



STATE OF DELAWARE

Department of Correction

Office of the Commissioner

**Legacy Memo – September 2016**

**DEPARTMENT OF CORRECTION LEGACY MEMO**

## DEPARTMENT OF CORRECTION LEGACY MEMO



**Justice Reinvestment Initiative:** Following the launch of the Justice Reinvestment Initiative (JRI) in Delaware in 2011, DOC began annual reporting to the JRI Oversight Committee on a number of standard operational measures. Data points reported include probation success rates, prison entry and release metrics, average daily populations, pretrial detention rates, and the proportion of low, medium, and high risk probationers and inmates, among many others. Preparing the JRI annual analysis has positioned DOC to be able to supply a wide range of data on commonly referenced topics and has positioned DOC to formulate grant applications that target issues identified by the data.

**Risk, Needs, and Responsivity (RNR) Analysis:** George Mason University conducted a Risk, Needs, and Responsivity analysis of individuals under DOC supervision and in DOC custody (finalized in 2015). The report provided important information about the recidivism rates of DOC's population by risk level, and also indicated need levels of the offender population in criminogenic domains such as substance use, mental health, education and employment, and housing, among others. The report also included a Gap Analysis, which indicates areas where DOC programming is either sufficient or insufficient to meet the identified needs. The RNR assessment tool will be launched in all Level 5 prison facilities during the Winter of 2016-2017.

**Establishment of Planning & Research Unit:** The addition of this new unit allows DOC to analyze its performance metrics, utilize data to plan and forecast, and make data-driven decisions regarding program prioritization and grant concepts.

**Strategic Partnership Oversight Committee (SPOC):** The SPOC committee was implemented in 2015 as a means of monitoring the outcome metrics and performance of the organizations providing contracted human services to DOC offenders. Approximately 12 organizations/programs are being monitored by the SPOC Committee. A standardized template for all organizations to use for reporting data and metrics was implemented at the start of FY17. This will enable comparison of performance outcome data across partners and will allow DOC to easily quantify the number of clients served through these contracts.

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### CUSTOMER SERVICE

**Addition of Paralegal to DOC Administration Personnel:** DOC added a paralegal to the Commissioner's Office personnel in 2016. The role of the paralegal is to assist the Department with managing the high number of FOIA requests received, to coordinate lawsuit and court service administration, and to disseminate relevant legal updates to Department leadership.

#### **Standardization of DOC policies and procedures via American Correctional Association (ACA)**

**Accreditation:** The DOC is under a 4-year contract with the American Correctional Association (ACA) to accredit the DOC Administration Building, Correctional Facilities, and Community Supervision units. ACA accreditation is intended to improve facility operations, including safety, security, inmate care, programs, justice, and administration. The DOC Central Administration was the first facility to achieve ACA Accreditation (August 2015). During this process, an appointed committee comprised of DOC staff with diverse areas of expertise has been reviewing and revising policies, procedures and practices. This review will ensure compliance with over 1,000 industry standards that exist for the purpose of improving correctional agencies, institutions, and programs. All DOC facilities in Sussex County have now been accredited.

**Increased accessibility to correctional facilities:** In 2016, DOC implemented a revised policy that eliminated some criminal history exclusions that previously barred family members and friends from visiting their incarcerated loved ones. The new policy balances security of the correctional facilities with the positive impact of visitation on preserving family bonds. The revisions to policy also provide clarity on the security clearance application process for inmate visitors, professional service visitors, and volunteers and others who wish to enter a prison to visit a loved one, conduct volunteer work, or provide professional services.

**Responsiveness to concerns and questions from the public:** DOC's reconfigured and expanded Community Relations Unit in the Office of the Commissioner provides multiple outlets for positive, proactive, responsive interaction with the community. The Unit now includes the following positions: Chief of Community Relations, Community Relations Officer, Public Information Officer, and Victim Services Coordinator. The addition or reconfiguration of these positions allows the DOC to more quickly and efficiently respond to and resolve questions and complaints from the public, to facilitate victim notification, and to facilitate positive relationships with community organizations and governmental agencies as well as media agencies and news sources.

**Website and Social Media:** Efforts are currently underway to revamp the DOC website to better serve the public. Features will include offender lookup that would indicate an inmate's address for receiving mail, which will assist families attempting to find their loved one. Online scheduling for inmate visitation is also being explored. The Department has launched a DOC Facebook account, creating a presence for the DOC on social media to engage more efficiently with the public and to proactively communicate positive Department activities to the public. Several stories and media events have been pitched to media outlets recently, including program graduation ceremonies, decommissioning of the Webb

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Community Corrections Center, the ribbon cutting for the Baylor Women's Correctional Institution greenhouse, and the Victims' Voices Heard seminar at Sussex Correctional Institution.

**Community Engagement Activities:** DOC has hosted numerous events aimed at increasing awareness in the community about the correctional environment and the needs of incarcerated individuals. Events open to the public included TED-X Talks about social science and human interest stories and the MidAtlantic Wine and Food Festival event Breaking Bread Behind Bars.

