



Strategic Plan Progress Report

February 2026

*Planning with Purpose,
Leading with Vision*

Rhode Island Department of Corrections

Executive Summary

As we present the Rhode Island Department of Corrections (RIDOC) Strategic Plan Progress Report, we reflect on a year marked by progress, accountability, and continued commitment to public safety and rehabilitation. The work accomplished in 2025 demonstrates the Department's resolve to advance its mission while responding thoughtfully to operational challenges and evolving community needs.

Throughout the year, RIDOC focused on strengthening its workforce, modernizing operations, and expanding rehabilitative opportunities for the individuals entrusted to its care. While staffing challenges persist due to retirements across multiple levels, the Department has remained proactive in recruitment, retention, and training initiatives, recognizing that a strong and supported workforce is essential to institutional safety and effectiveness.

RIDOC's divisions of Administration, Institutions & Operations, and Rehabilitative Services each play a critical role in fulfilling the Department's mission. Although their responsibilities are distinct, they are unified by a shared understanding: approximately 97 percent of incarcerated individuals will return to Rhode Island communities. Ensuring that these individuals are prepared to reintegrate successfully is both a public safety imperative and a moral responsibility. Through collaboration with partner agencies, educational institutions, and community organizations, RIDOC continues to expand access to education, vocational training, and reentry services.

In 2025, the Department achieved several notable milestones, including the expansion of its Correctional Industries programs through federal funding, the continued growth of innovative workforce development initiatives such as The Last Mile and advanced manufacturing programs, and strengthened partnerships with labor, education, and industry leaders. These efforts have enhanced access to marketable skills, industry-recognized certifications, and post-release employment pathways.

The Department also made significant progress on key initiatives focused on recruitment and leadership development, employee wellness and safety, improvements in educational and rehabilitative programming, and the modernization of technology and data systems. Investments in facility security, staff wellness programs, accreditation efforts, and data-driven decision-making reflect RIDOC's commitment to continuous improvement and fiscal responsibility.

Equally important, the Department continued to prioritize transparency, accountability, and outcomes. Enhancements to data dashboards, public data accessibility, and interagency agreements support informed decision-making and strengthen collaboration across government and community partners.

The accomplishments outlined in this report are the result of the professionalism, dedication, and resilience of RIDOC's workforce. The men and women of this Department perform challenging work each day in service to the State of Rhode Island. Their commitment is fundamental to maintaining safe institutions and advancing successful rehabilitation.

As we look ahead to 2026 and beyond, RIDOC remains focused on its core mission: protecting public safety, supporting successful reentry, and strengthening the communities we serve. This report reflects both the progress made and the work that lies ahead as the Department continues to evolve and improve.

Mission, Vision and Core Values

Mission Statement

To maintain a safe and secure correctional system that prioritizes the well-being of staff, incarcerated individuals, and the community. We strive to achieve this by promoting a respectful work environment, utilizing data-driven practices to guide decisions, and offering a wide range of programs to facilitate successful reintegration into the community and reduce recidivism.

Vision and Beliefs

To unite staff and the community in developing a premier correctional organization where safety is vital and pathways to successful community reintegration are paramount. All RIDOC values are shaped by the department's primary mission, as set forth in the Mission Statement. Rehabilitating and reintegrating justice-involved individuals as members of society is essential to reducing crime and ensuring safe communities. These principles form the foundation for policy, allocation of resources, establishment of priorities, case management decisions, organizational structure, and future initiatives.

Core Values

Accountability

WE are responsible and transparent to the public, ourselves, and those in our care.

Integrity

WE are true to our ethical standards in all circumstances.

Respect

WE nurture an inclusive environment where the perspectives of employees, the public, and those in our care are considered and valued.

Compassion

WE strive to understand one another's circumstances and act accordingly.

Correctional Excellence

WE are leaders in corrections through employing best practices, ensuring optimal performance, and commitment to our values.

Communication

WE seek to foster a spirit of teamwork, unity, and dedication.

