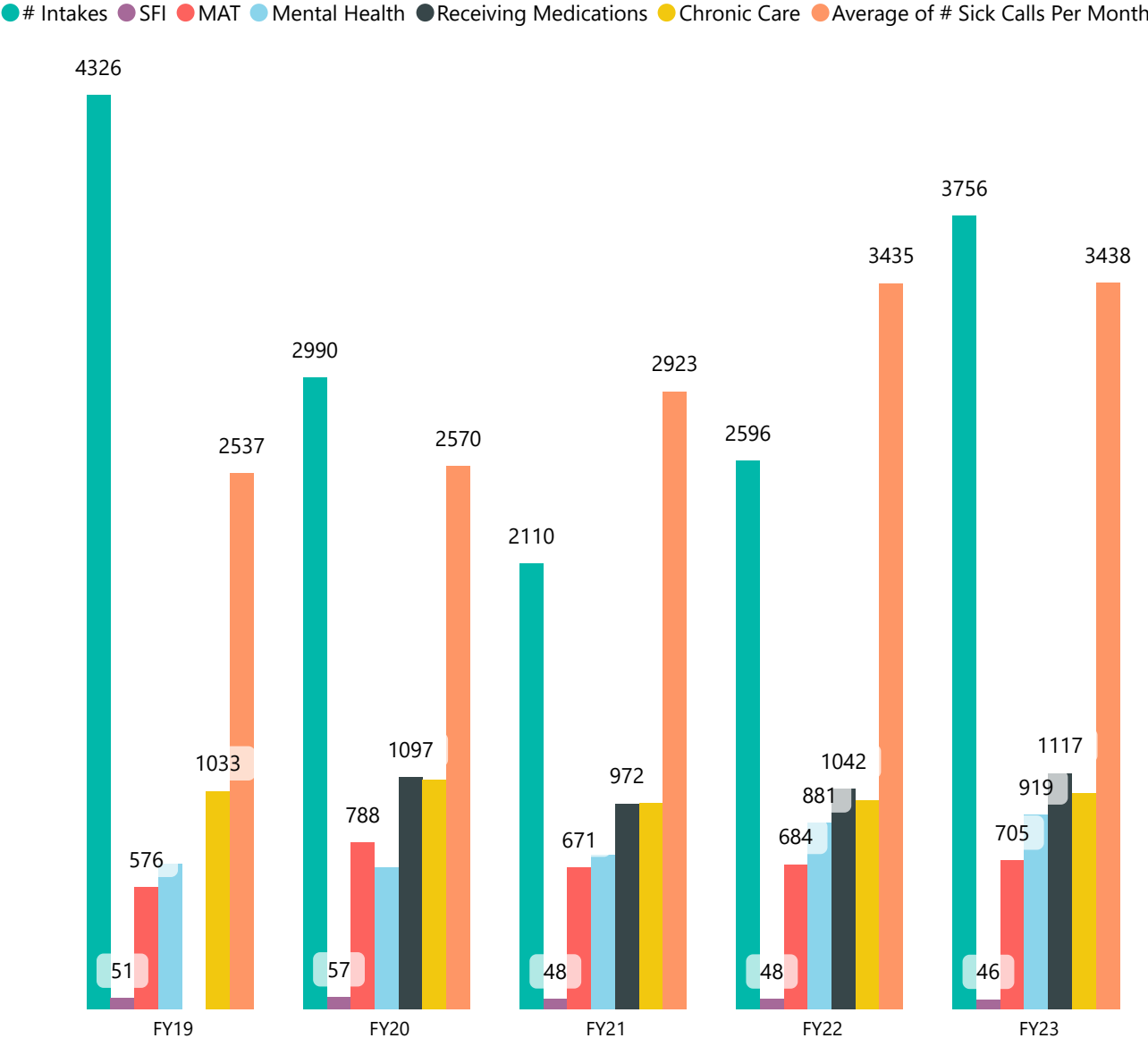
46 Average SFI-designated individuals per month (**Figure 10**). This represents 4% of the FY23 ADP

1,117 Average individuals receiving medication per month (**Figure 10**), or 92% of the FY23 ADP. The majority of these individuals were receiving psychotropic medications, with an average of 823 a month, or 68% of the FY23 ADP

3,438 Average sick calls per month (**Figure 10**). This is nearly the same as FY22, which had an average of 3,435 sick calls per month

Figure 10: Regardless of legal status, comprehensive health services are provided to all individuals incarcerated in Vermont. These services include an initial health care receiving screening, an initial health assessment and mental health assessment and evaluation as determined appropriate, an initial dental screening and assessment by a dentist, ongoing chronic illness monitoring and treatment, and care coordination at intake and release. The majority of these metrics follow the same trend, showing a decrease from FY19 to FY20. This can be partially explained by effects of the pandemic, with a gradual increase as operations return to pre-pandemic norms.

Figure 10: Average Monthly Health Services Metrics by Fiscal Year



Health Services

705

Average number of individuals on MAT per month, or 58% of the FY23 ADP. **Figure 11** shows the total number of inductions and continuations by fiscal year

Figure 11: Act 176, enacted July 1, 2018, directs Vermont correctional facilities to provide medication-assisted treatment (MAT) to incarcerated individuals who meet medical necessity, for as long as is medically necessary and the person elects to participate in the treatment. This includes continuing incarcerated individuals, who at intake have a verified community prescription, as well as those who request assessment to determine medical necessity for MOUD MAT. **Figure 11** shows the distribution of MAT inductions and continuations by fiscal year. Since FY20, there has been a decrease in inductions, and have predominately been maintaining individuals in the facilities.

