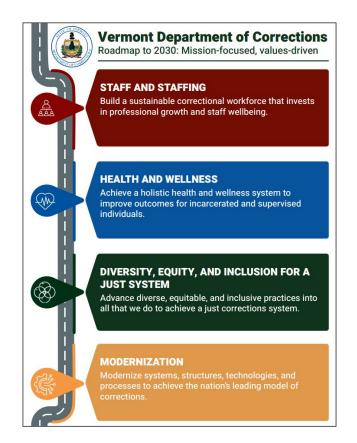


Department of Corrections

Joint Justice Oversight October 9, 2025

DOC Strategic Plan





Strategic Plan Goals

STAFF AND STAFFING

Build a sustainable correctional workforce that invests in professional growth and staff wellbeing.

GOAL 1: Staff are empowered by a workplace cultivated to embrace and support the full spectrum of individual experience and identity.

GOAL 2: By 2030, staffing levels and staff retention are optimal and sustainable.

GOAL 3: Roles and processes are optimized to enhance staff engagement and operational efficiency.

GOAL 4: Opportunities for professional development and career growth are offered through a fair and transparent system.

GOAL 5: The Department provides opportunities and an environment that promotes staff health and wellness.

HEALTH AND WELLNESS

Achieve a holistic health and wellness system to improve outcomes for incarcerated and supervised individuals.

GOAL 1: The Department prioritizes health and wellness as a fundamental

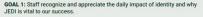
GOAL 2: The Department engages Vermont's community members to support health and wellness outcomes for the population we serve.

GOAL 3: Health and wellness systems and processes operate efficiently and

GOAL 4: The Department supports and fosters holistic wellness for those in its

DIVERSITY, EQUITY, AND INCLUSION FOR A JUST SYSTEM

Advance diverse, equitable, and inclusive practices into all that we do to achieve a just corrections system.



GOAL 2: The Department's systems, structural environment, policies and procedures are informed by trauma-informed practices, JEDI principles, and individuals with lived experience within the criminal justice system.

GOAL 3: Supervision, programs, and intervention services reflect the diverse needs of the people we serve.

GOAL 4: JEDI-responsive principles are embedded into all Department processes and retention efforts to equitably serve every staff member.

Modernize systems, structures, technologies, and processes to achieve the nation's leading model of GOAL 1: Vermont's correctional system employs modernized systems, structures, technologies, and processes.

GOAL 2: The Department cultivates meaningful partnerships to advance community engagement and restorative practices.

GOAL 3: Modernization is embedded within each strategic initiative and advances innovative, efficient, evidence-based, and data-driven solutions



Department Priorities



Staffing

Decrease staffing vacancies and retain correctional staff

Health & Wellness

- 1115 waiver implementation
- Increase offerings for substance use disorder treatment

DEI & Justice

Staff retention, hires, promotions

Modernization

- Implementing body-worn cameras
- Expanding Pretrial Supervision Program statewide
- Replacing CRCF with a modern, trauma-informed women's facility

System Challenges



Staffing

Vacancies, retention, state workforce demographics, overtime costs, physical workplace environment

Health & Wellness

- Serving physical/mental health needs of incarcerated individuals, particularly those detained awaiting trial
 - Lack of access/poor connection to medical care prior to justice-involvement
 - Sequelae of heavy substance use