### PROFESSIONALISM

**New hiring requirements:** The DOC has made improvements in the testing and screening of candidates for the Correctional Officer series. The Correctional Officer examination was reviewed and updated. A Medical Examination and a Psychological Evaluation must now be completed as pre-requisites. The Psychological Evaluation was added to the Correctional Officer hiring process beginning in the Summer of 2013. In FY16, two candidates were eliminated from consideration due to a concern about their psychological fitness to work in a correctional environment. This additional screening mechanism for prospective hires represents a strong commitment by DOC to inmate and community safety.

**New training requirements:** In order to comply with the American Correctional Association (ACA) accreditation requirements, the DOC is now requiring 40 hours of training for all DOC personnel annually. The DOC Training Advisory Committee has developed a Standardized Field Training Officer (FTO) program for new Correctional Officers when they are assigned to a DOC facility. Several improvements were made to the Prison Rape Elimination Act (PREA) training. First, a specialized investigations training is now being presented at least annually, and a specialized medical and mental health training was developed for all medical contractor staff and is provided to new contract employees during onboarding by the provider. Second, a PREA Peer-Education curriculum was developed and implemented at selected facilities. The curriculum educates staff on the unique sexual abuse issues surrounding Lesbian, Gay, Bi-Sexual, Transgender, and Intersex (LGBTI) offenders. Motivational Interviewing (MI) training was completed by all Probation & Parole Officers in 2014, and principles for MI interaction with probationers has been embedded in the Basic Officers Training Course. DOC trainers have been certified to implement the Desert Waters' From Correctional Fatigue to Fulfillment program, and the program will be integrated into the Correctional Employees Initial Training in FY18. Leadership Development Courses for DOC personnel are also being offered in partnership with the University of Delaware in order to provide staff with knowledge and tools for leadership and advancement. Training partnerships have also been developed with the Delaware State Police (DSP) (Leadership Development Program for Law Enforcement) and with the FBI (Law Enforcement Executive Development Association) to expand training opportunities available to DOC staff.

**Crisis Intervention Training (CIT):** A Crisis Intervention Training (CIT) program was initiated in August 2015, and in 2016 a Mental Health First Aid Training was conducted. These programs are intended to equip correctional staff for appropriate interaction with inmates during an acute mental health crisis.

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The first 40 hour CIT course in 2015 consisted of fifty-two (52) correctional officers. The 2016 course was administered by the Mental Health Association of Delaware and the National Alliance of Mental Illness of Delaware (NAMI) was attended by forty-three (43) correctional officers. Train the trainer certification to instruct other officers in Mental Health First Aid will be administered in November 2016 by the National Council for Behavioral Health. Mental Health First Aid will be added to Correctional Employees Initial Training in January 2017.

**Prison Rape Elimination Act (PREA) Accreditation:** The Prison Rape Elimination Act (PREA) of 2003 is a federal ruling that is designed to eliminate sexual abuse of juvenile and adult offenders in prisons and jails, community confinement centers, police lockups and juvenile correctional centers. The DOC has made PREA a major initiative, continuously working toward full compliance with PREA standards. Within the past three years, the DOC has re-written Departmental, Bureau of Prisons, and Bureau of Correctional Healthcare Services policies; written and implemented a Sexual Assault Response Plan; implemented a set of Sexual Assault Response Team (SART) Guidelines at selected DOC facilities; and embedded sexual assault and victimization questions in the DOC's medical and mental health intake tool. An additional screening tool was created and implemented to indicate the potential for sexual victimization and predation. Further, the DOC is continuing its Memorandum of Understanding with a third party vendor, ContactLifeline, to serve as a reporting mechanism for offenders to report sexual abuse, and provide offenders with a rape crisis advocate. Also, enhancements to the Delaware Automated Correction System (DACS) have been implemented to better improve efficiency to meet PREA standards. Software enhancements have improved housing of offenders based on PREA screening information; improved coordination of treatment for offenders determined to have a past history of sexual assault; and improved tracking of PREA inmate education. All of the DOC's correctional facilities have now achieved PREA Compliance (culminating with the accreditation of James T. Vaughn Correctional Center in June 2016).

**DOC Unity Council:** The Department's Unity Council, previously known as the Diversity Council, was formed in January 2015. In an effort to assess the climate and morale among staff, the Council conducted a Climate Survey of the Department. In the context of Governor Markell's affirmation that harassment and discrimination will not be tolerated in State Government in accordance with Executive Order Number 8, the Unity Council's efforts seek to engender tolerance, equity, and positive relations among all DOC personnel.

**Partnership with St. Francis Hospital:** Preliminary exploration of a partnership with St. Francis Hospital is underway regarding the concept of a dedicated secure floor/unit at the Hospital that would be exclusively for DOC patients. If successful, this partnership will significantly reduce costs for security supervision, reduce overtime payment expenses, improve security, and improve efficiency of care, with cost savings for medical services also being likely. The Bureau of Correctional Healthcare Services is also exploring the feasibility of partnering with St. Francis or other health entities to provide specialty health care as needed.

