



Vermont Department of Corrections

Testimony before the Joint Legislative Justice Oversight Committee

October 16, 2026



Act 117: discussion of Draft 1.3, enacted legislation, and DOC/Wellpath policies and practices

Introduction: Tracy Velazquez
DOC Executive Director, Policy & Strategic Initiatives



Medical Care

Dr. Jeremy Morrison
Interim Statewide Medical Director
Wellpath, VTDOC



Draft 1.3 of H.550	DOC Policy/Comments
To the extent feasible, the Department and its contractors shall ensure the use of a licensed health care provider with cultural competency to administer health care services to all inmates in correctional facilities, including transgender, gender-diverse, and intersex inmates.	Wellpath has increased gender-affirming care training for their staff. Cultural competency will always be a matter of degree within the context of a patient's individual background, not a yes/no. Also, this may evolve over time, making legislating this challenging.
(8) "Health care practitioner" means an individual licensed or certified 16 by the Office of Professional Regulation or the Board of Medical Practice 17 acting within the individual's lawful scope of practice.	Adding this would be non-problematic. It is in line with current practices.



Draft 1.3 of H.550	DOC Policy/Comments
(3) The Department and its contractors shall ensure inmates' access to: (A) all necessary and appropriate medical care, including mental health care; (B) routine and preventive medical care related to an inmate's sex characteristics; and (C) affirming medical care, including mental health care, as related to gender dysphoria or gender affirmation.	Re: (3) (A), the statutory requirement for all incarcerated individuals is currently "health care in accordance with the prevailing medical standards" was not deleted in draft 1.3; it is unclear how this would be different than that definition. Re: (B) and (C) are part of our current practices. Our contract with Wellpath requires there be no barriers to gender-affirming care.
Screenings and assessments. (B) The physical assessment shall include identifying any medical needs, including mental health needs, related to gender-affirming care.	Through screenings and assessments, we currently strive to identify all medical needs – including the need for gender-affirming care - during the period of initial medical and mental health assessment. This language is overly prescriptive as legislation. Also, mental health assessments are done separately from physical assessments.



Searches, Classification & Housing Placement, Gender-Diverse Individuals

Christine Cowart, DOC Policy Development Unit
Director



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall ensure that each individual is addressed in a manner consistent with the individual's gender identity.	The Department shall ensure that all individuals are addressed in a manner consistent with their gender identity.	This is common practice but is not explicit in the policy. This is also covered in training.
During the initial intake process, and in as private a setting as possible, the Department shall ask each individual to specify the following: (A) the individual's gender identity of female, male, transgender, gender-diverse, or intersex; (B) the individual's gender pronoun and honorific; and (C) the individual's views as to the gender of staff who may perform a lawful search.	During the initial intake process, and in as private a setting as possible, the Department shall ask each individual to specify the following: (A) the individual's gender identity of female, male, transgender, gender-diverse, or intersex; (B) the individual's gender pronoun and honorific; and (C) for transgender, gender-diverse, or intersex individuals, the individual's request as to the gender of staff who may perform a lawful search.	Policy #432: Requires the collection of the individual's gender, legal name, preferred name, pronouns, and sex at birth Policy #409: Requires staff to ask individuals who are transgender or intersex by which gender they prefer to be searched for clothed searches and for all other searches DOC does not ask cisgender incarcerated individuals their preference for searches because these need to be same-gender searches. This is mandated by PREA for women, and DOC policy extends the same mandate to searches of men.

Policy #409, Facility Searches of Individuals

Policy #432, Gender Identification, Care, and Placement



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
An individual shall not be disciplined for refusing to answer, or for not disclosing complete information in response to, the questions pursuant to subdivision (1) of this subsection.	An individual shall not be disciplined for refusing to answer, or for not disclosing complete information in response to, the questions pursuant to subdivision (1) of this subsection.	Policy #432: Refusal to answer is not grounds for disciplinary action
At any time after intake, an individual may inform designated facility staff of the individual's gender identity, and designated facility staff shall promptly repeat the process described in subdivision (1) of this subsection.	At any time after intake, an individual may inform designated facility staff of the individual's gender identity, and designated facility staff shall promptly repeat the process described in subdivision (1) of this subsection.	Policy #432: The Gender Diverse Management Committee reviews all accommodations every 6 months and anytime the incarcerated individual or facility requests updated accommodations
In all verbal and written communications that involve the use of the individual's pronoun and honorific, Department staff, contractors, and volunteers shall not consistently fail to use the gender pronoun and honorific an individual has specified.	The Department shall ensure that all individuals are addressed in a manner consistent with their gender identity.	
The Department shall ensure Department staff, contractors, and volunteers receive trauma-informed and gender-responsive training.	The Department shall ensure Department staff and contractors receive gender-responsive training proportional to their level of interaction with inmates.	Staff receive gender-responsive training in the Vermont Correctional Academy and all trainings include trauma-informed practices. Ensuring ALL staff, contractors & volunteers receive training would require significant time & resources.



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall not overrule an individual's search, classification, housing, or programming placement views based on: (1) the anatomy, including the genitalia or other physical characteristics, of the individual; or (2) any other discriminatory reason, meaning based on any legally protected category.	The Department's decision not to accommodate a transgender, gender-diverse, or intersex individual's search, classification or housing placement request shall not be based solely on the individual's: (1) anatomy, including the genitalia; (2) other physical characteristics; or (3) diverse gender expression.	Policy #432: Includes process for determining whether an accommodation shall be granted; some are determined at the facility level, while others are determined by the Central Office Gender-Diverse Management Committee; the process does not include anatomy, genitalia, or other physical characteristics, or allow for refusal based on discriminatory reasons
The Department shall not search or physically examine any individual for the sole purpose of determining the individual's genital status. If the individual's genital status is unknown, it may be determined during conversations with the individual, by reviewing medical records, or, if necessary, by learning the information as part of a broader medical examination conducted in private by a health care practitioner.	The Department shall not search or physically examine, or request that contractors search or physically examine, any individual for the sole purpose of determining the individual's genital status.	Policy 409: Prohibits staff members and contractors from physically examining an incarcerated individual for the sole purpose of determining the individual's genital status and includes the exact language as the law for when the individual's genital status is unknown

Policy #409, Facility Searches of Individuals

Policy #432, Gender Identification, Care, and Placement



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall consider on an individualized basis whether an individual's views as to the gender of staff who may perform a lawful search would best support the individual's health and safety and whether a search designation would pose risks to safety or security.	The Department shall consider on an individualized basis whether a transgender, gender-diverse, or intersex individual's request as to the gender of staff who may perform a lawful search would best support the individual's health and safety and whether accommodating the inmate's request would pose risks to safety or security.	Policy #409: Requires staff to ask individuals who are transgender or intersex by which gender they prefer to be searched for clothed searches and for all other searches Policy #432: These decisions are made by the Central Office Gender-Diverse Management Committee, which considers the totality of circumstances, including safety and security of both the individual, staff, and others, as well as the individual's health and wellbeing.
There shall be a rebuttable presumption that an individual's views as to the gender of staff who may perform a lawful search are in the best interests of the individual's health and safety. This presumption may be rebutted if the Department finds that designating the individual's views would pose an unreasonable risk to safety or security.	The Department shall give serious consideration to the inmate's classification or housing placement request. If the Department finds that accommodating the inmate's request would pose an unreasonable risk to institutional safety or security, the inmate's health or safety, or the safety or security of other inmates or staff, the Department may decide that it cannot accommodate the request.	The language in the enacted Act reflects practice and discussion with the Legislative Committee that the Department can operationalize.

Policy #409, Facility Searches of Individuals

Policy #432, Gender Identification, Care, and Placement



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
If the Department overrules an individual's views as to the gender of staff who may perform a lawful search, the Department shall, before overruling the individual's views, document and certify in writing a specific and articulable reason the Department is unable to accommodate the individual's views as to the gender of staff who may perform a lawful search.	If the Department does not accommodate an inmate's classification or housing placement request, the Department shall, upon determining that it will not accommodate the request, document in writing a specific reason the Department is unable to accommodate the inmate's classification or housing placement request.	Policy #432: The Central Office Gender-Diverse Management Committee documents their determination, and a letter is provided to the incarcerated individual. The letter provided to incarcerated individuals does not include the rationale for the determination. DOC has concerns about providing a specific rationale that individuals can strategize around.
A lawful search may be conducted by facility staff of any gender if exigent circumstances exist, including in an emergent situation when the search of an individual is imperative to the safety and security of any individual or to the operations of a facility.		Policy #409: Exigent circumstances are excepted from the requirement for same-gender searches and are defined as "emergency situations when not searching the incarcerated individual presents an immediate and serious threat to the safety and security of that individual, others, or the operation of the facility"

Policy #409, Facility Searches of Individuals

Policy #432, Gender Identification, Care, and Placement



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
A lawful unclothed search may be observed by facility staff who are present, regardless of gender, if exigent circumstances exist, including in an emergent situation when the search of an individual is imperative to the safety and security of any individual or to the operations of a facility.		Policy #409: Exigent circumstances are excepted from the requirement for same-gender searches
A visual recording of a lawful unclothed search shall not be viewed by facility staff of a different gender from the individual searched.		Policy #408.05: Staff members shall only review a BWC recording they themselves recorded, except in specific situations; staff are to avoid recording individuals in a state of undress or while they are showering or bathrooming. The PREA standards, which DOC complies with and is audited on, prohibit different-gender viewing of recordings of individuals in a state of undress, except in limited circumstances.
Notwithstanding subdivision (A) of this subdivision (2), authorized persons of any gender may view a visual recording of a lawful unclothed search for investigatory or certified administrative purposes.		This matches the PREA standards.

Policy #409, Facility Searches of Individuals

Policy #408.05, Body-Worn Cameras in Correctional Facilities



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall document: (1) all different-gender unclothed searches; (2) all different-gender clothed searches of female inmates; and (3) all searches not conducted by facility staff of the gender designated by the Department.		Policy #409: Staff must complete incident report whenever they observe or conduct a different-gender search, excluding observations of a clothed search
During the initial intake process, and in as private a setting as possible, the Department shall ask each inmate to specify the inmate's views as to housing placement.	During the initial intake process, and in as private a setting as possible, the Department shall ask each transgender, gender-diverse, or intersex inmate to specify the inmate's request as to housing placement.	Policy #432: Requires staff to ask individuals who are transgender or intersex if they would like to be moved to another facility and the reason for requesting a change. DOC does not ask all individuals their housing preference because it has been consistently held that where an incarcerated individual is housed is within DOC's discretion. DOC requested this be limited to individuals who are transgender or intersex and the Legislative Committee agreed.