Collaboration

WE enhance public safety and rehabilitation through cooperation, open communication, and partnerships with law enforcement, governmental entities, human services agencies, community leaders, and members of faith-based organizations.

Growth

WE shall provide staff with opportunities for personal and professional growth through staff development, recognition of staff achievements, and encouragement.

Diversity

WE actively strive to maintain a diverse and culturally aware workforce.

Safety

WE honor those who advance safety for all. We shall maintain safe, secure, orderly, constitutional, and humane correctional environments.

Key Achievements

Recruitment, Retention & Training:

- RIDOC hired a full-time position dedicated to recruitment and retention. (1.A.1. **COMPELTED**)
- The Training Academy recruitment team has 27 volunteers from various units across RIDOC. (1.A.3.)
- In partnership with Human Resources, RIDOC is conducting stay and exit interviews. A form with structured questions has been developed to be used in conjunction with a newly developed process. (1.B.1.)
- In order to better recognize and celebrate our staff, RIDOC is planning ways to recognize accomplishments and milestones timelier and in various ways (i.e., DOC Happenings, social media, etc.). (1.B.6.)
 - “High-Five Highlights” will be included as part of the DOC Happenings to spotlight employee recognition.
- The RIDOC Leadership Academy was created, with graduates receiving college credits for completion. (1.C.1.)
- Regular labor management meetings continue to be held with RIPPA and RIBCO. All unions with members employed by RIDOC have been offered the opportunity to schedule ongoing labor management meetings. (3.A.1.)
- Six staff were identified as being certified in Core Correctional Practices to assist with training on pro-social behavior modeling. (4.A.1 – 4.A.4.)
- A committee was formed, and a list of training topics and potential trainers have been identified to strengthen evidence-based practices across RIDOC staff and community partners. (4.B.7. **COMPLETED**)
 - The committee will work with the new probation and parole trainer that was hired in the Training Academy to implement the trainings.
- The framework for the first Evidence Based Training Unit has been developed with implementation and staffing requirements being pursued in the 2026 budget. (4.C.10.)
- Information and paperwork were submitted for an auditor position in December 2024 in support of the creation of a new RIDOC Quality Assurance Unit. (6.A.2./6.A.3.)

- RIDOC will organize committees to review job specifications to ensure alignment with actual job duties and recommend compensation adjustments, as appropriate. Committee recommendations will be submitted to the Director for review, and approved changes will be forwarded for public hearing consideration. (6.F.2.)

Employee Health, Wellness & Safety:

- A Department Wellness Committee was established along with several sub-committees dedicated to staff health and wellness. Several events have been organized by various sub-committees. (1.D.1. **COMPLETED**)
 - A Staff Wellness website has been created and will go-live soon. (1.D.2.)
 - Wellness bulletin boards and suggestion boxes are in the works and will be placed around the Department. (1.D.2.)
- In March 2025 the Peer Support Team began a Comfort Dog Program. The five trained dogs rotate scheduled visits throughout the Department to meet with staff. (1.D.6.)
- The Peer Support Team has worked with the Massachusetts Department of Corrections and the Rhode Island Municipal Academy to allow RIDOC staff to attend sessions of the Boulder Crest Struggle Well Program where spots are available. (1.D.7.)
 - The Peer Support Coordinator has reached out to Boulder Crest Foundation to bring the Struggle Well Program to Rhode Island and the International Critical Incident Stress Foundation for RIDOC staff training opportunities.
- All state agencies on the Howard Complex have signed on to explore the feasibility of joint-agency, multi-use space as well as other ideas, i.e., walking routes with mile markers. (1.D.8.)
 - A survey is being drafted, led by the Department of Behavioral Healthcare, Developmental Disabilities & Hospitals (BHDDH), for Howard Complex state agencies to complete. The survey will seek to gauge health and wellness interests across agencies.
- Changes to the incarcerated discipline system are being analyzed on an ongoing basis and have been included on the internal staff Strategic Tracking, Reviewing and Identifying of Data to Optimize Corrections (STRIDOC) data dashboards to assist in determining correlation with workplace violence. (2.A.1. **COMPLETED**)