Figure 11: Continued, Inducted on MAT in Correctional Facilities by Fiscal Year

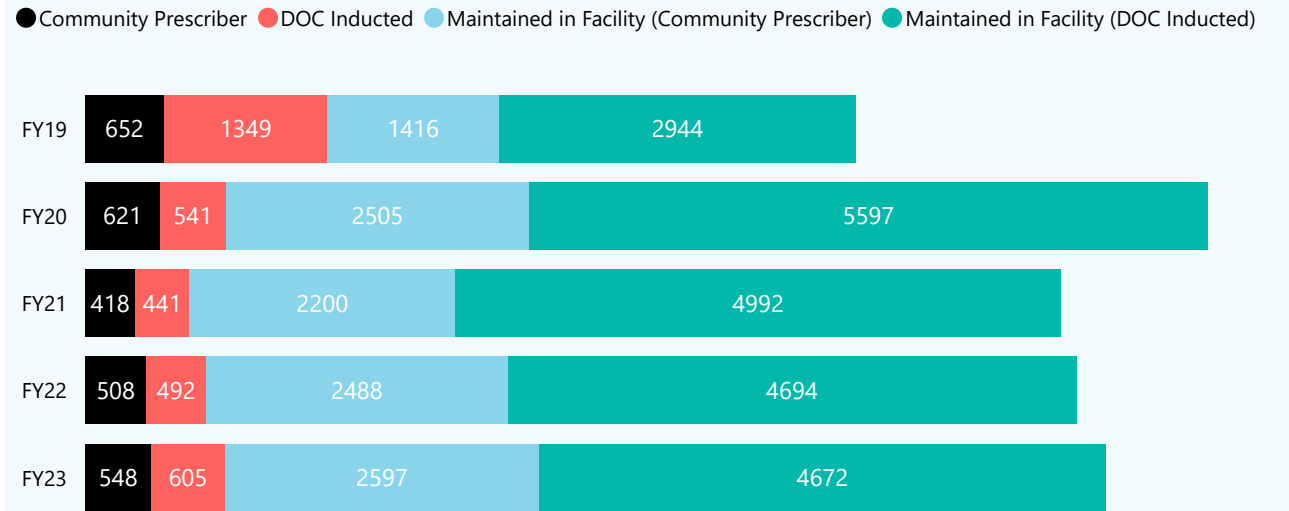
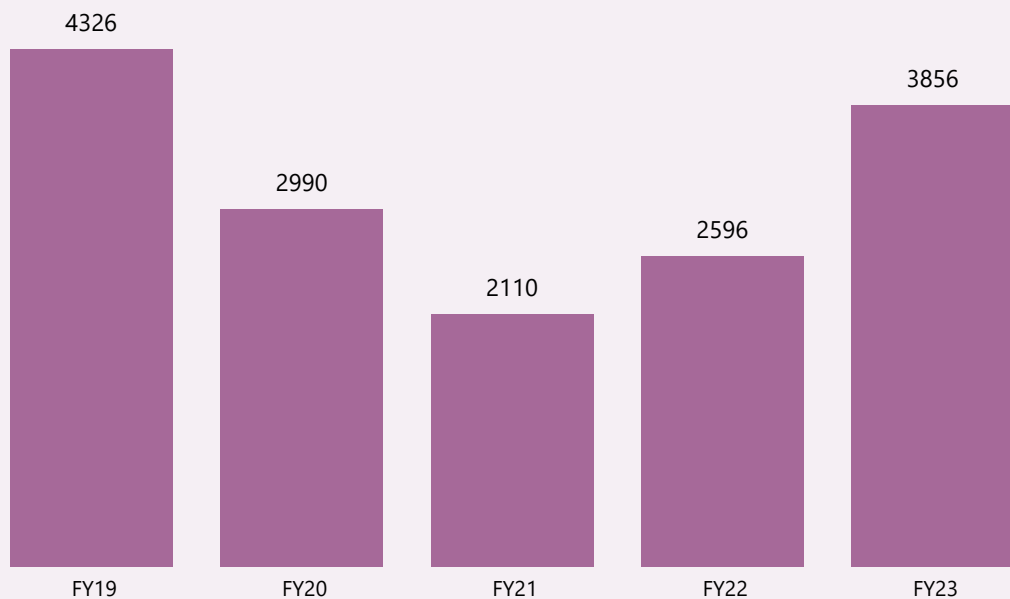


Figure 12: Health Receiving Screenings by Fiscal Year



691

Community-based specialty appointments in FY23, or an average of 58 per month. Examples of such appointments include an appointment with an Orthopedic Surgeon or a Cardiologist

100%

Of in-state incarcerated individuals shall receive a health screening at intake, regardless of legal status. There was an average of 313 screens each month in FY23, culminating in 3,856 total health receiving screenings (**Figure 12**)

Figure 12: The VT DOC contracted health services provider is required to conduct a receiving screening with every individual upon admission. As per national standards, they also conduct a full health assessment with every individual within seven days of booking. **Figure 12** shows the number of receiving screenings each fiscal year, which mirrors the population trend of decreasing after FY19, and beginning to return to pre-pandemic averages.

Health Services

1,024

Average number of unique individuals receiving chronic care treatment for all chronic illnesses per month in FY23, or 84% of the FY23 ADP. The VT DOC treats a broad range of chronic illnesses comparable to that of community care. Note that many individuals have more than one chronic illness

Figure 13: This figure shows the top seven chronic illnesses in terms of average monthly individuals treated per fiscal year. The top seven have been the same in each of the past five fiscal years. FY23 has the highest number of individuals being treated for OUD, which mirrors the trend from Figure 11 on the previous page. The VT DOC implemented updated treatment protocols in 2019 and 2021 in alignment with the community standard, which increased access to DAAs for individuals with HEP C. This, along with impacts of the pandemic, resulted in lower prevalence. Additionally, the increase in musculoskeletal illnesses aligns with the trend of an incarcerated population growing older and sicker.