Policy #409, Facility Searches of Individuals

Policy #432, Gender Identification, Care, and Placement



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall make classification and housing placement determinations for inmates who identify as transgender, gender-diverse, or intersex based on review by a multidisciplinary review panel. The multidisciplinary review panel shall be composed of individuals including medical personnel, mental health professionals with experience in gender dysphoria or gender-affirming care, and personnel who have received training aligned with nationally recognized standards for gender-affirming care.	The Department shall make classification and housing placement determinations for transgender, gender-diverse, or intersex inmates based on review by the Department's multidisciplinary review panels. The multidisciplinary review panels shall consult with medical personnel, mental health professionals with experience in gender dysphoria or gender-affirming care, and personnel who have received training aligned with nationally recognized standards for gender-affirming care.	Changing “consulting with” to “comprised of” medical and mental health professionals does not align with DOC protocol. DOC staff decides housing and consults with contracted medical personnel as needed. Policy #432: The Central Office Gender-Diverse Management Committee makes housing determinations, as well as decides what risk assessments are most appropriate for the individual; the Committee is comprised of representatives from Facility Operations, including the Out-of-State Unit, Health, Wellness, and Engagement, Women’s Services, the PREA and Constituent Services Unit, and the Office of the General Counsel. The only classification determination that is decided by the Gender-Diverse Management Committee is which risk assessments should be used with the individual. All other classification determinations are determined by the same tools, assessments, and processes used for all other incarcerated individuals.



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall consider on an individualized basis whether a classification or housing placement would best support the inmate's health and safety and whether the placement would pose risks to safety or security. The Department may determine that a classification or housing placement would not best protect health or safety at that time but may recommend discussing reassessment with the inmate after a specified period.	The Department shall consider on an individualized basis whether a classification or housing placement would best support a transgender, gender diverse, or intersex inmate's health and safety and whether the placement would pose risks to safety or security. The Department may determine that a classification or housing placement would not best protect health or safety at that time but may recommend discussing reassessment with the inmate at a later time.	Policy #432: The Central Office Gender-Diverse Management Committee makes housing determinations for individuals who are transgender, intersex, or gender-diverse and have asked to be moved to another facility or requested other accommodations; the Committee also decides what risk assessments are most appropriate for individuals who are transgender, intersex, or gender-diverse based on the totality of the case; these determinations are documented in the individual's plan, which is reviewed every 6 months or sooner if new information is available that may impact the plan, the individual requests a change, or the site to requests a change The Gender-Diverse Management Committee includes the DOC staff most knowledgeable about gender-affirming care and the trauma and criminal histories of Vermont DOC's gender-diverse population. It consults with contracted health staff, but these determinations should rest with DOC staff.



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
There shall be a rebuttable presumption that an inmate's classification or housing placement views are in the best interests of the inmate's health and safety. This presumption may be rebutted if the Department finds that designating the inmate's views would pose an unreasonable risk to safety or security.	The Department shall give serious consideration to the inmate's classification or housing placement request. If the Department finds that accommodating the inmate's request would pose an unreasonable risk to institutional safety or security, the inmate's health or safety, or the safety or security of other inmates or staff, the Department may decide that it cannot accommodate the request.	The enacted legislation reflects practice and discussion with the Legislative Committee that the Department can operationalize. DOC asks the individual to provide their reasons for wanting a change of facility, and that information is considered by the Central Office Gender-Diverse Management Committee when making their determination. Sometimes these determinations are made based on more than just safety or security.



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall base its classification and housing placement decisions on reliable, objective evidence. The Department shall not overrule an inmate's classification or housing placement views based on assumptions or stereotypes about the risks at a particular correctional facility.	The Department shall make its classification and housing placement determinations on an objective basis.	Policy #432: The Central Office Gender-Diverse Management Committee makes housing determinations based on the totality of the case, including the following information: intake gender identification custom form; results from the current SVST; individual's own views concerning the individual's own safety and privacy; individual's physical presentation; individual's physical and mental health and wellness considerations; individual's carceral history; degree to which the individual's placement affects the safety of staff or others; other psychosocial factors that may contribute to either the individual's resiliency or vulnerability; housing options; and recommendations from the individual's healthcare providers



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
If the Department overrules an inmate's classification or housing placement views, the Department shall, before overruling the views, document and certify in writing a specific and articulable reason the Department is unable to accommodate the inmate's classification or housing placement views.	If the Department does not accommodate an inmate's classification or housing placement request, the Department shall, upon determining that it will not accommodate the request, document in writing a specific reason the Department is unable to accommodate the inmate's classification or housing placement request.	Policy #432: The Central Office Gender-Diverse Management Committee documents their determination, and a letter is provided to the incarcerated individual
The Department shall consider on an individualized basis whether placement at a contracted facility, including outside the State, would best support the inmate's health and safety and whether the placement would pose risks to safety or security. The Department shall coordinate with any contracted facility to assess and reassess placement determinations.	The Department shall consider on an individualized basis whether placement at a facility outside the State would best support a transgender, gender-diverse, or intersex inmate's health and safety and whether the placement would pose risks to safety or security. The Department shall coordinate with any facility outside the State to assess and reassess placement determinations.	Policy #432: These decisions are made by the Central Office Gender-Diverse Management Committee, which considers the totality of circumstances, including safety and security of both the individual, staff, and others, as well as the individual's health and wellbeing



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall consider on an individualized basis whether a bed assignment, placement, or programming decision would best support the inmate's health and safety and whether the bed assignment, placement, or programming decision would pose risks to safety or security.	The Department shall consider on an individualized basis whether a classification or housing placement would best support a transgender, gender diverse, or intersex inmate's health and safety and whether the placement would pose risks to safety or security. The Department may determine that a classification or housing placement would not best protect health or safety at that time, but may recommend discussing reassessment with the inmate at a later time.	Policy #312: Correctional Living Unit Supervisor usually makes housing determinations within a correctional facility, after consideration of all the relevant factors outlined in policy; when certain factors are present, a multi-disciplinary team collaborates (e.g., Prison Rape Elimination Act, mental health factors) The enacted legislation reflects practice and discussion with the Legislative Committee that the Department can operationalize to manage our beds and address of the vulnerabilities of this population.



Draft 1.3 of H.550	H.550 Enacted	DOC Policy/Comments
The Department shall give the inmate's perception of health and safety serious consideration in making bed assignment, placement, and programming decisions, including: (i) housing the inmate with another inmate to best support safety and security; and (ii) if there is an articulable risk to the inmate, removing the risk, where possible, or otherwise alleviating the risk.	The Department shall give a transgender, gender-diverse, or intersex inmate's perception of health and safety serious consideration in making bed assignment and housing placement decisions, including: (1) selecting the inmate with whom the inmate is housed to best support safety and security; and (2) if there is an articulable risk to the inmate, removing the risk, where possible, or otherwise alleviating the risk.	Policy #312: Correctional Living Unit Supervisor usually makes housing determinations within a correctional facility, after consideration of all the relevant factors outlined in policy; when certain factors are present, a multi-disciplinary team collaborates (e.g., Prison Rape Elimination Act, mental health factors). The enacted legislation reflects practice and discussion with the Legislative Committee that the Department can operationalize to manage our beds and address of the vulnerabilities of this population.



Draft 1.3 of H.550 of 2026	H.550 Enacted	DOC Policy/Comments/
The Department shall reassess an inmate's housing and placement at any time if: (A) the inmate requests a reassessment or raises concerns about the inmate's health or safety; or (B) the inmate engages in misconduct, including conduct that poses a safety risk to the inmate or to other inmates.	The Department shall reassess an inmate's housing placement at any time if: (1) the inmate requests a reassessment or raises concerns about the inmate's health or safety; or (2) the inmate engages in misconduct, including conduct that poses a safety risk to the inmate or to other inmates.	Policy #312: One factor used in making housing determinations is custody level, which can be affected by institutional behavior Policy #432: Facility designation determinations are reviewed every 6 months or sooner if new information is available that may impact the plan, the individual requests a change, or the site to requests a change
The Department shall not place a transgender, gender-diverse, or intersex inmate in segregation housing solely based on the inmate's gender identity or status.		Policies #410.01 and #410.03: Limit when and for what reasons incarcerated individuals can be placed in segregation. Gender identity is not an allowable reason under these policies