- A team, led by the Special Investigations Unit (SIU), has been established to continuously monitor incarcerated individuals' tablet use to help mitigate potential security threats. (2.A.6.)
 - SIU staff has been trained on the tablet monitoring platform to help enable effective navigation, data review and threat identification.
 - A process has been established to address the review and handling of incarcerated individuals' emails that have been flagged.
- Physical security assessments are being conducted for all Department buildings and issues are being addressed. (2.B.2.)
 - Systems were updated in the Pawtucket Probation & Parole satellite office.
 - The key/fob system in the Bernadette Building was upgraded.
 - Digital cameras were replaced in various units and buildings throughout the Department.
- In June 2025, 26 RIDOC staff completed National Institute of Corrections (NIC) auditor training. (2.B.3.)
- New portable radio system was purchased and implemented for facility staff. (2.C.1.)
- The publishing cadence for DOC Happenings was re-established. (3.C.2.)
- An online store has been established for staff to purchase RIDOC merchandise. (4.D.5.)
- A committee has been formed for the purpose of assessing workstation furniture, creating a list of broken or inadequate pieces, and focusing on the creation of a replacement plan. (5.A.2.)
 - Each prison facility was tasked with prioritizing one item to be replaced immediately, while also ranking their list of other items to be replaced.
 - Similar work is in progress for non-uniform workstation furniture.
 - Committee members are working with Correctional Industries (CI) to see what is on-hand and available for purchase at a lower cost and a quicker turnaround time. Furnishings such as chairs, bookcases and file cabinets have been identified.
- A grant was submitted for funding in November 2025 for body worn cameras. (6.B.7.)
- The Policy Revision Overhaul Committee (PROC) was established to systematically review and update Department policies to ensure they are legally compliant, operationally relevant and aligned with Department priorities, accreditation standards and best practices. [6.D.6. (6.D.2. and 6.D.3.)]

Improving Justice-Involved Lives

- RIDOC is working with P.L. Hardyman, LLC to analyze classification data to help improve classification assessment. A virtual meeting took place between P.L. Hardyman, LLC, Planning & Research and the Wardens to discuss the potential implementation of a housing tool, and to address Wardens' concerns. (2.A.5.)
- In an effort to further foster an environment where interactions with justice-involved individuals help promote pro-social values and behaviors, a team of certified trainers has been identified to assist with staff training in core correctional practices. (4.A.1.)
 - A [CORE Virtual Library](#) has been established on the RIDOC intranet where staff can access useful CORE correctional practice information.
- A comparison document has been created that compares evidence-based protocol with current practice driven by policy. (4.A.3.)
- To continue educating uniform staff on the importance of core correctional practices, trainings have been held for Correctional Officer Trainees in the academy. (4.A.4.)
 - A presentation has been developed as an informational session for all RIDOC staff to gain more knowledge and understanding of the benefits of core correctional practices.
 - In June 2025, sessions were held for 3-deay rule Lieutenants to provide information on modeling pro-social values and behavior.
 - Evidence-based materials, such as PDFs, handouts, emails and videos, have been developed for correctional officers interested in learning more about modeling pro-social values and behavior.
- Reviewing mental health interventions and programs offered to the incarcerated population via review of programming data and policies. (4.A.5.)
- Researching opportunities to increase training on trauma-informed care across all facilitates, with a focus on the awaiting trial population. (4.A.7.)
- Research is being done to explore the creation of a program curriculum for individuals with long-term sentences (10+ years). A survey will be developed for the targeted population to weigh in on program needs. (4.A.8.)
- The General Educational Development (GED) predictor test is now offered in Spanish. (4.A.9.)

