

DOC SYSTEM INNOVATIONS

PRIN Pilot Program

January 19, 2023

SYSTEM WIDE INITIATIVES

RECOVERY AND
REVITALIZATION

STABILITY AND
SUSTAINABILITY

VOCATIONAL SERVICES
REALIGNMENT

RECOVERY & REVITALIZATION PLAN

SOLUTION: RECOVERY & REVITALIZATION PLAN

The Vermont Department of Corrections (DOC) Recovery and Revitalization Plan was introduced to all DOC staff on March 11, 2022. Key elements of the plan included:

Phased approach to restart programs and open doors to visitors and providers



Clear triggers and milestones to determine operational phases

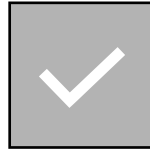


Monitoring CDC guidelines for congregate living environments



Creation of a daily SITREP report using real-time data to monitor phases

Phase Transition Checklist



Phase Transition Approval
Facility and CRT will review Facility status and formally approve Phase transition. CRT will update the Phase information in the DOC-SITREP upon approval.

Outbreak Trigger & Phase Reset
In the case of an “outbreak” (*3 or more concurrent C19 case + CRT review*), emergency Phase reset, or downgrade, will be triggered upon Facility and CRT review.
Upon achieving two weeks of appropriate surveillance testing AND after review by Facility and CRT an upgraded return, or transition, to the appropriate Phase may occur.

Mitigation Efforts
PPE, Masking requirements and Testing strategies are expected to fluctuate throughout all phases. These should be considered tools and not a pre-requisite measure to be consider for Phase transition.

Phase Triggers & Milestones:

PHASE 1

- Emergency Lockdown and Response Phase. Highly Restricted internal facility movement. Mandatory PPE, Masking and Testing required.
- “Reset Phase” when triggered by defined “Outbreak”.
- Cleared after targeted testing and assessment by VDH, CRT and Facility Leadership.

PHASE 2

- No active outbreak, defined as **Three or more concurrent C19+ cases upon review by CRT.**
- Phase 1 surveillance testing occurs without outbreak for **2 consecutive testing periods.**
- All activities defined in Phase 1 have been implemented, Phase 2 activities are ready to be implemented. Approved Phase transition via Facility/CRT review process.

PHASE 3

- Surveillance testing occurs without outbreak for **2 consecutive testing periods.**
- Phase 2 activities have remained consistent and ongoing.
- All activities defined in Phase 2 have been implemented, Phase 3 activities are ready to be implemented. Approved Phase transition via Facility/CRT review process.

PHASE 4

- Phase 3 activities have remained consistent and ongoing.
- Phase 3 surveillance testing occurs without outbreak.
- Community C19 guidelines have been significantly reduced, normalized, or eliminated.

STABILITY AND SUSTAINABILITY PLAN

PROBLEM SET

The Vermont Department of Corrections (DOC) staffing challenges included:

Insufficient security staff needed to sustainably achieve the facility mission



Staff shortage caused vicious cycle of burnout, resignations, disciplinary action, and early retirements



DOC was not successful in showing it valued staff resulting in low morale



DOC had not invested in structured data analysis, preventing leaders from making data-driven decisions and resulting in the reliance on gut-based, anecdotal evidence and ineffective strategies



In sum, the DOC had too few security staff to achieve its mission and the underlying causes were not understood or addressed to correct the issues

SOLUTION: STABILITY & SUSTAINABILITY PLAN

The Vermont Department of Corrections (DOC) Stability and Sustainability (S&S) Plan was introduced to all DOC staff on July 6, 2022. Key goals of the plan included:

Establishing a Vermont DOC 50/50 Work/Life Balance 12-hour Shift Schedule for facility security staff

Conducting a market factor analysis to inform fair compensation for all DOC staff

Building a permanent, systematic commitment to and investment in professional development for staff

Promoting and supporting staff wellness through an inclusive effort to promote physical, mental, and emotional health

Designing and implementing a Research and Data Unit to maximize available data to drive decision making, trend identification, and solution creation

STABILITY & SUSTAINABILITY PLAN: IMPLEMENTATION

Iterative process that includes input from each facility at each step:

1. Beginning at NECC in December 2021, assessed staffing at all facilities. This was precursor to S&S Plan development.
2. NECC began emergency 12-hour shift schedule. While all other facilities saw an increase in vacancies between December 2021 and July 2022, NECC saw more favorable outcomes.
3. Staffing patterns and operational decisions on how staff were utilized was reviewed to determine staffing needs.
4. Created new facility-specific staffing matrices to better address staffing and operational needs and reduce redundancy in posts.
5. Fit new staffing matrices at all facilities to the 50/50 model, working with each facility to create an adequate lower and upper staffing threshold.
6. Accommodated staff input and concerns, including voting for preferred shift times and 50/50 model start dates.