Figure 13: Top 7 Average Monthly Incarcerated Individuals Receiving Chronic Illness Care by Condition and Fiscal Year

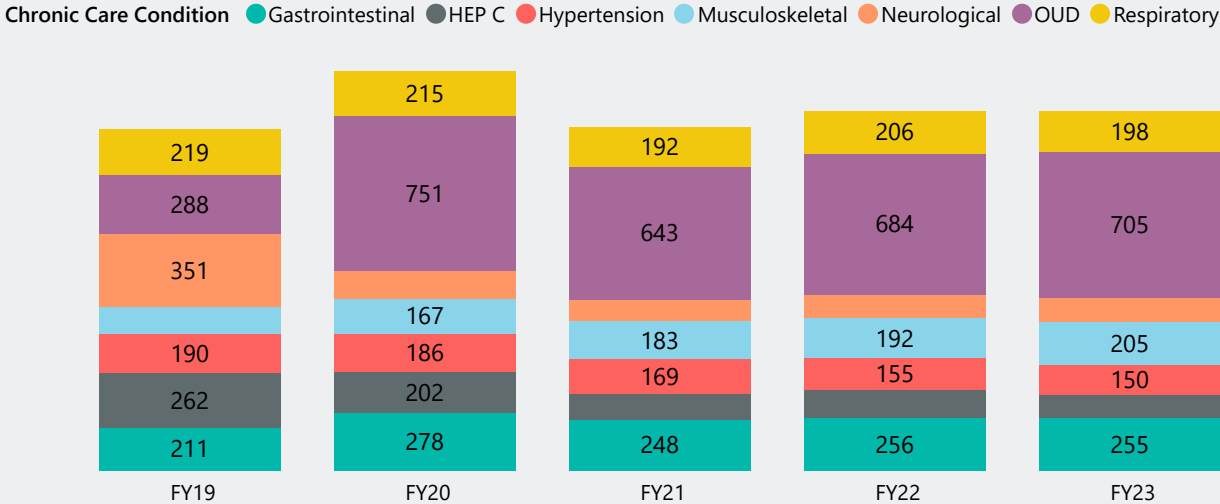
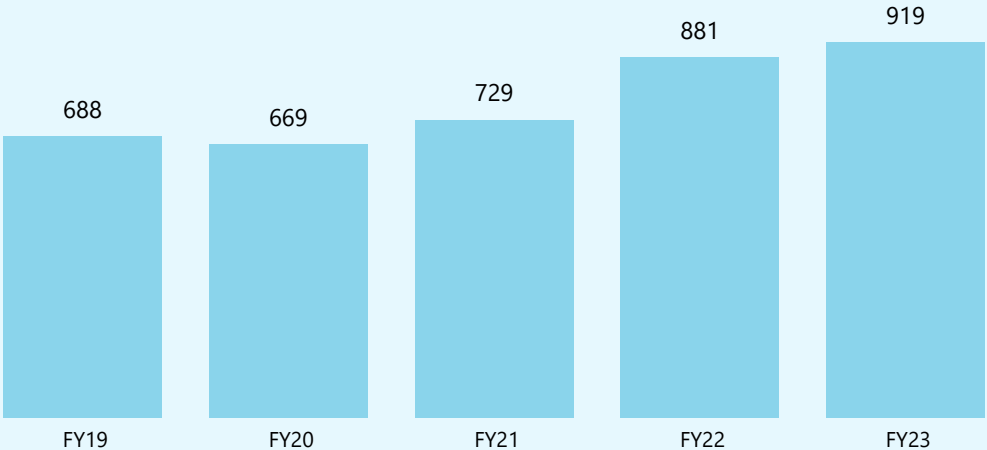


Figure 14: Average Individuals Per Month on the Mental Health Caseload



637

Total number of vaccinations for incarcerated individuals, 549 of which were for COVID-19 and the flu. Since FY19 there have been 4,730 total vaccinations provided to individuals incarcerated in Vermont facilities

919

Average individuals on the mental health caseload, or 76% of the FY23 ADP (Figure 14). The mental health caseload includes all patients with a clinically verifiable diagnosis for a mental health condition or substance use disorder and all patients prescribed a psychotropic medication

Figure 14: This shows the average numbers of individuals on the mental health caseload each month, which has reached a new high in FY23. Aside from a small dip from FY19 to FY20, the average number of individuals per month on the mental health caseload has increased every fiscal year, culminating in a 33.6% increase from FY19 to FY23. This is in stark contrast to the ADP trend, which has decreased each year from FY19. The reason for the continuous increase is unclear, but aligns with the general trend of the community.

Programs & Services

RISK INTERVENTION SERVICES

Risk Intervention Services (RIS) combine the research on evidence-based programming with correctional best practice to provide a range of services that address crime-related need areas (criminogenic needs) and lower the likelihood of recidivism or further criminal conduct by individuals in the care and custody of the Department. Services address criminogenic needs areas such as: sexual aggression, general violence, domestic violence by offering evidenced based curricula and interventions such as cognitive behavioral interventions, motivational interviewing in predominantly group modalities. RIS includes **Adult Behavioral and Life Skill Services** and **Education Services**, as well as Vermont Correctional Industries (VCI, now called **Vocational Training Division**, see below). Integrating these services within one unit furthers the ability to address multiple criminogenic needs including education, vocation, and finance all previously not incorporated into the services plan. The Department prioritizes requiring that these services be offered to the incarcerated individuals who score in the moderate to high range on general risk assessment tools or violence/sex offense specific risk assessment tools prior to reentry to community supervision and have a listed violent offense. These services may also be offered to those who score in the low range on general risk assessment tools, but whose risk of harm scores are moderate or above. In FY23, the Department implemented the transition of the VCI shops at Northern State to develop Vocational Training Division. With the assistance of legislative funding in Act 183 and BJA ARES funding, the Division is transitioning to support vocational training opportunities in construction, welding, and culinary in four of the six in-state correctional facilities.

TRANSITIONAL HOUSING

Through grants to community partners, the VT DOC supports the provision of transitional housing, rental assistance, housing search and retention, and other supportive services for individuals released to the community from Vermont's correctional facilities. The primary purposes of the program are to:

1. Promote housing stability of individuals returning to the community from incarceration;
2. Supervise and support individuals in the least restrictive environment (conducive with public safety); and
3. Provide opportunities for reintegration and connections to community and services.

With a safe, stable place to live, participants are able to find employment, engage in substance abuse and mental health treatment, pursue education or training opportunities, and connect to services that will support their long-term stability in the community.