- A paraprofessional was hired for 15 hours per week (using funds from the Title 1, Part D Grant) to support youth educational needs. (4.A.9.)
- In January 2026, probationers and parolees will now be assigned to the same probation/parole officer throughout their time-to-serve post-release, creating a steady relationship between offenders and officers, helping to foster trust and consistency. (4.A.10)
 - In January 2026, a Parole Officer letter was rolled out giving pre-release parolees important and useful information.
 - Also in January 2026, a survey was conducted on parolees to measure barriers to success, pre- and post-release.
 - Pre-parole forums revision, pre-release group curriculum and revisions to the parole informational packet are in process.
- Planning & Research has explored further use of tablets provided to the incarcerated population, including programming platforms and working with sister state agencies to make forms available for programs such as SNAP, TANF and housing. (4.A.11.)
- A housing unit in Medium Security has been dedicated for participants in education. (4.A.12.)
 - An information session was held for interested individuals with an estimated move-in date for the week of February 9, 2026.
- Court system meetings continue to be held on a regular basis to promote effective care for justice-involved individuals. (4.B.4. **COMPLETED**)
 - A committee was formed to review potential community partners and state agencies to be included in the court system meetings.
- In 2024, RIDOC held its first voter initiative and is now considered a polling station. The Department partnered with the Secretary of State's Office and the Board of Elections for this initiative. (4.B.12. **COMPLETED**)
- Eight (8) RIDOC staff received their certifications in the Correctional Program Checklist – Group Assessment (CPC-GA) training. (4.B.13.)
 - An audit has been completed on Infinite Possibilities: Infinitely Free to Be Program (February 2026), and an audit is scheduled for March 2026 for The Providence Center's Substance Use Treatment Program; both at Medium Security.

- A governance committee has been established to review RIDOC's programs database - Transition from Prison to Community Data System (TPCDS) – to determine ways in which the information can be better utilized to serve the incarcerated population. (4.C.2.)
 - A program scheduler/calendar has been created for use by the facilities to help create consistency and ease of program scheduling. The calendar has been tested in Medium, Maximum and the Women's facilities. Intake and Minimum are next.
 - A course catalog has been created to show the current programs running in each facility.
- Approved recommendations made by the Recidivism Reduction Taskforce (RRTF) that were not made part of the Strategic Plan, have been identified and are continuing to be implemented (4.C.8.)
- Home Confinement is reviewing ways to increase use of non-confinement sanctions for community violations. Although working with limited options, Home Confinement staff drafted an incentive-based graduated response process they hope to pilot in the coming year. (4.C.9.)
- In an effort to increase collaboration with academia, trade schools, labor organizations, community partners, etc. the Building Reentry Initiatives and Developing Gainful Employment (BRIDGE) Committee was established in December 2025. (4.D.2.)
 - Rhode Island Women in Trades hosted their first program at the Women's Facility, conducting hands-on and classroom training in the construction trade. The first cohort of participants earned an industry-recognized certification at their graduation on February 6, 2026. Seven (7) graduates were honored.
 - RIDOC worked with the Jane Addams Resource Corporation (JARC) and Polaris MEP to help connect offenders on home confinement, probation and parole with training in Computer Numerical Control (CNC) manufacturing.
 - RIDOC worked with the RI Department of Labor & Training (DLT) to connect offenders on home confinement, probation and parole with commercial driver's license (CDL) training.
- Polaris MEP, who operates RIDOC's Advanced Manufacturing Program, hosted an employer meet-and-greet with their CNC manufacturing partners at Medium Security. (4.D.4.)