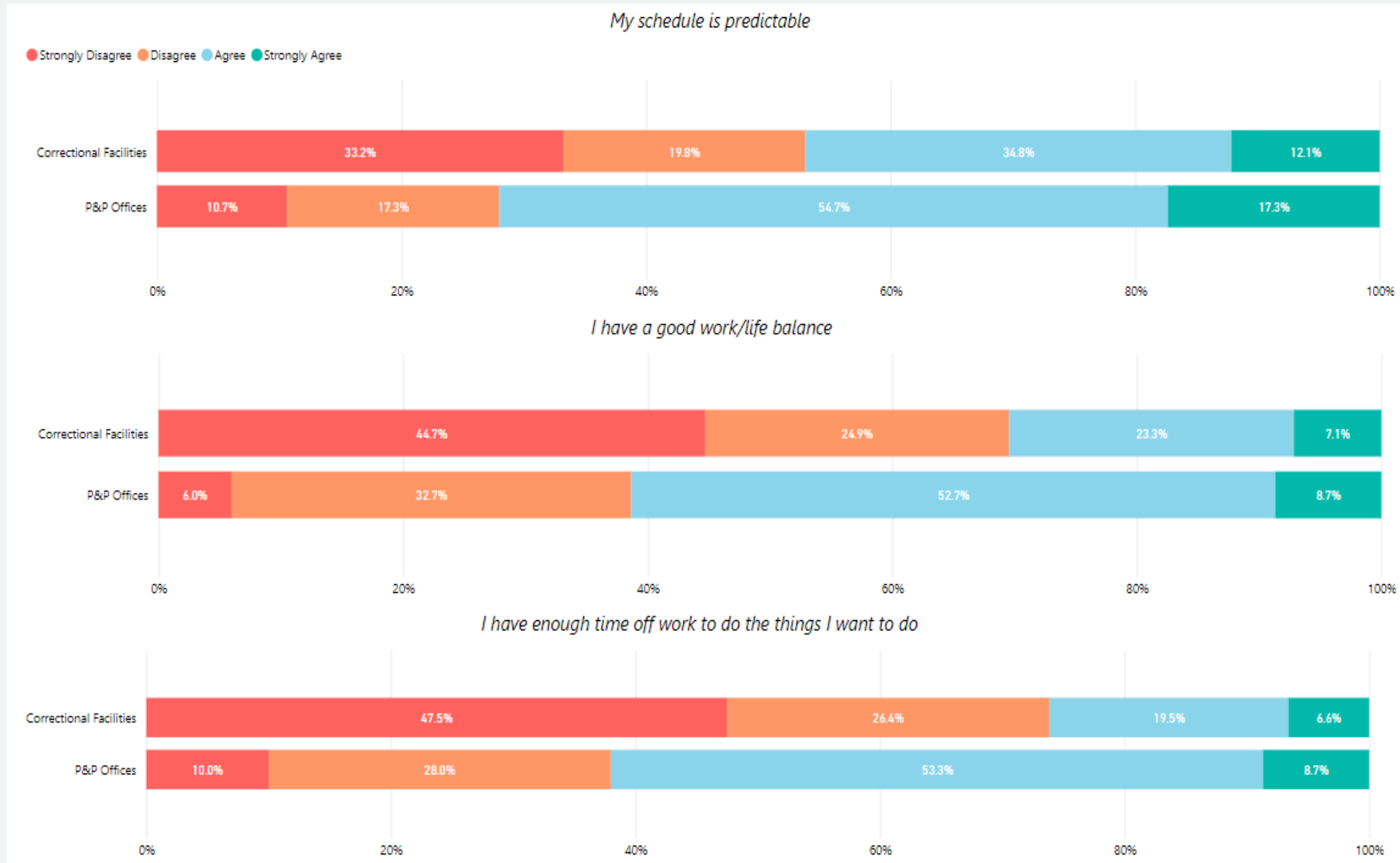
S&S PLAN STAFF SATISFACTION SURVEY: BASELINE SURVEY

- The first Stability and Sustainability Plan staff survey was made available to all DOC staff (facility, field, and central office) from **1300 HRS 7/27/2022** until **0700 HRS 7/29/2022**.
- **Only Correctional Officers and Correctional Facility Shift Supervisors ("security staff")** were allowed to vote on 12-hour shift start/end times (e.g., 0600-1800) and whether the facility should transition to the 2-2-3 (50/50) schedule.
- **68.1%** of all DOC staff completed at least part of the voluntary survey. The following two slides include some results related to staff work/life balance and 50/50 schedule voting.