Policy #312, Facility Designation and Housing

Policy #432, Gender Identification, Care, and Placement

Policy #410.01, Facility Rules and Inmate Discipline

Policy #410.03, Placement on Administrative Segregation



DOC population updates

DOC Commissioner Jon Murad

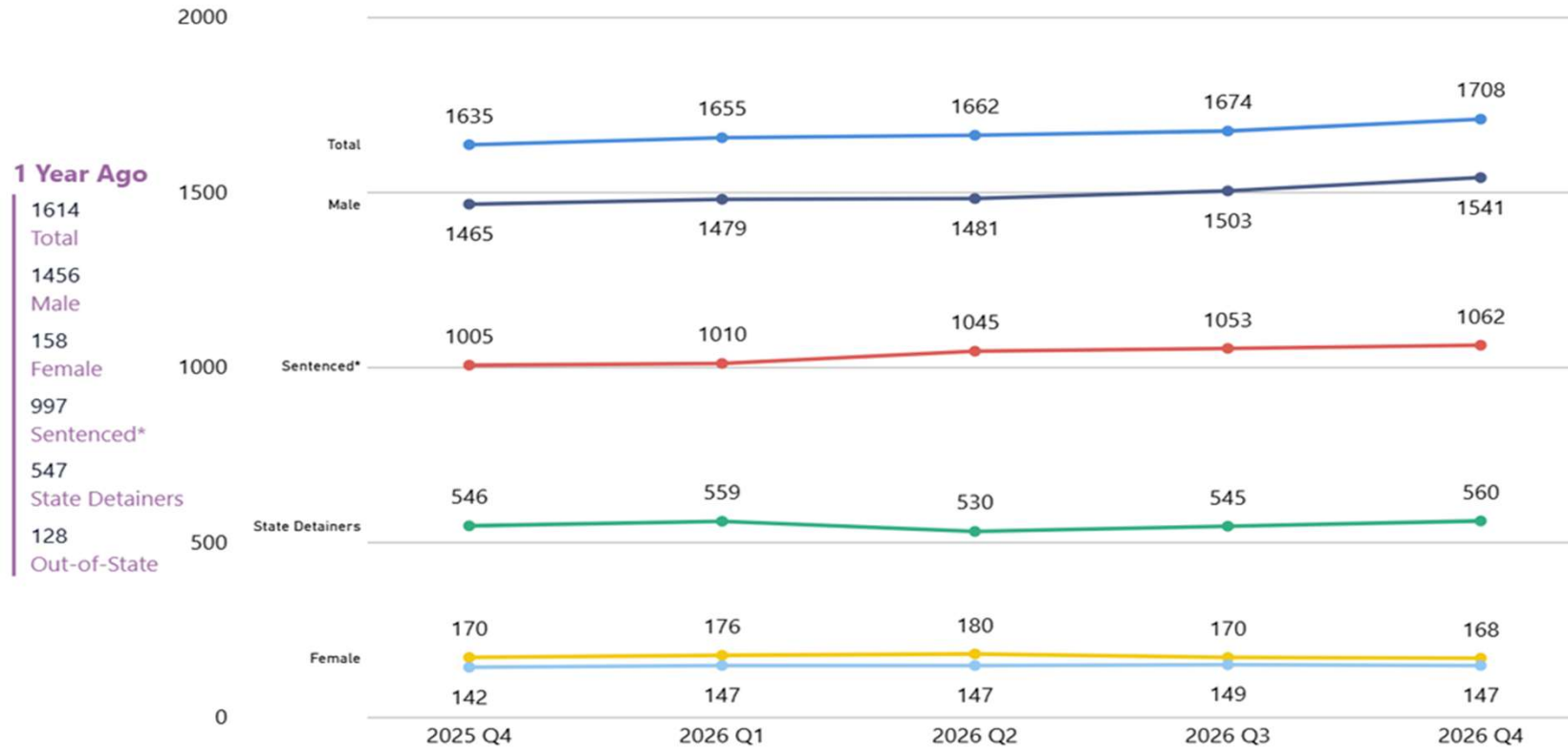


Incarcerated Population, 10/14/26

Incarcerated Population, Average Population by Quarter (Trailing 12 Months)

Points show the average of all available daily counts within each quarter. The current quarter's point may reflect an incomplete average if the quarter hasn't ended.

● Total ● Male ● Female ● Sentenced* ● State Detainers ● Out-of-State



Today

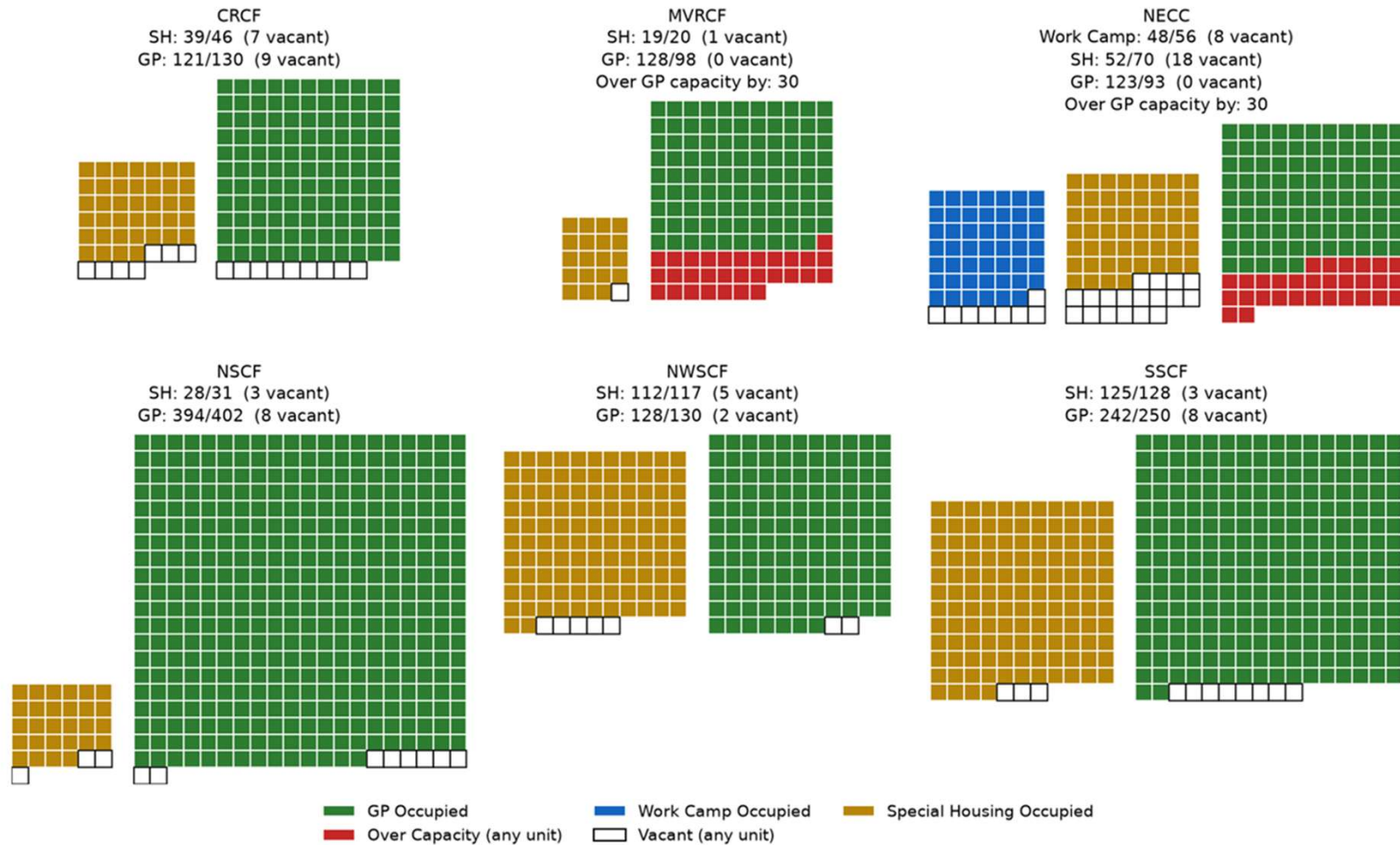
1,709 | +95 | +5.9%
Total
1,546 | +90 | +6.2%
Male
163 | +5 | +3.2%
Female
1,060 | +63 | +6.3%
Sentenced*
567 | +20 | +3.7%
State Detainers
147 | +19 | +14.8%
Out-of-State

Above figures reflect today's count, followed by # and % change from the same point one year prior.

*includes Sentenced, Sentenced/Detained, and Sentenced/Detained W/Hold



In-State Bed Capacity by Facility | October 14, 2026 | 1 Square = 1 Bed





Today's Juveniles & Emerging Adults

<u>Juveniles</u>		<u>EAs</u>
0	<u>CRCE</u>	2
1	<u>MVRCE</u>	1
2	<u>NECC</u>	2
0	<u>NSCF</u>	3
1	<u>NWSCF</u>	4
1	<u>SSCF</u>	7
0	<u>OOS</u>	3
5	<u>TOTAL</u>	22

Health Data

Point-in-time from 7/31/2026

59% | 878

MAT

12% | 187

Geriatric (55+)

78% | 1,176

Chronic Illness

3% | 49

SFI

54% | 816

Mental Health Caseload

94% | 1,405

Prescribed Meds

42% | 631

Psychotropic Meds

1 Year Ago

Total (Active Only)