Programs & Services

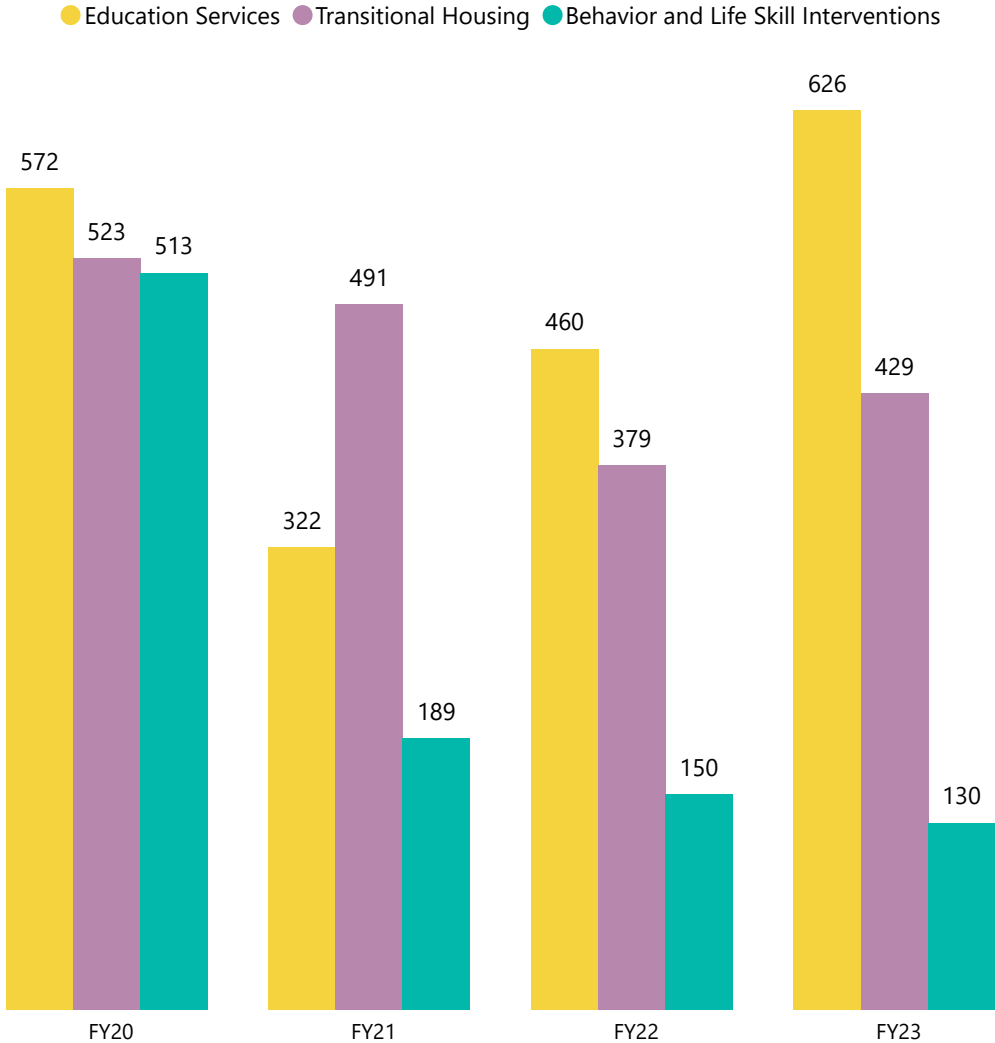
130 New participants in Adult Behavioral and Life Skill Services in FY23 (**Figure 15**). Since FY20, there has been a 75% decrease in the number of new participants engaged in these services. This can partially be explained by the decrease in the incarcerated population during that timeframe

626 Total students served through Education Services in FY23 (**Figure 15**). After a decrease in students served due to COVID mitigation, there has been a steady increase in students served through Education Services since FY21. Of those served in FY23, 72% did not have a High School Diploma (HSD) compared to 67% in FY22. Of the 175 who had a HSD in FY23, 54 (31%) had a Community High School of Vermont HSD and 121 (69%) received one from another school

429 Total number of individuals served in the Transitional Housing program in FY23 (**Figure 15**). Since FY20, there has been variability in the number of individuals served, which can partially be explained by fluctuations in the incarcerated population, grant closeouts, damage to rental units, and effects of the COVID pandemic

Figure 15: Education Services encompass Adult Behavioral and Life Skills services provided by clinicians and interventionists, as well as Vocational Training, previously known as Vermont Correctional Industries (VCI). FY23 also captures transition from VCI to Vocational Training Unit in the last two quarters of the fiscal year. This year saw the closure of the VCI shops at Northern State Correctional Facility in preparation for this transition.

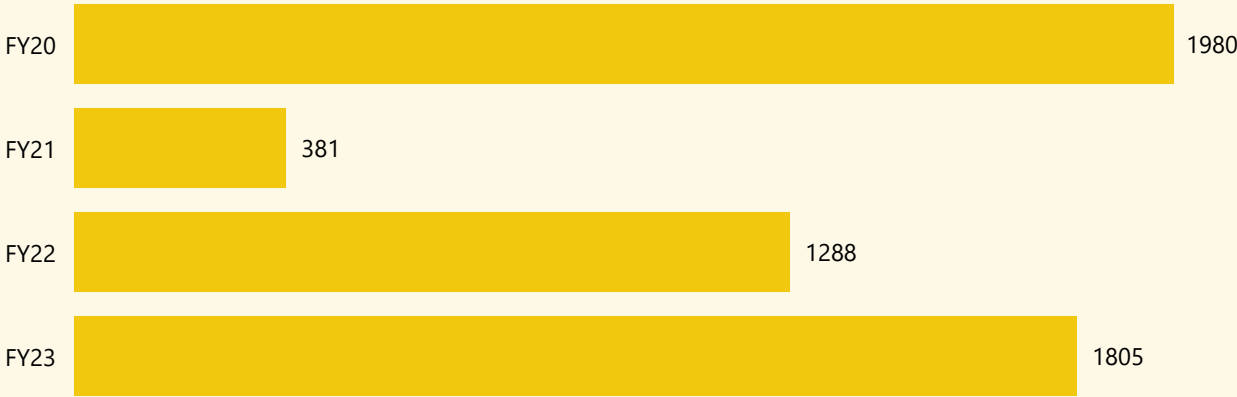
Figure 15: Unique Individuals Served by Fiscal Year



Programs & Services

55 Individuals involved in Adult Behavioral and Life Skill Services were placed on a Correction Action Plan (CAP) to address behaviors not in line with service expectations in FY23. This is a 20% increase when compared to FY22 which had 46 individuals on a CAP. Generally, since the VT DOC has initiated the CAP process, more participants have been aided to successfully participate in Behavior and Life Skill Interventions