S&S PLAN SURVEY: BASELINE RESULTS

- **53.0%** of facility staff, **28.0%** of P&P staff disagreed/strongly disagreed that their schedule is predictable.
- **69.6%** of facility staff, **38.7%** of P&P staff disagreed/strongly disagreed that they have a good work/life balance.
- **73.9%** of facility staff, **38.0%** of P&P staff disagreed/strongly disagreed that they have enough time off to do the things they want to do.



STABILITY AND SUSTAINABILITY PLAN

EARLY SUCCESSES

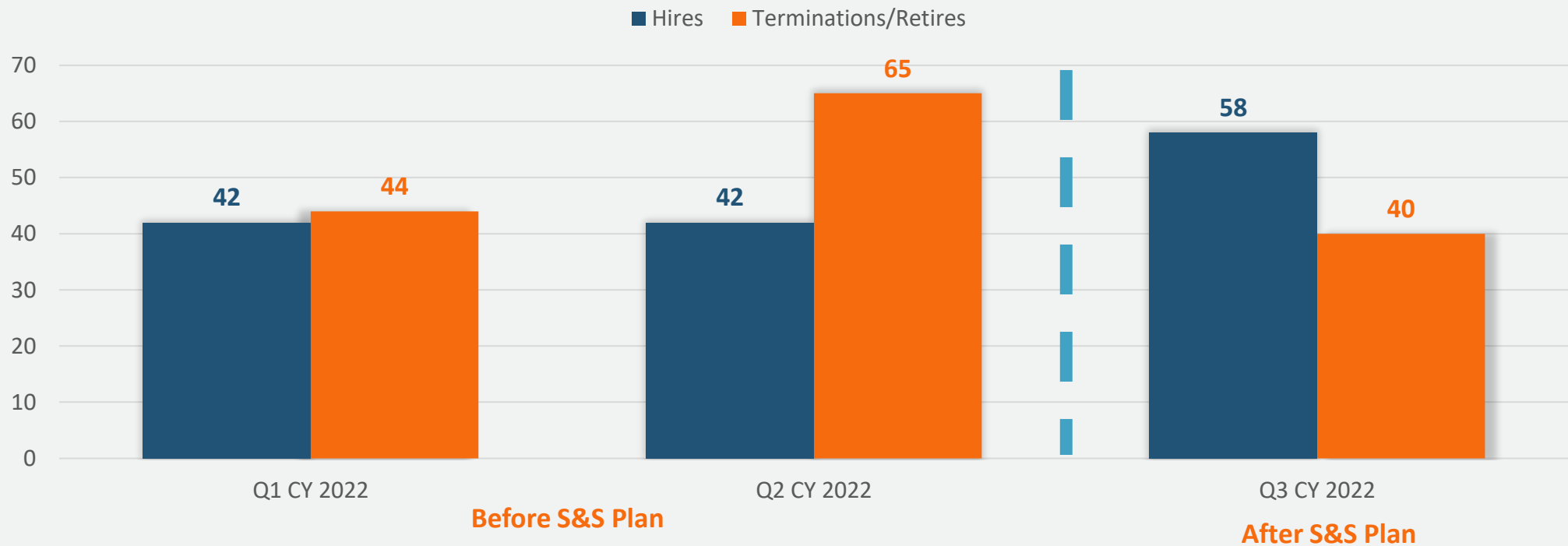
- Reached agreement on benefits package to compensate and recognize Vermont DOC's staff contribution to stabilize the state's corrections system.
- The 170th Academy graduated on November 18th and was **nearly 3X larger** than the average academy class size over the past two years.
 - **68** background checks were requested
 - **52** graduated
 - New recruits are reporting 12-hour shifts as a key reason for joining Vermont DOC
- Created facility-specific 50/50 schedules that are more efficient and designed to optimize the use and number of each post.
- Four of six facilities are on the 50/50 schedule with aspirations to move the remaining two facilities to the new schedule in Spring 2023.