4552

Probation

3406

Parole

591

ICOTS To Another State

335

Furlough

200

Legal Status Pending

13

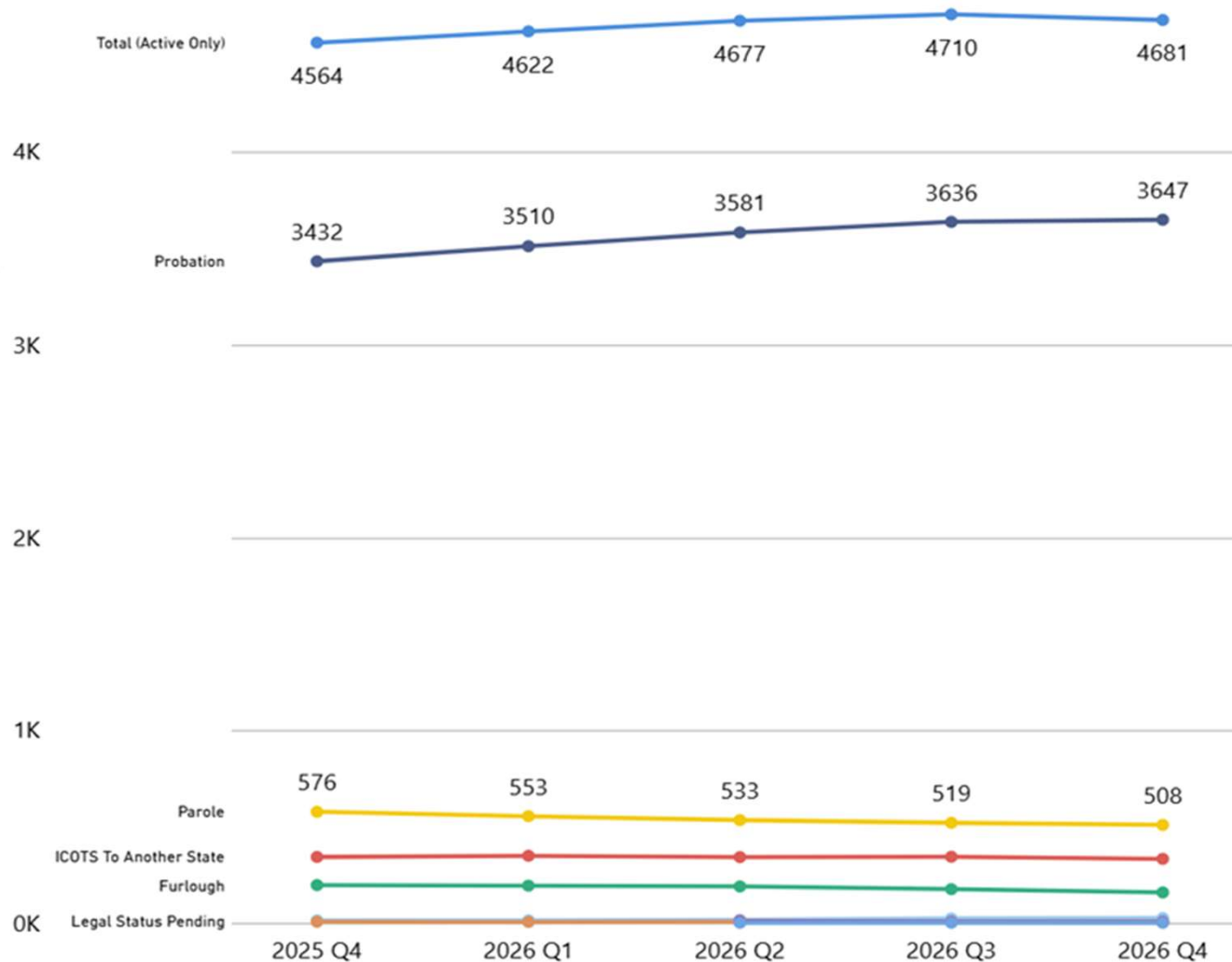
Home Detention

7

Absconders

587

Community Supervision Population Counts Over the Past 12 Months



Today

Total (Active Only)

4,667 | +115 | 2.5%

Probation

3,638 | +232 | 6.8%

Parole

510 | -81 | -13.7%

ICOTS To Another State

332 | -3 | -0.9%

Furlough

155 | -45 | -22.5%

Legal Status Pending

23 | +10 | 76.9%

Home Detention

4 | -3 | -42.9%

ACS

5 | +5 | New

Absconders

519



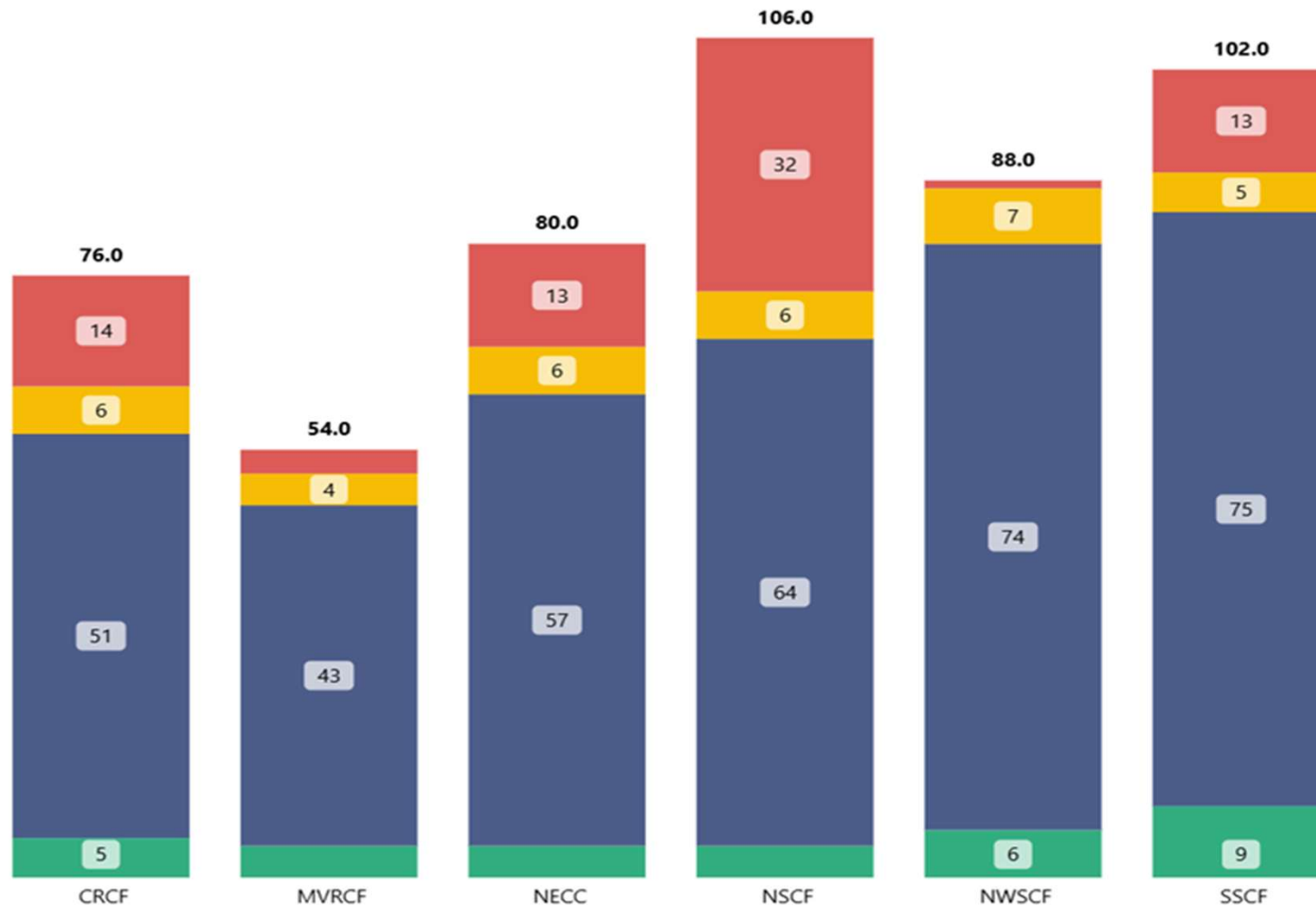
Staffing: Vacancies, Overtime, Recruitment & Retention

DOC Commissioner Jon Murad
Terence Provencher, Supervisor, Northern State
Correctional Facility
Steven Belisle, DOC Recruitment & Retention
Coordinator

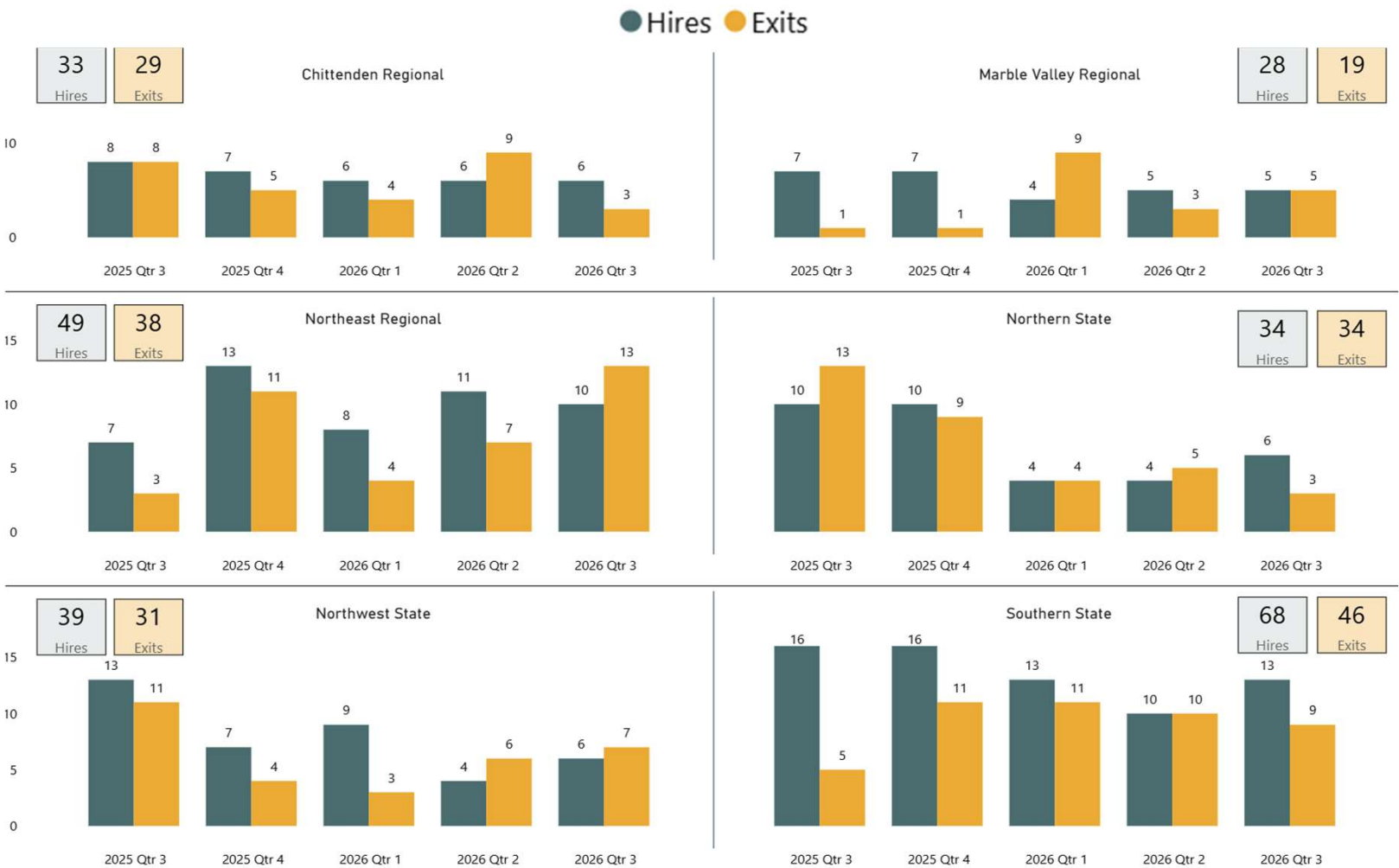


Staffing Composition by Facility – Current Staffing Snapshot

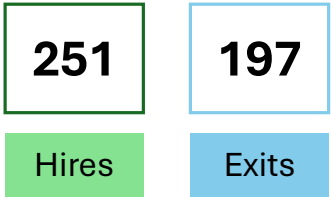
● Gap Hires & Academy COs ● Deployable COs & CFSSs ● Long Term Leave COs & CFSSs ● Vacant Positions COs & CFSSs