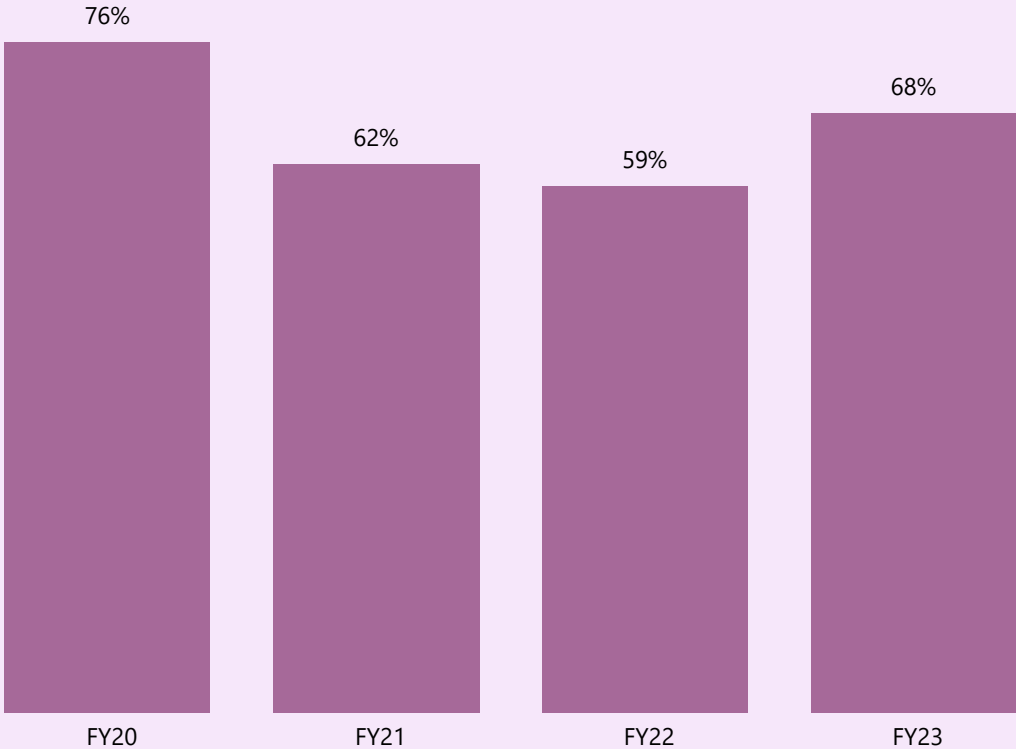
Figure 16: Education Services Course Registrations by Fiscal Year



1805 Total classes offered by Education Services in FY23 within 43 courses in 10 major subject areas (**Figure 16**). Education services were suspended for three quarters during the COVID pandemic, which affected FY21 the most. Beginning in FY22, course registration showed an increase, heading toward pre-COVID norms. FY23 had three curricula areas: Foundational Skills, Community High School of Vermont (CHSVT), and Career & Technical Education (CTE). Foundational Skills had 431 course registrations, CHSVT had 968, and CTE had 406

68% Average Transitional Housing bed utilization in FY23 (**Figure 17**). This below target annual average can be explained by multiple factors. In particular, operational aftereffects of COVID-19, such as workforce depletion, and supply chain challenges for repairs of scattered site units slowed turnover rate. Additionally, in some instances, significant damage was caused to rental units during protracted eviction processes. During FY23, the Transitional Housing portfolio also had multiple mid-year grant closeout and amendments

Figure 17: Transitional Housing Average Bed Utilization by Fiscal Year

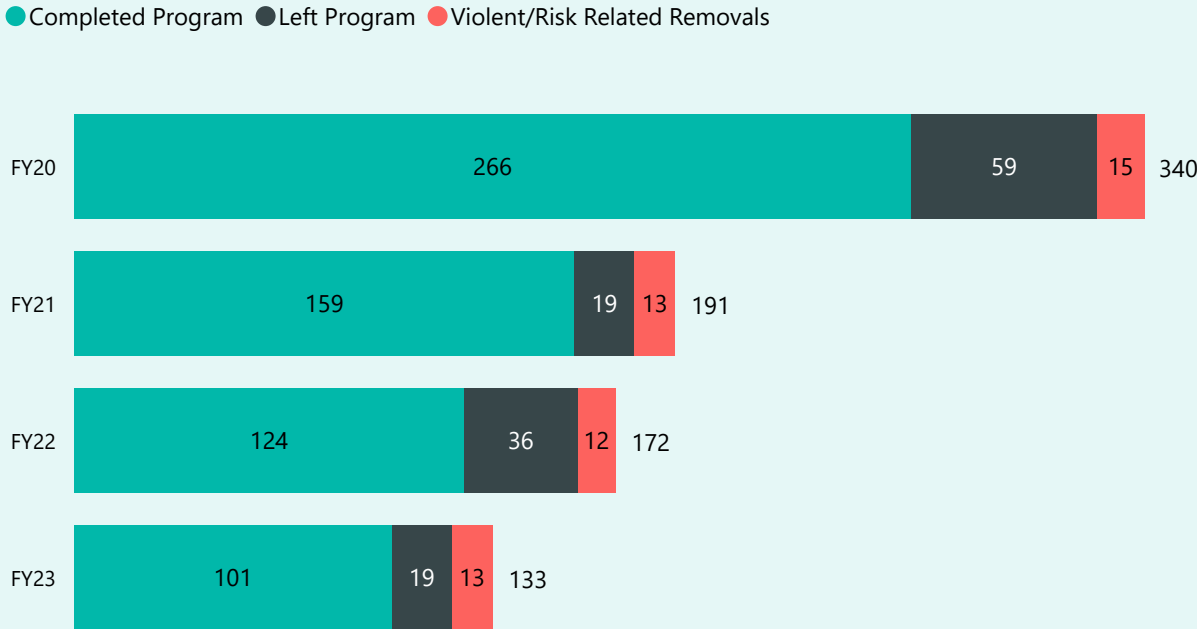


Programs & Services

101

Participants completed Adult Behavioral and Life Skill Services in FY23 (Figure 18). This represents 76% of all program participants, which is a similar completion rate to prior fiscal years; there was a 78% completion rate for FY20 through FY23