STABILITY AND SUSTAINABILITY PLAN

EARLY SUCCESSES

Only favorable ratio of hires to terminations/retires in Quarter 3 (after implementation of S&S Plan) compared to prior quarters this calendar year.

DOC FACILITY HIRES AND TERMINATIONS/RETIRES BY QUARTER FOR CALENDAR YEAR 2022

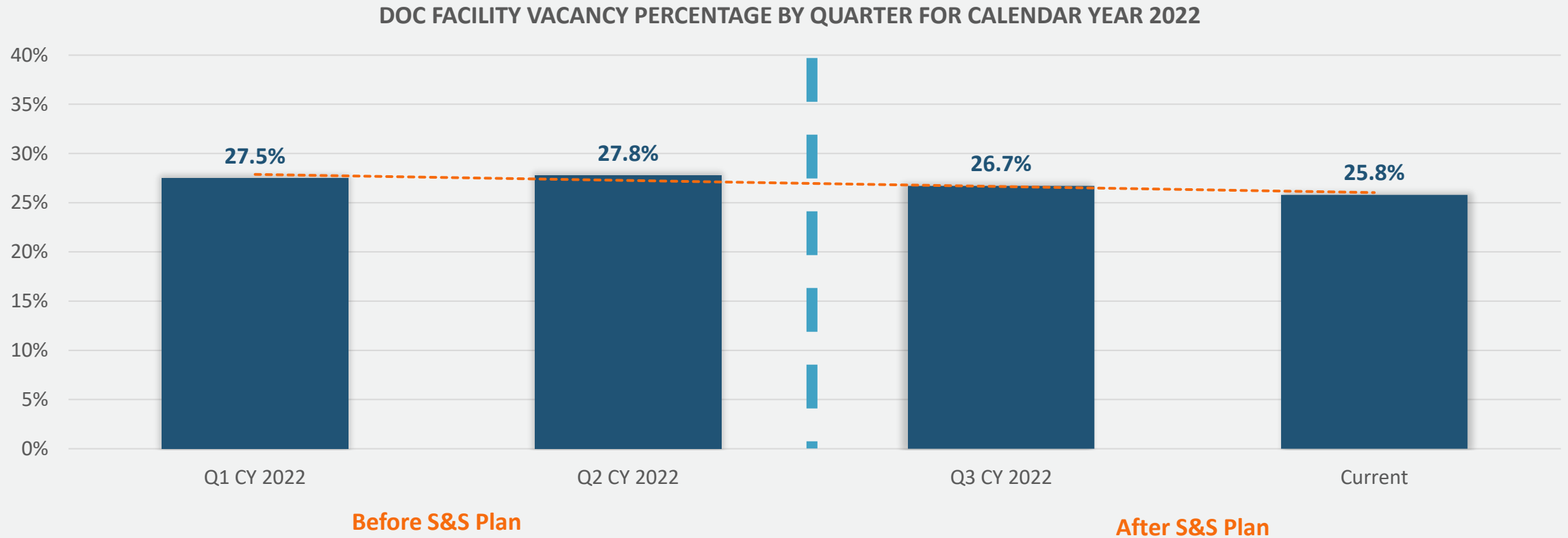


Positive ratio trend driven by those who moved to 50/50 model in Q3 (CRCF & MVRCF) or found success in 12-hour shift schedule this year (NECC). All other facilities still had a negative hire to terminations/retires ratio.

STABILITY AND SUSTAINABILITY PLAN

EARLY SUCCESSES

Facility vacancy percentage decreasing since implementation of S&S Plan in Quarter 3 of calendar year 2022.