COI & COII Hires and Exits: 07/01/2025-09/30/2026

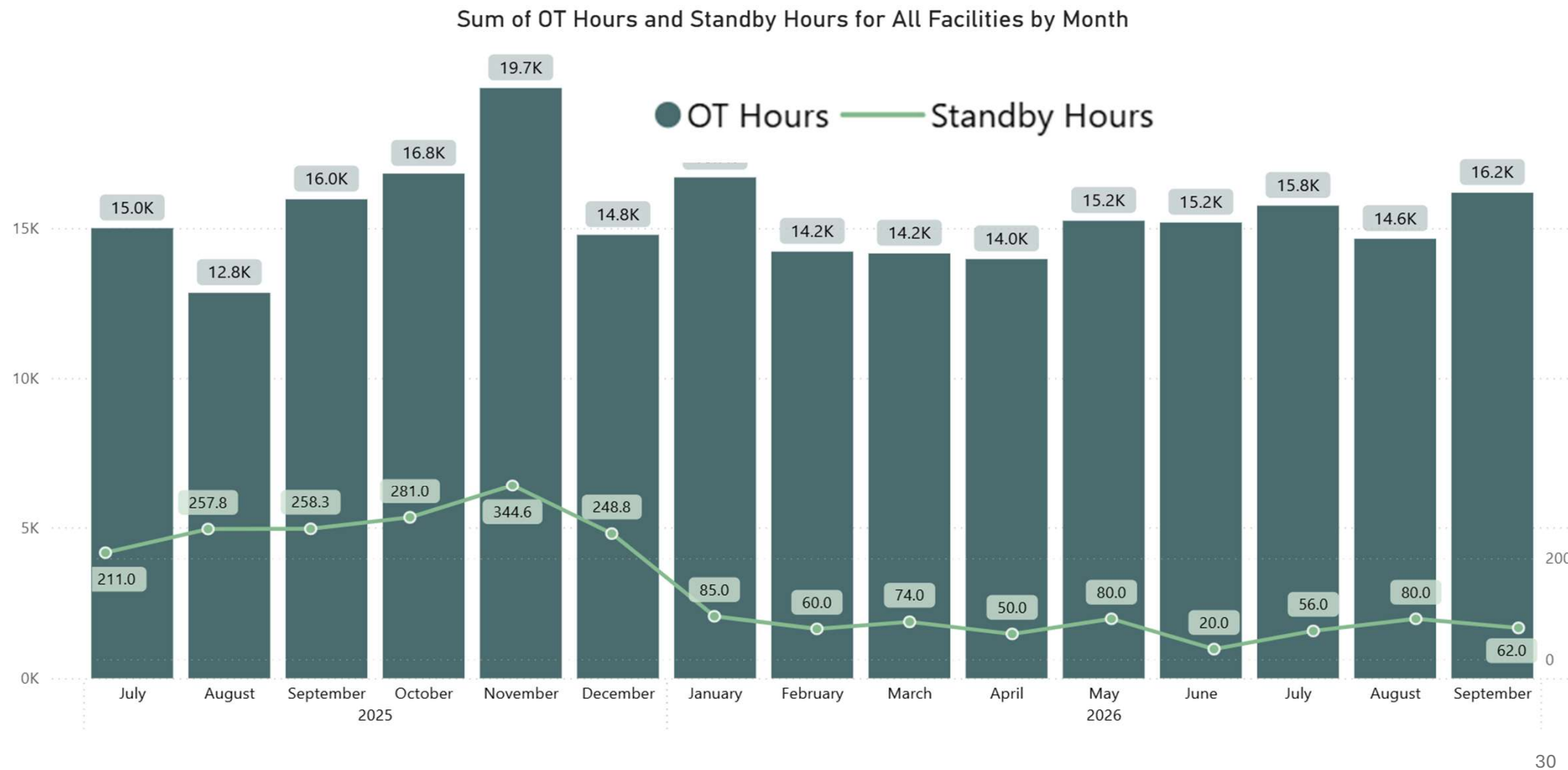


Total Hires and Exits,
7/1/25 – 9/30/26

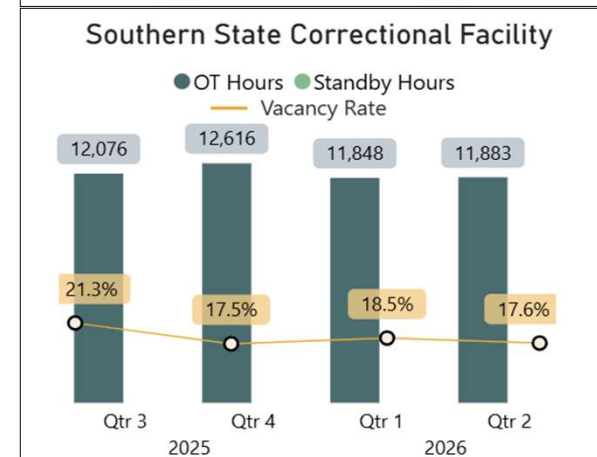
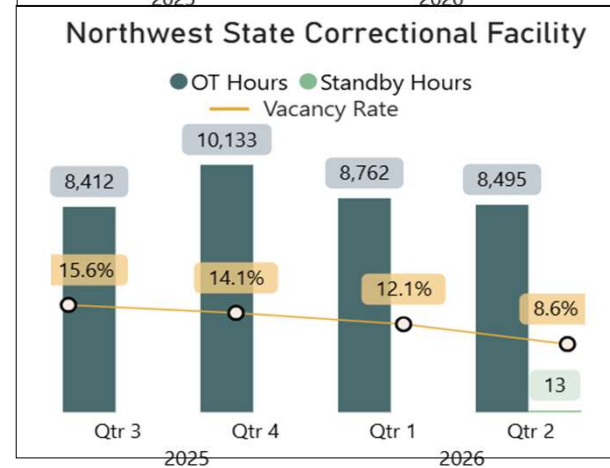
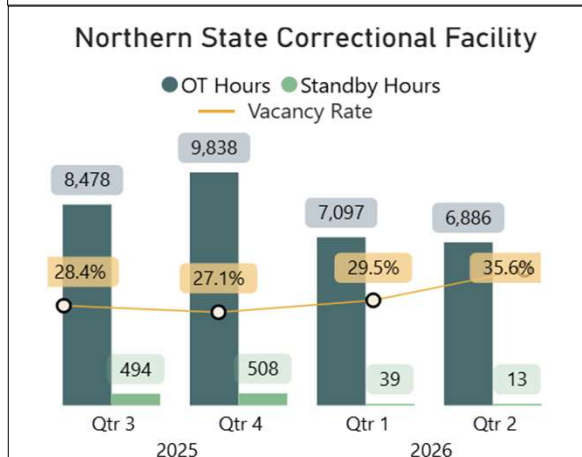
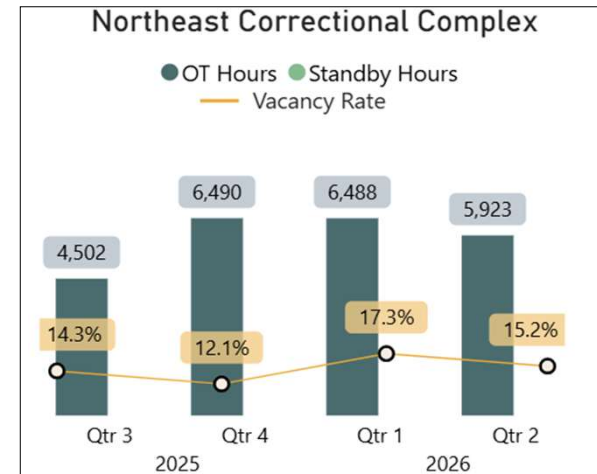
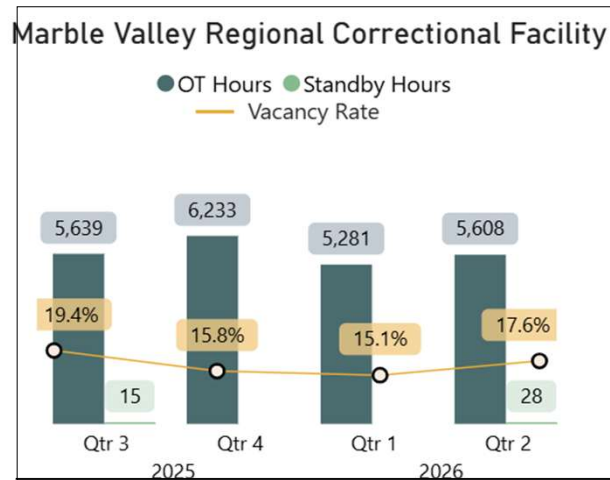
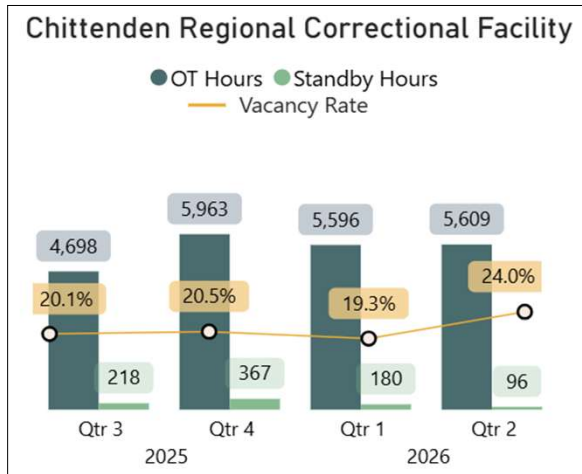


Data Source: Hires and Exits comes from DHR data and reflects the quarterly average. The boxes are the total hires and exits between 7/1/2025-09/30/2026. This data represents Correctional Officer I, Correctional Officer II data for permanent and temporary positions. Hires include hires and rehires, and those that transferred in from another State of Vermont department. Exits include retirements, involuntary terminations, and voluntary terminations.