Figure 18: Adult Behavioral and Life Skill Services Program Completions by Fiscal Year



86%

Of the 17 writing sentences assessments scored proficient within the SIM writing post-test in FY23 (Figure 19). Only 23% of the 122 pre-test assessments received a proficient score

39%

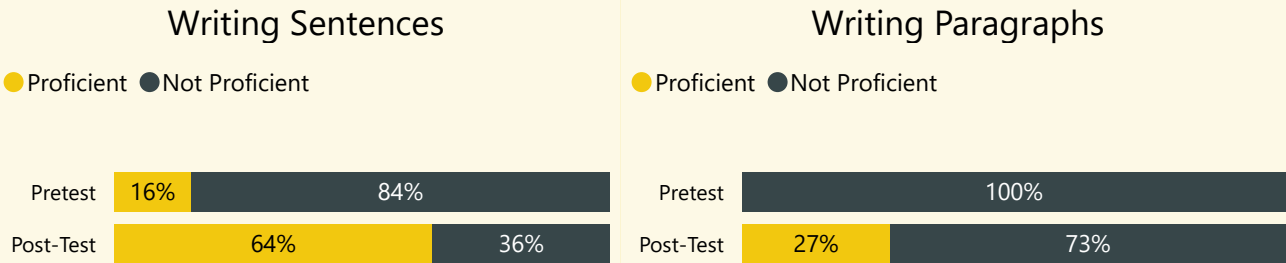
Of the individuals involved in Transitional Housing exited to permanent housing in FY23 (100 individuals; target 60%). The number of individuals exiting to permanent housing varies due to factors such as individual circumstances, rental housing availability, housing costs, gross monthly income, and employment options. Additionally, the acute lack of affordable housing in Vermont has made it increasingly challenging for successful program participants to acquire residential permanency

Figure 19: The Strategic Instructional Method (SIM) writing assessment requires multiple in person sessions to provide the structured assessment and instruction necessary for students to make grade level gains. The SIM writing method provides structured assessment and practice in the fundamentals of writing. SIM writing method continues to provide structured supports as students transition into our McGraw-Hill "StudySync" high school level literacy courses.

73%

Of the 11 writing paragraph assessments scored proficient within the SIM paragraph post-test in FY23 (Figure 19). None of the 58 pre-test assessments received a proficient score

Figure 19: Education Services Strategic Instructional Method (SIM) Sentence and Paragraph Proficiency Pre-Post Test Comparisons



Office of Professional Standards & Compliance (OPSC)

OPSC supports the department by leading all efforts connected to recruiting, training, retention, staff safety and special teams, constituency services, and PREA. OPSC is organized into units that focus on specific areas of expertise (see below).

TRAINING AND SPECIAL TEAMS

The Training and Special Teams unit oversees all training and safety related content connected to the VT DOC. This unit is involved with content development, fielding, and assessing all new and current training connected to the department, including Correctional Officer Basic Training Academies, training for trainers, risk and assessment training programs for field and casework staff, special teams training; state and local Field Training Officer programs, staff safety programs, emergency preparedness trainings, online training platforms and systems, online training content management and records management, numerous additional trainings and certifications designed to meet the needs of the VT DOC.

The Training and Special Teams unit is responsible for oversight of special teams which include the **Special Response Team (SRT), Crisis Intervention (CI), Peer Support, and Honor Guard.**

CAREER DEVELOPMENT AND WELLNESS

The Career Development and Wellness unit oversees all recruitment, retention and professional development initiatives and wellness for the department. This involves managing all recruiting processes, supporting retention development and implementation, and overseeing staff wellness which includes close collaboration with the Peer Support program. OPSC creates and supports initiatives geared toward enhancing the recruitment and retention of a diverse and competent future VT DOC workforce. OPSC provides oversight of VT DOC hiring and conducts background investigations and facilitates the exit interview and exit survey process to better identify areas of potential improvement. OPSC promotes professional development for VT DOC employees to include partnering with professional organizations such as NIC and contracted consultants. OPSC supports VT DOC staff to develop strength-based strategies and approaches to individual career and professional development.

PRISON RAPE ELIMINATION ACT (PREA) AND CONSTITUENCY SERVICES (CSU)

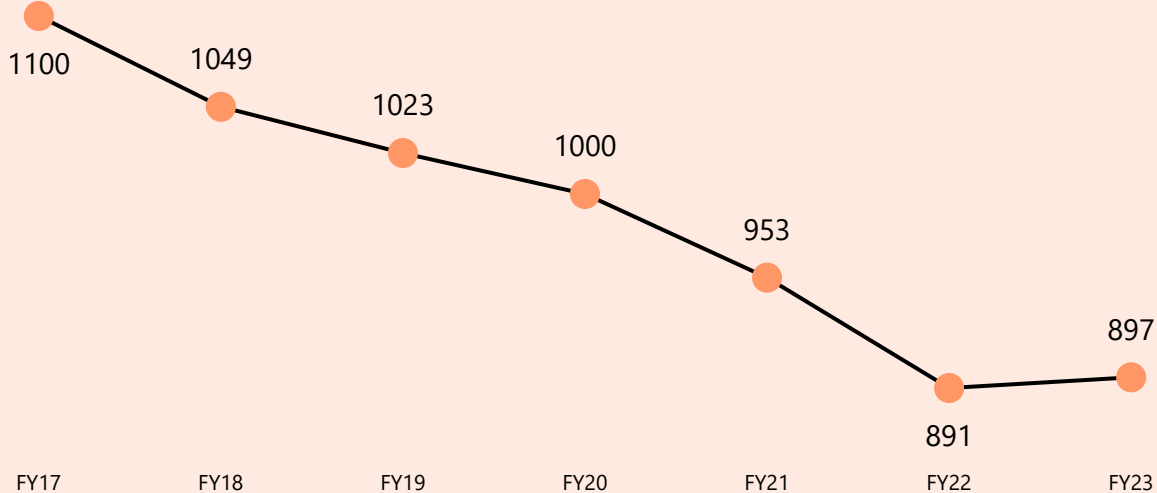
The CSU oversees all statewide compliance with the federal PREA Standards and sexual safety related content connected to the Department of Corrections. PREA and Constituency Services act as the subject matter experts; provide department training on sexual abuse, identities, and gender responsivity; advise the Commissioner's executive leadership on all personnel matters involving PREA and sexual safety; and are responsible for the State's recommendation of the Governor's annual certification/assurance letter. Constituency Services serves as a liaison between the VT DOC and the community, responding to their questions and concerns about the individuals in VT DOC custody. CSU responds to inquiries received by the VT DOC from the online portal, legislators, governor's office, department staff, email, and/or phone.