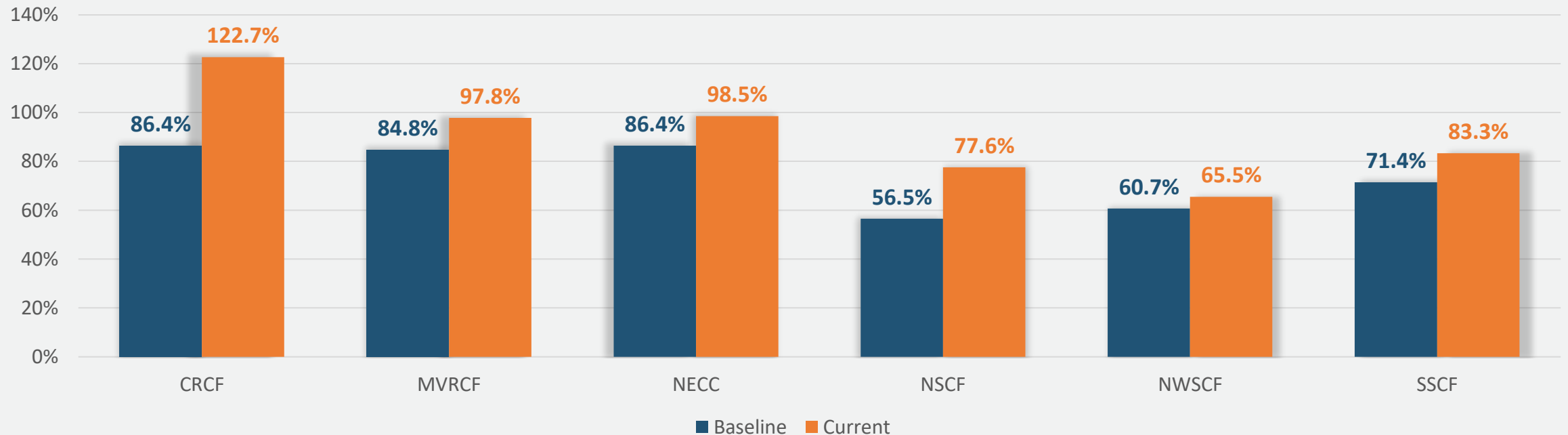
Quarterly vacancy percentages are provided from the last date of each quarter where the data were reported (reported every two weeks). The *Current* percentage numbers are from 12/1/2022.

STABILITY AND SUSTAINABILITY PLAN

EARLY SUCCESSES

The following visual contains facility specific information on S&S Plan percent to upper threshold based on staffing levels at baseline (after 169th Academy, graduated 9/2/2022) and current levels (after 170th Academy graduates on 11/18/2022).

DOC BASELINE & CURRENT PERCENT TO UPPER THRESHOLD BY FACILITY



Three facilities (including the only two who have adopted the 50/50 model thus far) are at or above the upper threshold since the S&S Plan was implemented: **CRCF** (50/50), **MVRCF** (50/50; 1 away from upper), & **NECC** (5/12s; 1 away from upper).



**VOCATIONAL SERVICE
REALIGNMENT**

PROBLEM SET

The Vermont Department of Corrections (DOC) Vocational Services ability to prepare incarcerated individuals for employment in the community is impacted by:

Incarcerated population characteristics change over time impacting who can participate in programs

Statutory limitations on Vermont Correctional Industries ability to self-support

Physical limitations at facilities to offer services

Vocational skill building offerings not relevant to the current population or Vermont labor needs

In sum, the DOC needs to retool vocational services and create an integrated system to address education, programming, and skill development.

SOLUTION: VOCATIONAL SERVICE REALIGNMENT

The Vermont Department of Corrections (DOC) is re-designing vocational services for the future. Key elements of the plan include:

Transitioning the Vermont Offender Work Program Correctional Industries by closing the Furniture and Sign Shops

Exploring mobile laboratories that can train in areas such as HVAC, construction, heavy equipment and computer graphic arts

Adopting national standards to capture progress in social emotional learning and Common Career Technical Core.

Increasing data sharing and communication with program participants, potential employers, employment training programs.

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Developing pilots to test transition workflows (includes hiring a workforce development coordinator located at SSCF)

Initiatives In Development

Strategic Planning

Creating a system wide plan to address four areas



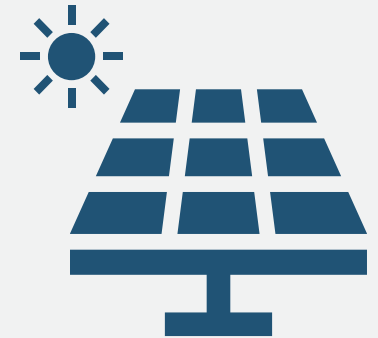
Staff and Staffing



Health and
Wellness



Diversity, Equity,
Inclusion, and
Justice



Modernization

HIGH IMPACT PROJECTS

Vision, Values, Mission Revision

Health Care Contracting

Corrections Investigation Unit Standup

Grievance Process Revision

Due Process Revision