COI & COII Overtime and Standby hours: 07/01/2025-09/30/2026

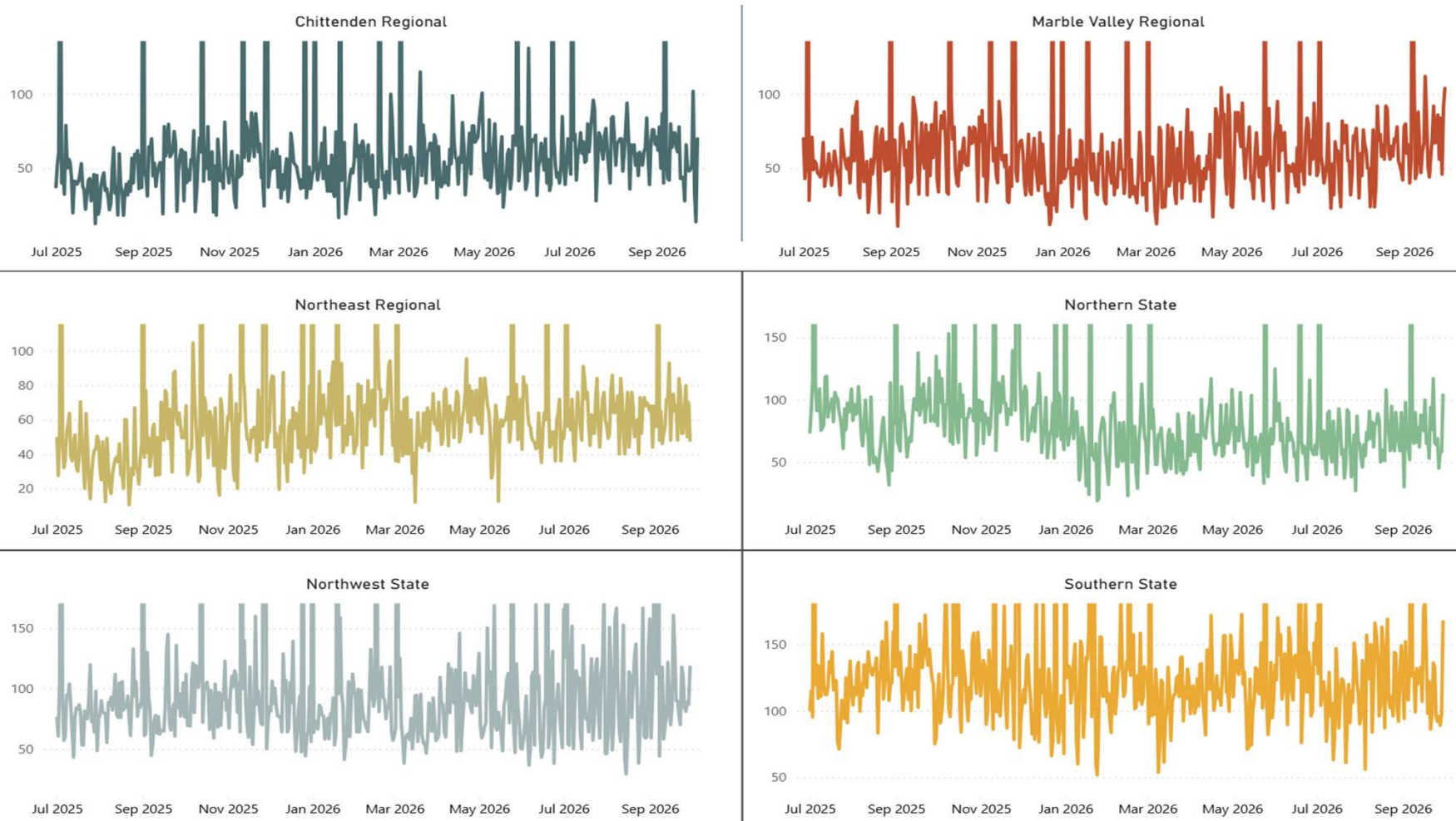


Sum of Overtime Hours & Average Vacancy Rate by Quarter: 07/01/2025-09/30/2026



Data Sources: vacancy data are provided by the Department of Human Resources (DHR) as a biweekly snapshot. Overtime hours come from DHR payroll data. This data reflects the quarterly average. This data represents Correctional Officer I and Correctional Officer II data for permanent and temporary positions.

COI & COII Daily Overtime: 07/01/2025-09/30/2026



Overtime hours come from DHR payroll data. This data sums the daily overtime recorded for each facility. This data represents Correctional Officer I and Correctional Officer II data for permanent and temporary positions.

Spikes in the data are state holidays. To show a better trend outside of the holiday spikes, the y-axis on each chart has been adjusted.



Northern State Correctional Facility Overview of Staffing and Recruitment

Superintendent Terence Provencher



Vermont DOC Recruitment & Retention

Presentation to the Joint Justice Oversight Committee,
10/16/26

Steven Belisle, DOC Office of Professional Standards & Compliance



DOC: One connected workforce strategy

Recruit qualified people • Support their transition • Create reasons to stay

Recruitment and retention reinforce one another.



Recruit for the entire department

Security • Probation & parole • Administration • Health services •
Business operations • Data analysis

Show candidates the breadth of careers in VT DOC



Meet candidates where they are

Career fairs and schools • Technical centers • Digital platforms • Media Partnerships • Indeed



2026 outreach includes schools, veterans, workforce events and a 10-day Champlain Valley Fair booth.



Turn interest into informed hiring

Clear career materials • Direct conversations • Background investigations • Reference and employment reviews

The goal is informed candidates and careful hiring decisions.



Build military-to-civilian pathways

Vermont National Guard PRIME and ESGR • Transition Assistance Program • Veterans Affairs

Connect transferable experience, leadership and skills to Corrections careers.



Retention begins before day one

Pre-Academy onboarding • Academy engagement • Facility training •
Graduate feedback up to 24 weeks

Support the transition from candidate to capable, connected employee.



Give employees a future here

Leadership programs • Mentorship • Job shadowing • Recognition •
Peer support • Stay/exit feedback

Growth, workplace culture and employee voice all influence retention.



Facilities make the strategy real

Experienced supervisors coordinate local recruiting, onboarding, FTO support, check-ins and appreciation

Department-wide coordination + facility-level execution.

FROM ONE CLASS TO THE NEXT

September closed with another milestone as four CRCF officers completed the Vermont Correctional Academy. Now, CRCF turns its attention to the final academy of 2026.

of the Declaration of Independence



VCA 189 SEPTEMBER GRADUATES *Congratulations!*

Norbert Pitcholo | Abraham Koval | Phuntsok Namgyal | Cameron Grandy

THE FINAL CLASS OF 2026

7 NEW HIRES **VCA 190 BEGINS OCTOBER 12**

September's final recruiting push brought seven new Correctional Officers to CRCF ahead of VCA 190. With the academy beginning October 12, our newest staff are taking the next step in their training as CRCF closes out its final academy class of 2026.

WELCOME TO CRCF >>> EDWIN BERMUDEZ SILES | MELISSA BOURQUE | BACHA KHAN | KYLE LECLERC
TASHI NAMGYAL | MOUHAYADINE NOUR | FRANK RODASKY

SAME MISSION. BRIGHTER TOMORROW. RECRUIT | TRAIN | DEVELOP | SUPPORT | RETAIN

PROMOTIONS IN ACTION

EXPERIENCE | COMMITMENT | OPPORTUNITY

HAYDEN MCGARVEY

Correctional Facility Security Supervisor

Since joining CRCF in 2022, Hayden McGarvey has continued to grow through each role he has taken on. His energy, positive attitude, and willingness to step in whenever needed have made him someone CRCF has continued to rely on.

While serving with St. Albans Probation & Parole, Hayden remained connected to CRCF, regularly picking up overtime and stepping in to help cover supervisor vacancies when needed.

Now returning to CRCF as a permanent CPSS, Hayden brings that same energy and willingness to help into his new role. This promotion represents another step in his continued development as a leader, with plenty of opportunity ahead to keep learning and growing.



GROWING LEADERS FROM WITHIN

CREIG MARTIN

Food Service Supervisor

Creig Martin brings years of correctional and food service experience to his new role as Food Service Supervisor.

After serving as a Correctional Sergeant in Florida from 2006-2014, Martin joined CRCF in 2017 and quickly became a familiar presence in kitchen operations.

His experience, consistency, and willingness to step into additional responsibilities made him a natural fit for the role. Martin has played an important part in keeping kitchen operations running and continues to support the daily needs of more than 1,000 meals a day.

FLORIDA 2006-2014 | CRCF SINCE 2017

EXPERIENCE | CONSISTENCY | LEADERSHIP

JEREMIA "BIGI" BIGIRIMANA

Correctional Facility Security Supervisor

Bigi has steadily taken on greater responsibility since joining CRCF in 2023. After promoting to COI, he stepped into acting supervisor assignments and has spent much of the past year helping lead the facility, including serving as Interim CPSS from April through September.

Known for his positive attitude and willingness to put in the work, Bigi has also made a point of getting involved beyond his regular assignments. He is an active member of SRC, serves as an instructor in NLUOF and MER, and is firearms certified.

His promotion to permanent CPSS recognizes the work he has already put into the role while giving him the opportunity to continue developing as a supervisor and leader at CRCF.

ARMY RESERVE

2023 COI
2025 COI
2026 Interim CPSS
OCT. 4 CPSS

SRT INSTRUCTOR
FIREARMS CERTIFIED

RECOGNIZING OUR STAFF

COMPOSURE | TEAMWORK | COMMITMENT

COMPOSURE & DE-ESCALATION

COII Mabag

During an incident on Alpha Unit in September, COII Mabag demonstrated exceptional professionalism, composure, and sound judgment. When an interaction with an incarcerated individual became physically aggressive, he relied on his NLUOF and ACT training, maintained clear direction, created distance, and used verbal and nonverbal communication to help bring the situation to a safe conclusion without further escalation.

Mabag also continued his duties in a manner that did not negatively impact the remainder of the shift and voluntarily returned the following morning on his scheduled day off to assist with overtime coverage.

His composure, professionalism, and continued commitment to supporting CRCF are a strong example of the values we expect and appreciate.