OPSC

269

Questions/concerns ("entries") received by Constituency Services via the Online Portal in FY23. There were 1,038 total entries since the Online Portal began in April 2020

Figure 20: Average Employees by Fiscal Year



897

Average number of VT DOC employees in FY23 (Figure 20). This is an 18% decrease from FY17 (1,100 average), but a slight increase from FY22

Figure 20/Figure 21: Staffing all-time average low of **891** (20% vacancy) in FY22 (Figure 20). These staffing lows were driven by security staff working in correctional facilities. The Stability & Sustainability (S&S) Plan was implemented in July 2022 to help address this staffing crisis. The S&S plan included implementation of the 50/50 Work/Life Balance 12-hour shift schedule for facility security staff. This schedule results in 50% work and 50% life (time off) per calendar year. Beginning in FY23 (when the S&S Plan began), Academy recruit numbers increased by 70% (Figure 21), contributing to the slight increase in the average number of VT DOC employees in FY23 compared to FY22.

135

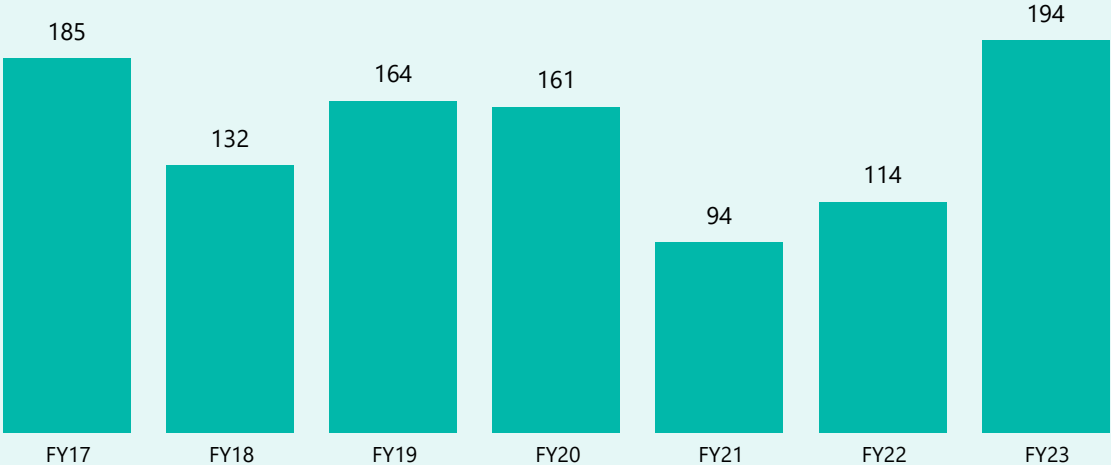
Special Teams members in FY23, which is an 11% increase from FY22 (122 members). Special teams include:

- The Special Response Team: team with high level of tactical training for larger-scale facility disturbances. There are 6 Special Response Teams (1 at each facility).
- Peer Support: team of corrections employees trained to listen to and help co-workers in response to stress & traumatic events.
- Crisis Intervention: responds to incidents requiring negotiation and a safe resolution.
- Honor Guard: publicly represents the VT DOC, primarily providing service at funerals to respect and honor employees and their families

194

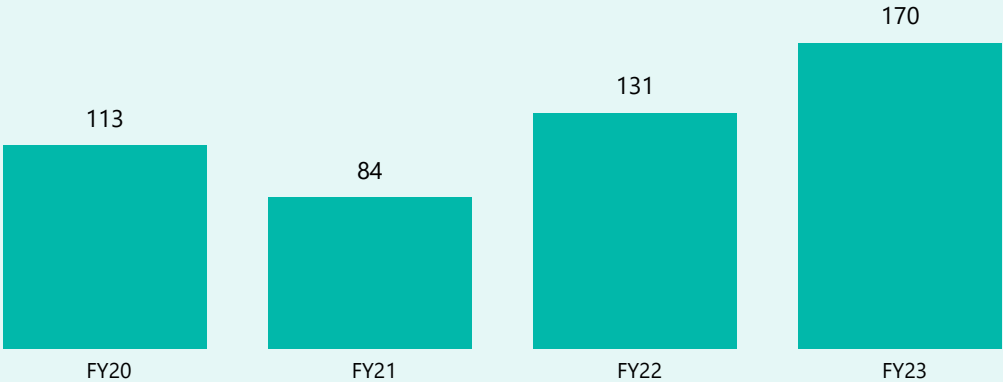
Total recruits attended 1 of the 5 academies in FY23 (Figure 21). Not only is this number a return to, but it is actually an increase from, pre-pandemic averages

Figure 21: Academy Recruits by Fiscal Year



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Figure 22: Number of Unique Individuals Trained in T4Ts by Fiscal Year



170

Unique individuals trained in Training for Trainers (T4Ts) in FY23 (**Figure 22**). This is a 30% increase from the 131 individuals trained in FY22. The decrease in trainers certified in FY21 can be attributed to the COVID-19 pandemic. This training includes Traumatic Stress Management, Suicide Prevention, Non-Lethal Use-of-Force, Fire Safety, CPR/First Aid, and Advanced Communication Techniques. Individuals may be trained in more than one training and may be a certified trainer in more than one fiscal year

144

Respondents for a newly created academy survey starting from the 170th academy through the 173rd. **Benefits, to build a career in the law enforcement field, and pay** were the top 3 reasons given for decisions to apply to work at the VT DOC