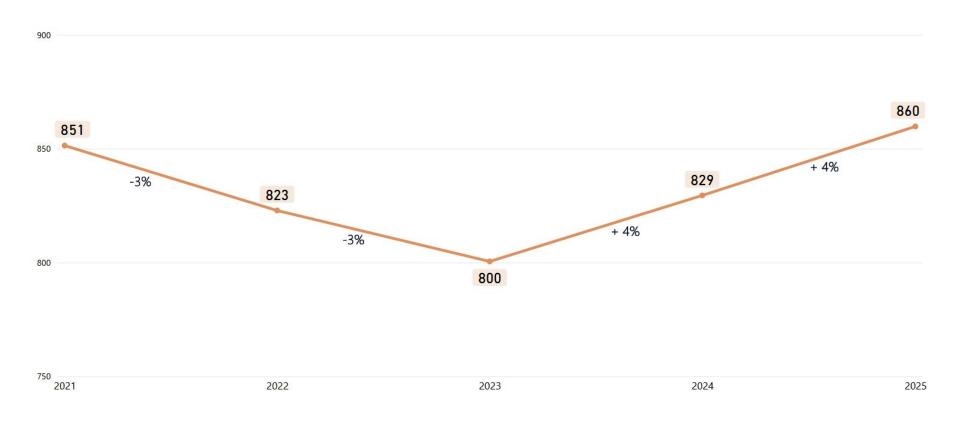
DEI & Justice

- Staff promotions and exits
- Remote hearings and court backlogs

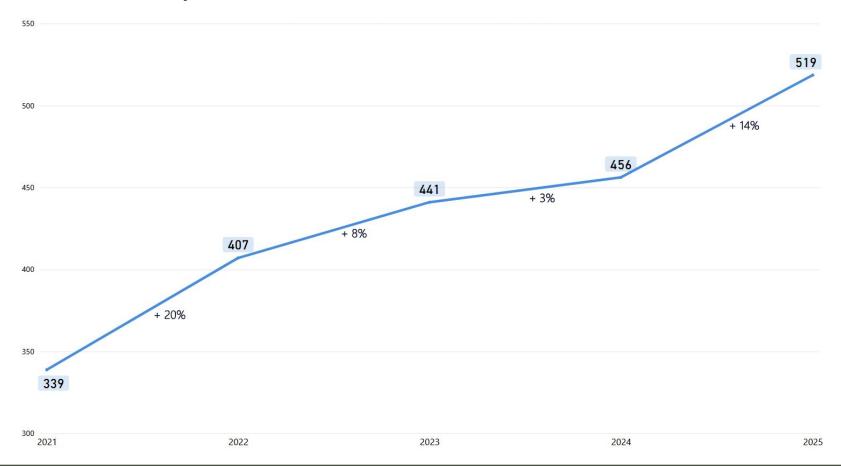
Modernization

- Lack of WiFi and access to basic technology
- Deteriorating physical infrastructure
 - Newest facility was opened in 2003

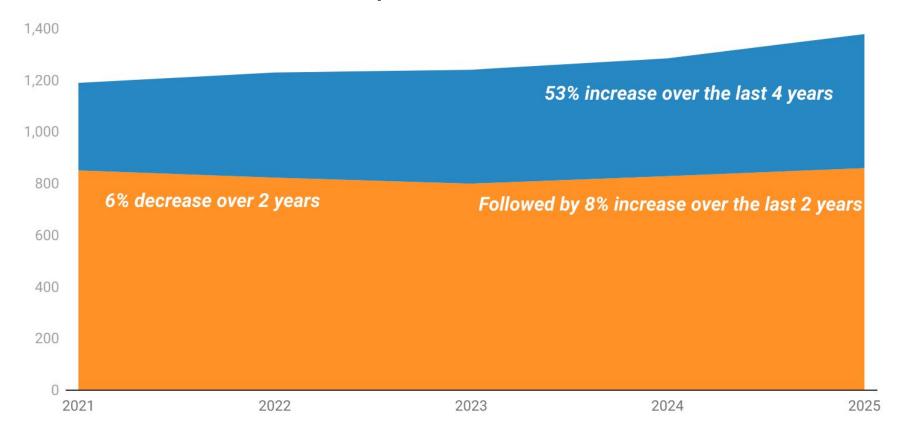
Sentenced Male Population: 2021 to Present



Detained Male Population: 2021 to Present



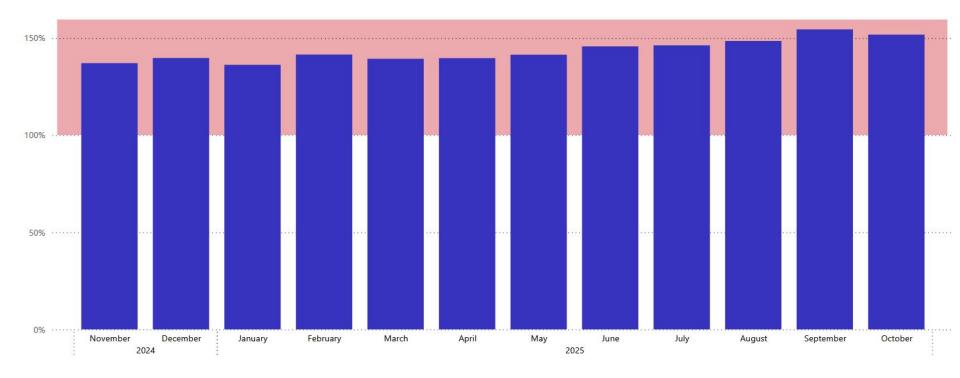
Sentenced & Detained State Male Population: 2021 to Present