TEAMWORK IN ACTION

GOING ABOVE AND BEYOND

Pierce

Pierce demonstrated exceptional dedication and commitment during a recent scheduled day off. Originally scheduled for an 8-hour shift, he voluntarily worked a 12-hour overtime shift.

Despite limited staff coverage and the challenges on the floor, Pierce remained professional, positive, and supportive throughout the shift. His willingness to stay and provide a first greatly assisted in maintaining safe and orderly operations.

ANSWERING THE CALL

Mathews & Miles

When CRCF faced significant staffing challenges during an emergent medical trip, Mathews and Miles answered the call without hesitation.

Called in late on their scheduled weekend off, both came in to cover the overnight shift and remained available into the morning hours to support the day shift.

Their willingness to step up demonstrates the professionalism, dependability, and dedication that strengthens our facility and team.

FLEXIBILITY AND SUPPORT

Htet

Htet consistently steps up and accepts past changes without hesitation to help fill staffing vacancies. Though assigned to Echo Unit, Htet has frequently been moved to different posts to support operational needs and has always handled these changes professionally and with a positive attitude.

Htet takes responsibility for his duties, asks questions to ensure he is performing them correctly, and demonstrates a strong commitment to supporting the facility whenever needed.

HELP CRCF FILL THE TRUNK!

Supporting Milton Recreation's Trunk-or-Treat

CRCF will once again be participating in Milton Recreation's Trunk-or-Treat, and we could use your help! We're collecting candy and non-food items to help make the event a success for the kids in our community.

CANDY DONATIONS
Individually wrapped Halloween candy

NON-FOOD DONATIONS
Small Halloween giveaways, toys, stickers, pencils, glow items, etc.

DONATIONS NEEDED BY OCTOBER 29

HAPPY HALLOWEEN, CRCF!

SAME MISSION. BRIGHTER TOMORROW. RECRUIT | TRAIN | DEVELOP | SUPPORT | RETAIN

Example of how our facilities work to recognize and retain staff: CRCF October Newsletter





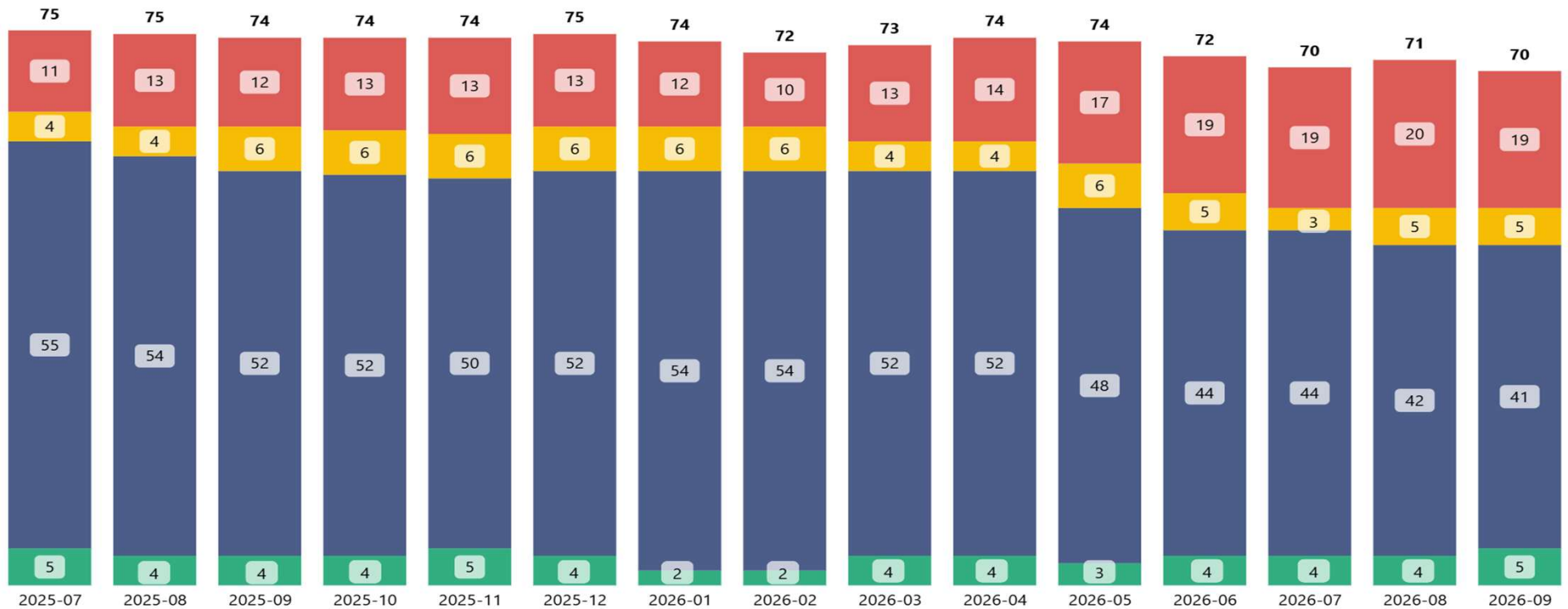
Questions?

Additional Staffing Data – not for presentation

Median Staffing Composition: 07/01/2025-09/30/2026

Chittenden Regional Correctional Facility

● Gap Hires & Academy COs ● Deployable COs & CFSSs ● Long Term Leave COs & CFSSs ● Vacant Positions COs & CFSSs



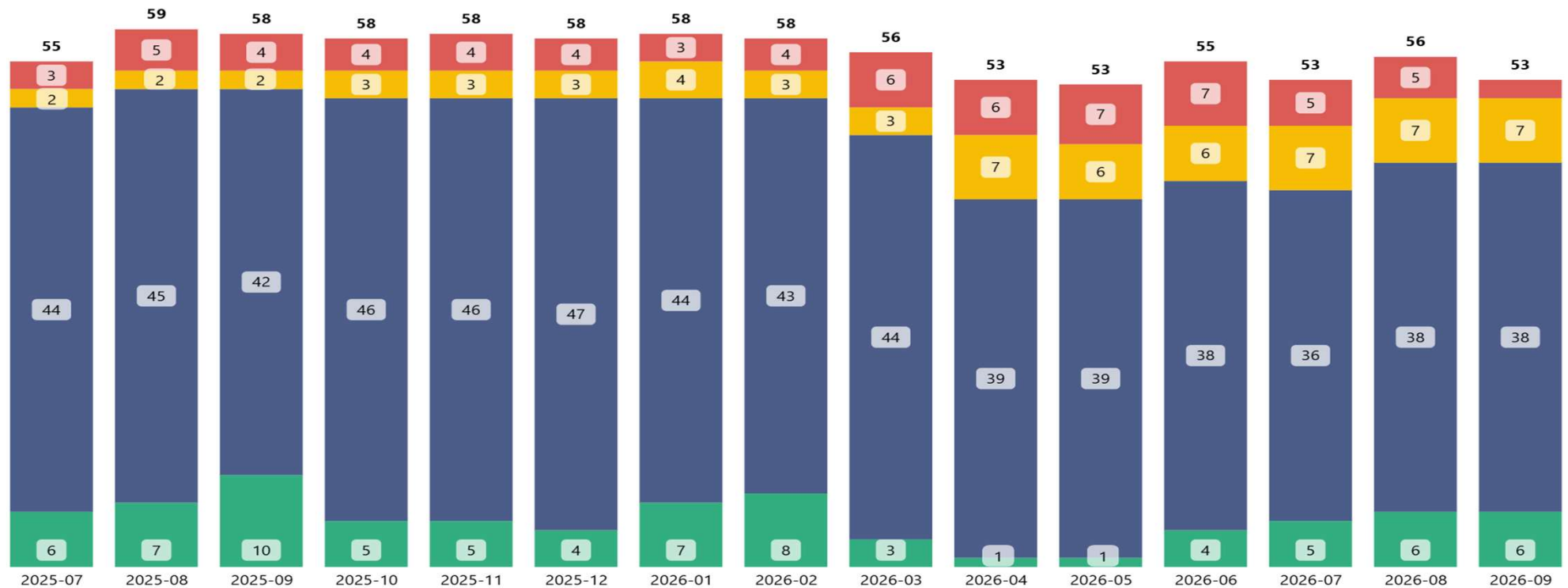
Data Sources: Staffing metrics (Deployable, Gap Hires & Academy, and Long-Term Leave) are drawn from shift-specific staffing forms submitted by each facility twice daily and are reported as a monthly median. Vacancy data are provided by the Department of Human Resources (DHR) as a biweekly snapshot and reflect the median of the reported month.

Since these numbers come from two data sources and different time periods, calculating vacancy rates from this visual will not equal vacancy rates calculated from DHR data alone. Additionally, vacancy rates provided by DOC traditionally include temporary Correctional Officer positions. However, temporary Correctional Officer positions are not included in any of these numbers.