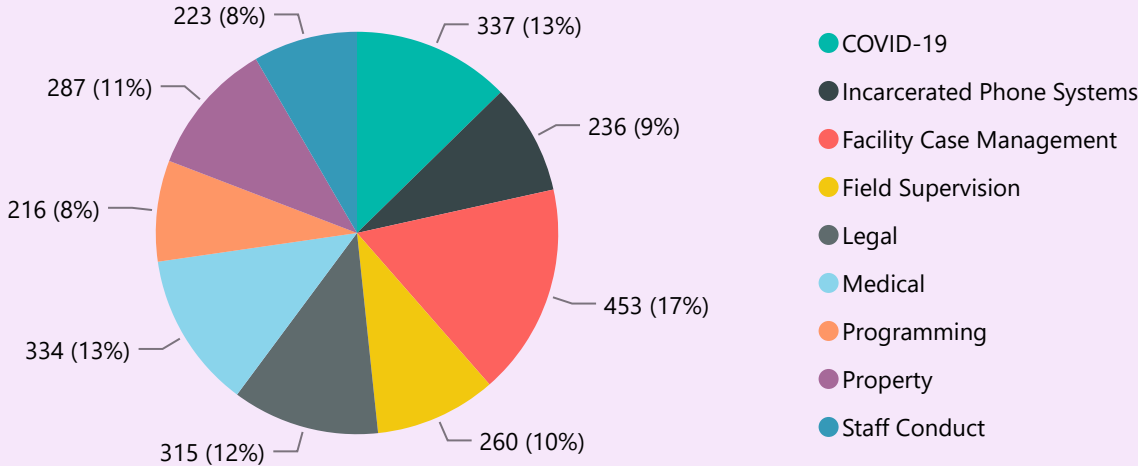
As part of the Stability & Sustainability (S&S) Plan, the VT DOC established a bi-annual (twice a year) survey for all DOC staff in July 2022. The survey includes questions about job satisfaction, work/life balance, and wellness. For FY23 the response rate in the first survey was **68.1%** and was **46.3%** for the second.

When comparing the first to the second survey, significantly more DOC staff (especially facility staff) responded **Agree or Strongly Agree** to:

- **My Schedule is predictable**
- **I am rarely asked to work unpredictable, last-minute overtime**
- **I have enough time off work to do the things I want to do**
- **I feel I am able to take vacation/leave when I want to**

These positive changes indicate an improved work/life balance for facility staff, which was a major component of the initial phase of the S&S Plan

Figure 23: Constituency Services Online Portal Submission Categories April 2020-June 2023

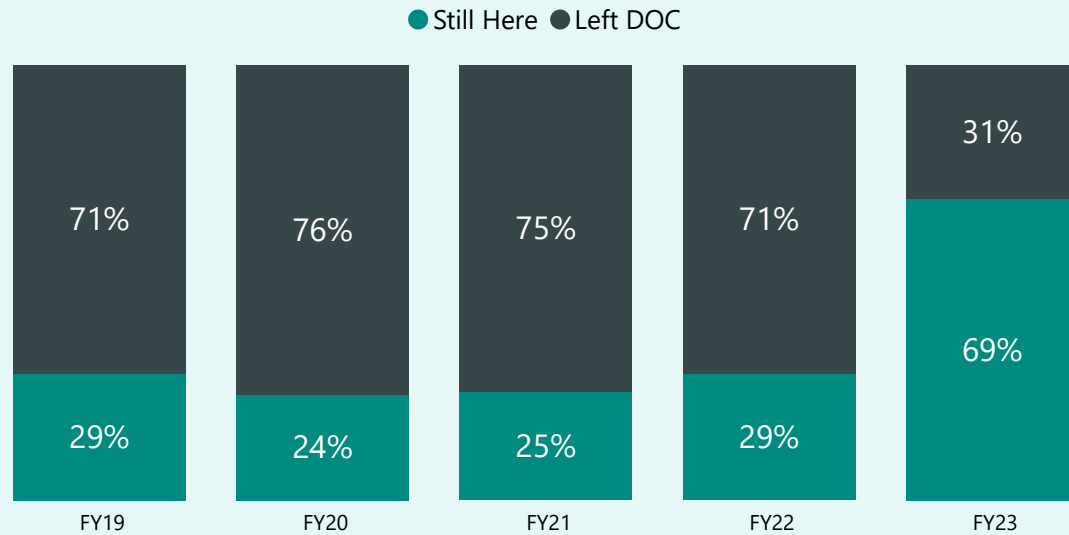


16%

Of submissions in the Constituency Services Online Portal were related to *Facility Case Management* in FY23. **Figure 23** shows the breadth of types of Online Portal submissions that Constituency Services has fielded since the portal began in April 2020. A submission can have more than one submission type and question

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Figure 24: Percent of Academy Graduates Still Employed at VT DOC



166

Academy recruits graduated in FY23. Of those, 115 (69%) were still employed at the DOC as of November 16, 2023 (**Figure 24**). This rate of Academy recruit retention is higher compared to FY22's graduates which was 54% in November of last year. From FY19 through FY23, the Academy graduates who left the DOC were retained a median (middle value) length of time of almost 6 months post-Academy. The VT DOC plans to compare FY23 Academy graduate retention to prior fiscal years to evaluate effectiveness of current retention efforts

86%

Of Constituency Service entries in FY23 on the Online Portal were questions/concerns regarding male supervised individuals (includes incarcerated and community supervision). This is consistent with FY22 numbers. In both FY22 and FY23, only 7% of all questions/concerns were regarding female supervised individuals

23

The DOC has been conducting federal Prison Rape Elimination Act (PREA) Audits since 2014. To date, a total of 23 audits have been conducted with all correctional facilities in compliance

2,464

Peer Support contacts from April-October 2023. Of these contacts, only **57** were referred to a higher level of intervention. There were **21** deployments to work sites, with **794** non face-to-face contacts (e.g., text, messenger, call). *Note: Data was not available for the full fiscal year as electronic data counts started in April*

59%

Of active employees as of July 2023 have been at the VT DOC for 5 years or more (**Figure 25**). A majority of the employees in the *Less than 1 Year* category is attributed to new correctional academy recruits, while many of the *20+ Year* employees currently work at a probation & parole office

Figure 25: Estimated Years of Service of Active Employees - July 2023