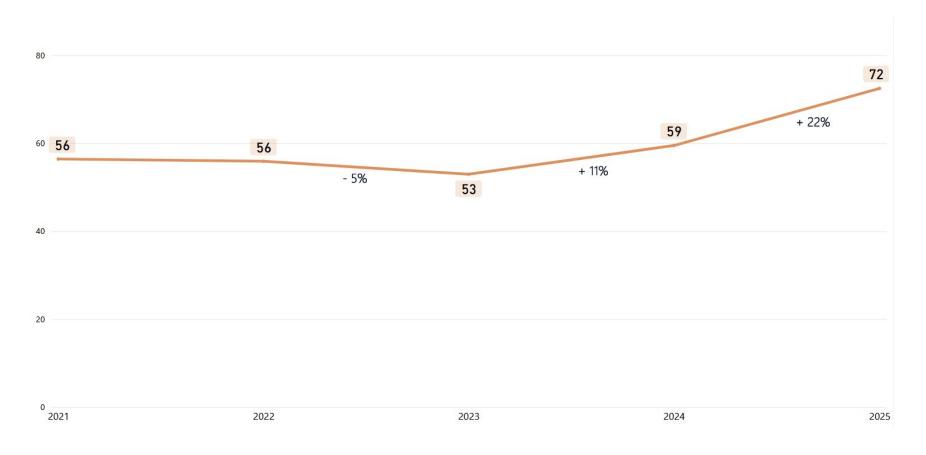
Excludes federal holds

Male Correctional Facility Bed Capacity: Last 12 Months

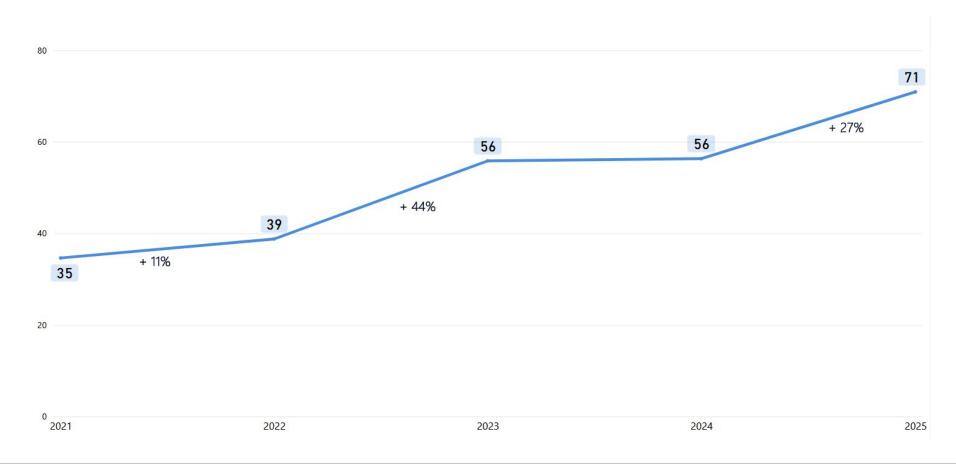
Vermont DOC facilities remain oversubscribed, with an average of 143% of male general population beds in use statewide over the last year. The American Correctional Association recommends a census of no higher than 85%.



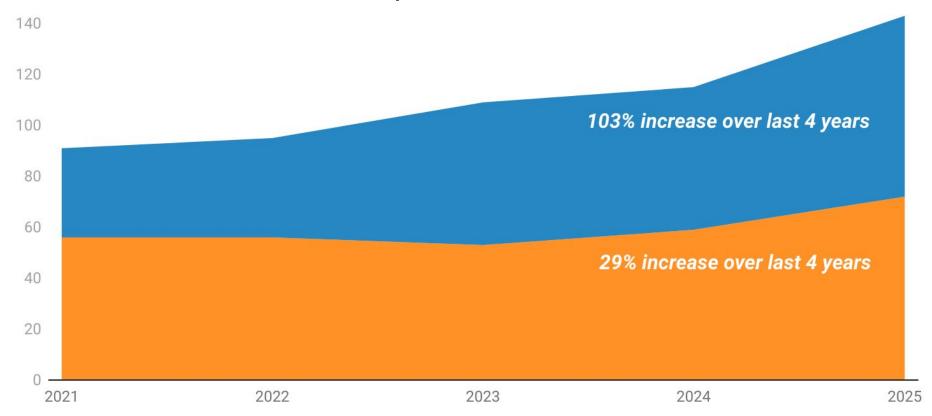
Sentenced Female Population: 2021 to Present



Detained Female Population: 2021 to Present



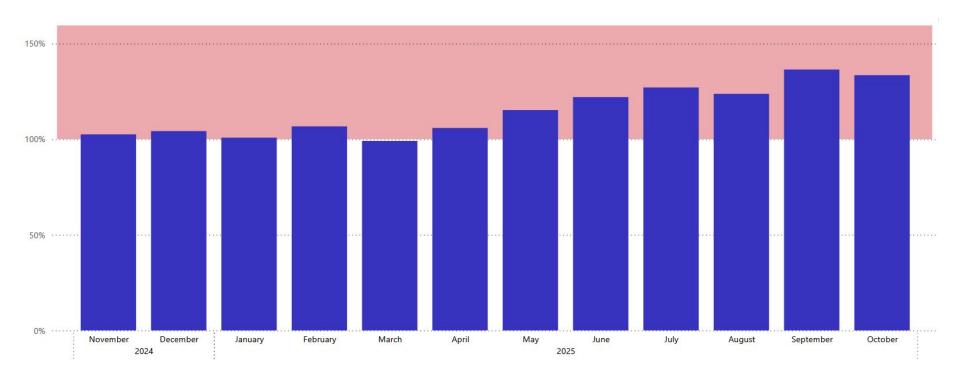
Sentenced & Detained State Female Population: 2021 to Present



Excludes federal holds

Female Correctional Facility Bed Capacity: Last 12 Months

Vermont DOC facilities remain oversubscribed, with an average of **114%** of female general population beds in use statewide over the last year. The American Correctional Association recommends a census of *no higher than 85%*.





Questions?

Contact



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Constituent Services

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Appendix

Immigration Detainee Trends



2023-2025:

• Average: 16 detainers

Median length of stay: 3 days

2025:

• Average: 24 detainers

Median length of stay: 17 days

Immigration Detainee Trends



Number of Immigration Detainers by Month