- Currently in discussions with CCRI and RWU to bring in short-term certification programs. (4.D.4.)
 - Reviewing Workforce Pell Grant opportunities and options. Workforce Pell Grants are not effective until July 1, 2026, but they will support short-term programs (8-15 weeks long) that are in high-wage, in-demand fields.
- The Correctional Industries (CI) program was awarded \$500k in congressional earmark funding to overhaul and maximize its operational capabilities to ensure participants are receiving relevant industry job skills and to help support the program's self-funding requirement. (4.D.5.)
 - Embroidery machines are in use at Medium Security and the Women's Facility.
 - A digital license plate machine has been installed at Maximum Security, where the shop will be moved from its current home in Medium Security.
 - A Request for Quotation (RFQ) was submitted for the setup of a sign shop at Maximum Security (estimated timeline is Summer 2026).
 - The CI warehouse and administrative offices areas have been cleaned up to make room for the creation of a showroom where items will be displayed for purchase.
- The Behavioral Health Unit created a mental health assessment template to be used consistently at intake. The template was implemented in November 2025. (4.E.4. **COMPLETED**)
- In preparation for National Commission on Correctional Health Care (NCCHC) accreditation, a team of RIDOC healthcare professionals completed an 8-hour review on the updated 2026 NCCHC Standards in Health Services in Jails & Prisons/Mental health Services. (6.D.3.)
 - A gap analysis was completed for Sections A (Governance & Administration) and B (Health Promotion, Safety & Disease Intervention). Analysis of Sections C-G are underway.
- The Training Academy and Home Confinement are the first units to participate in American Correctional Association (ACA) accreditation activities; with mock audits for both scheduled in 2026. (6.D.1.)

Technology Updates & Budget Management:

- A Federal grant was received to upgrade the Department’s fleet of vehicles. 19 vehicles have been purchased; 13 are at RIDOC and 6 are in process. (2.C.3. **COMPLETED**)
- Data dashboards were created – Strategic Tracking, Reviewing and Identifying of Data to Optimize Corrections (STRIDOC) - to allow executive staff and facility leadership to see and respond to real-time information regarding the adult correctional institutions. Tracking for discipline, Restorative Housing Program (RHP) and incident data has been included in the computer statistic (CompStat) model. (3.B.4., 6.B.1. and 6.B.3. **COMPLETED**)
 - Data has been identified to be made available and accessible for public access. (6.B.2.)
- Formal agreements between RIDOC and community-based organizations and governmental agencies have been captured in one repository for easier tracking and accessibility by staff. (4.B.10. **COMPLETED**)
- The Case Management Committee is actively working to complete a Case Management Policy (estimated completion date is 3/1/2026). (4.C.7.)
- The TPCDS Governance Committee continues to update the database to allow for better functionality and usability. (4.C.7.)
- RIDOC received a \$600K grant for system updating related to Medicaid 1115 Waivers. (6.C.4.)
- Research is being conducted on the use of drones for contraband countermeasures. RIDOC and the Rhode Island Emergency Management Agency (RIEMA) held a coordination meeting to identify interagency support and resources. (6.E.2.)
- A request has been made to expand RIDOC’s Correctional Emergency Response Team (CERT) staffing by two additional members to strengthen the unit’s operation and coverage. (6.E.3.)

Future Outlook

While this report reflects a year of deliberate progress, even with ongoing budgetary constraints and fiscal limitations continuing to shape operational decisions, the Department remains committed to responsibly pursuing the funding and staffing levels necessary to meet current demands and prepare for future challenges.

Advancements in technology are central to this effort, and we are committed to further enhancing our digital capabilities. Strategic investments in modern systems will improve safety, efficiency, accountability, and data integrity. As correctional operations grow increasingly complex, technology is not optional, it is essential to sustaining effective, secure, and mission-driven services.

Expanded use of the State's newly implemented Enterprise Resources Planning (ERP) system, Workday, will play an increasingly critical role in strengthening talent management. The system's succession planning, performance management, and credential-tracking capabilities will allow leadership to gain greater visibility into internal talent pipelines and readiness for key roles, enabling the intentional development of future leaders. Integrated staff evaluation processes will support a culture of performance, accountability, and continuous improvement. Additionally, centralized tracking of employee credentials, certifications, and training requirements within Workday will enhance compliance oversight and workforce transparency. Centralizing this information will support audit readiness, workforce planning, and strategic decision-making, ensuring that the Department maintains a skilled and appropriately credentialed workforce to meet future operational demands.

Looking ahead, the Department will continue to balance practical financial management with proactive planning, advocating for the resources required to support staff, enhance operations, and advance the goals and strategies outlined in the Strategic Plan.

Through continued collaboration with stakeholders and a focus on long-term value, RIDOC remains committed to continuous improvement and innovation. We are confident that our strategic initiatives will position us for sustained growth and success.