Median Staffing Composition: 07/01/2025-09/30/2026

Marble Valley Reginal Correctional Facility

● Gap Hires & Academy COs ● Deployable COs & CFSSs ● Long Term Leave COs & CFSSs ● Vacant Positions COs & CFSSs



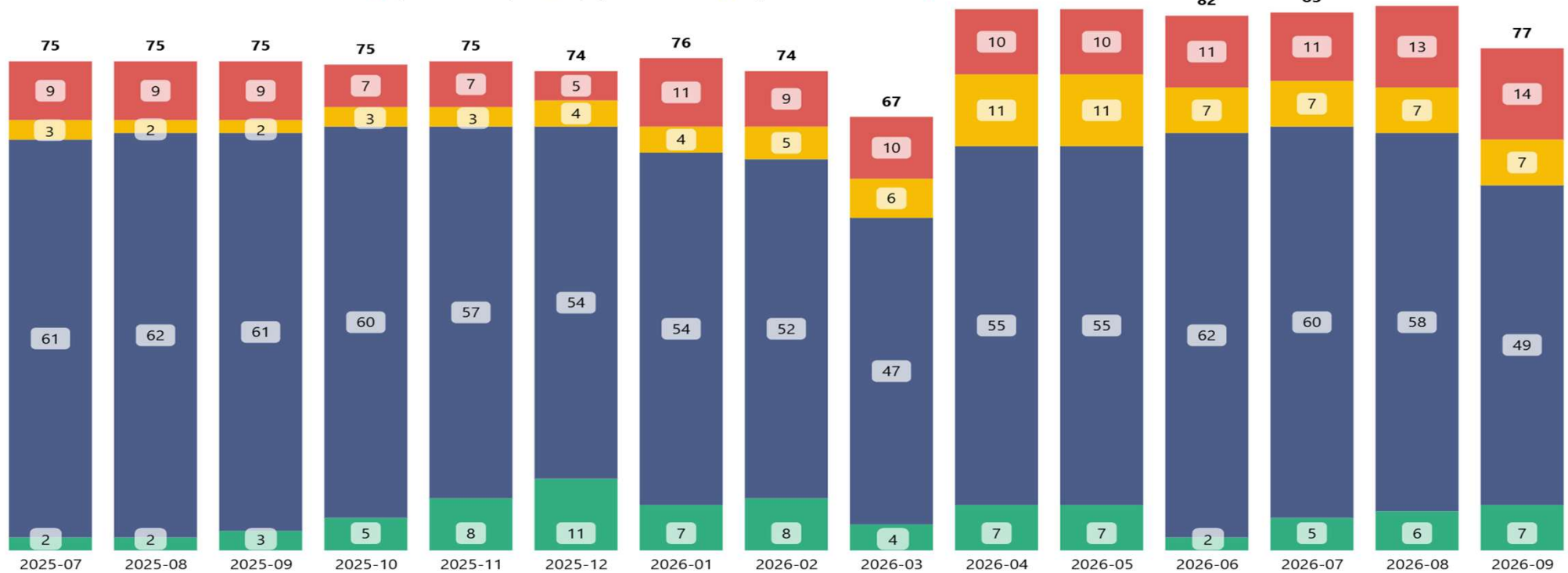
Data Sources: Staffing metrics (Deployable, Gap Hires & Academy, and Long-Term Leave) are drawn from shift-specific staffing forms submitted by each facility twice daily and are reported as a monthly median. Vacancy data are provided by the Department of Human Resources (DHR) as a biweekly snapshot and reflect the median of the reported month.

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Median Staffing Composition: 07/01/2025-09/30/2026

Northeast Correctional Complex

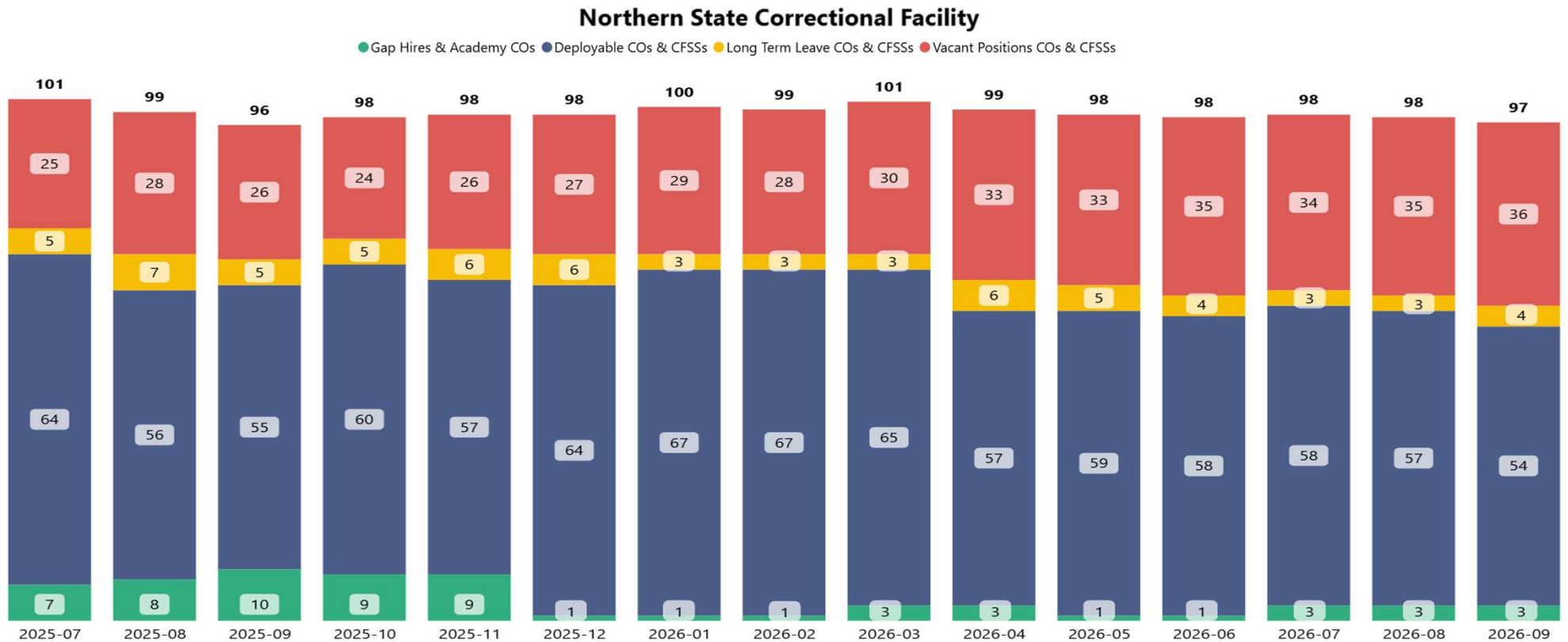
● Gap Hires & Academy COs ● Deployable COs & CFSSs ● Long Term Leave COs & CFSSs ● Vacant Positions COs & CFSSs



Data Sources: Staffing metrics (Deployable, Gap Hires & Academy, and Long-Term Leave) are drawn from shift-specific staffing forms submitted by each facility twice daily and are reported as a monthly median. Vacancy data are provided by the Department of Human Resources (DHR) as a biweekly snapshot and reflect the median of the reported month.

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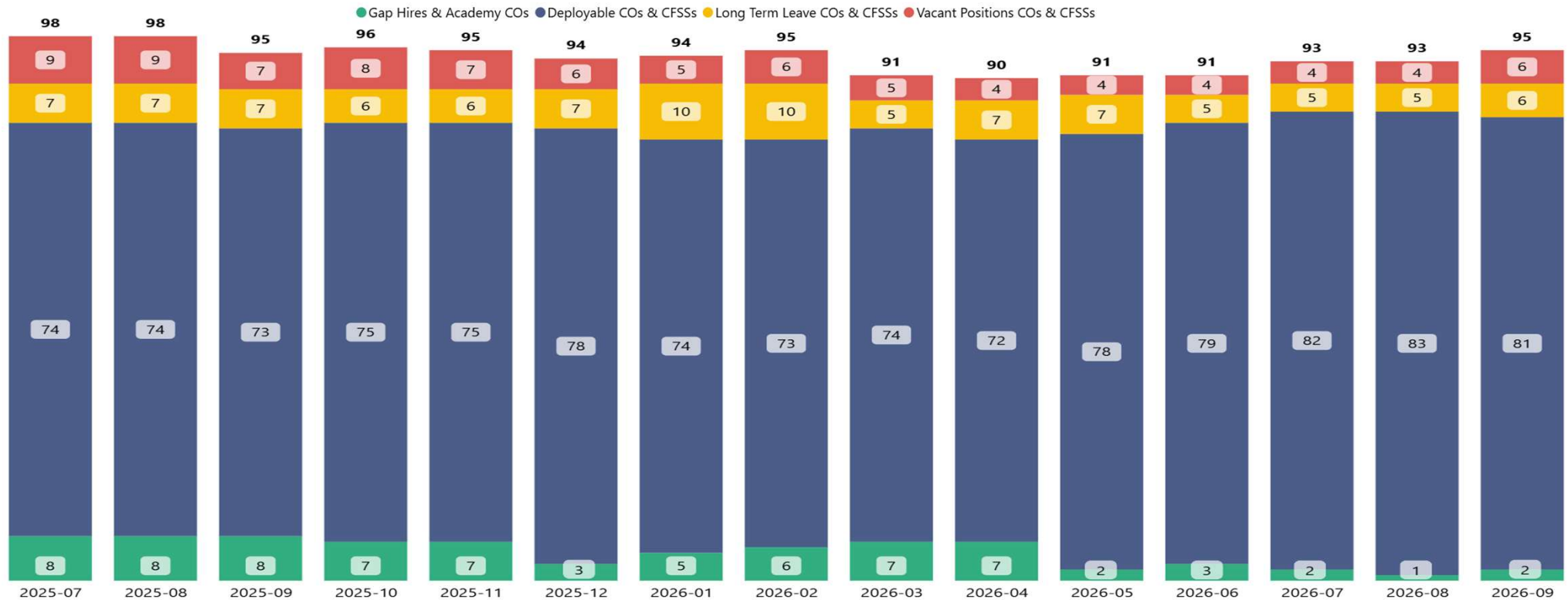
Median Staffing Composition: 07/01/2025-09/30/2026



Data Sources: Staffing metrics (Deployable, Gap Hires & Academy, and Long-Term Leave) are drawn from shift-specific staffing forms submitted by each facility twice daily and are reported as a monthly median. Vacancy data are provided by the Department of Human Resources (DHR) as a biweekly snapshot and reflect the median of the reported month. Since these numbers come from two data sources and different time periods, calculating vacancy rates from this visual will not equal vacancy rates calculated from DHR data alone. Additionally, vacancy rates provided by DOC traditionally include temporary Correctional Officer positions. However, temporary Correctional Officer positions are not included in any of these numbers.

Median Staffing Composition: 07/01/2025-09/30/2026

Northwest State Correctional Facility



Data Sources: Staffing metrics (Deployable, Gap Hires & Academy, and Long-Term Leave) are drawn from shift-specific staffing forms submitted by each facility twice daily and are reported as a monthly median. Vacancy data are provided by the Department of Human Resources (DHR) as a biweekly snapshot and reflect the median of the reported month. Since these numbers come from two data sources and different time periods, calculating vacancy rates from this visual will not equal vacancy rates calculated from DHR data alone. Additionally, vacancy rates provided by DOC traditionally include temporary Correctional Officer positions. However, temporary Correctional Officer positions are not included in any of these numbers.