**Staffing Analysis:** Through training obtained from the National Institute of Correction, the DOC has assembled a Delaware Staffing Analysis Team (DSAT) to analyze correctional personnel staffing levels in its correctional facilities. The DSAT team utilized the NIC staffing analysis framework to undergo a

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rigorous analysis of staffing levels at Baylor Women’s Correctional Institution (BWCI). It was determined that in order to safely cover all required posts, 53 new officer positions would be needed at BWCI. This data and the associated cost has been included in the Department’s FY18 budget request submitted to the Office of Management and Budget. James T. Vaughn Correctional Center will be the next facility to undergo the NIC staffing analysis by the DSAT team.

**Firearms Training Range:** The DOC’s Employee Development Center has implemented several new safety measures in the range in order to eliminate concerning conditions (air quality/ventilation and ammunition).



**New Intake Screening Process:** The Bureau of Correctional Healthcare Services has initiated a new process for performing the medical and behavioral health screening of all inmates upon admission to a correctional facility. The screening occurs within four hours of admission. The upgraded screening tool was implemented in the September 2016 and assesses suicide risk, medical health, and behavioral health indicators such as substance use and mental health. Substance use will be assessed with Texas Christian University’s assessment tool, and mental health disorders will be assessed with MHSF III. These revisions to the intake screening process have been made in partnership with Connections, DOC’s medical and behavioral health care provider. Information gleaned from the intake screening process will be entered into DOC’s new electronic health record module. With 1,455 incarcerated individuals currently on the behavioral health treatment roster at Level IV and V facilities (22% of the correctional population), and with 52% of Level V prisoners self-reporting an emotional/personal problem and 49.7% indicating an alcohol/drug problem, it is vitally important that DOC’s intake and screening process identify individuals in need of further assessment and evaluation for treatment programming.

**Establishment of Daily Release Unit:** In order to expedite the release of individuals being held in custody on a pending matter, DOC established the Daily Release Unit, which processes inmate releases immediately following receipt of paperwork from the Court. With 13,000 releases processed in the last calendar year and 8,400 of these being immediate releases (resulting from Court order to Release on Own Recognizance or to release on bail), the creation of a Unit to safely, humanely, and quickly process

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releases was of critical importance. The new processing system reduces time to release from 24-48 hours to one hour.

**Electronic Health Record (EHR) Project:** iCHRT, DOC's new EHR module in the Department's offender management database, was implemented in April 2014. Upgrades already completed as part of the iCHRT rollout include computerized sick call logs, record keeping of physical appointments, nursing protocols, and computerized scheduling. The admissions process is now computerized, as is the intake screening process. Medical inquiries, medical administration, and transfers of inmates for treatment purposes are also captured in iCHRT. Additional components include pharmacy records, prescription records, surgical information, and logging of medical orders. Consults, infirmary stays, dental treatment, and behavioral health treatment information (including court-ordered notifications) are accessible through the new module.

**Risk Needs Responsivity (RNR) Tool:** DOC is working with George Mason University (GMU) to establish a real time electronic interface that would exchange RNR information directly with DOC's computerized offender management database, DACS . A summary of an inmate's primary needs will be produced, as well as the recommended programming for the individual that will reduce the individual's likelihood of committing additional offenses. This interface will allow Counselors, Probation Officers, and other staff to have access to the individual's treatment needs and recommended programming through a centralized repository. The tool is slated to go live in the Level 5 facilities in the Winter of 2016-2017.

### TREATMENT PROGRAMS

**Restructuring of Key and Crest Drug Treatment Programs:** In order to strengthen DOC's focus on rehabilitation, plans are underway to modify the Department's treatment programs for offenders. DOC is developing additional substance use disorder programs to meet the needs of inmates in Level IV community corrections facilities, with Sussex Community Corrections as the next focus area. DOC is exploring the creation of two tracks in the Crest Program (substance use disorder treatment), with a distinction drawn between individuals entering the Crest Program after having completed the Key Program for substance use disorder treatment at a Level V prison and those entering the Crest Program at a Level IV community corrections center directly from court. Screening criteria to identify participants for the Crest Program are also being implemented. The Addiction Severity Index (ASI) can assist clinicians in determining the intensity of treatment appropriate for the individual. The KEY program, which operates at multiple Level V maximum security prisons throughout the state, has been standardized to contain consistent content. The program schedule has been modified to improve content and treatment fidelity, with additional providers having been enlisted to enhance the Therapeutic Community (TC) setting of the KEY Program. For example, the KEY Program at Baylor Women's Correctional Institution (BWCI) now includes a trauma-informed care component provided by the nonprofit organization Survivors of Abuse in Recovery (SOAR), and a healthy thinking curriculum has



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been introduced at Howard R. Young Correctional Institution. Self help programming (NA, AA) have been added in selected Level V programs as well.

**Addition of Alcoholics Anonymous groups within Community Corrections:** Alcoholics Anonymous groups, previously located at the Webb Correctional Facility, have been transitioned to the Plummer Center, with the intent to expand the group to include family members of the incarcerated participant. For those offenders returning home to family members struggling with alcohol issues, Al-Anon has been added to the programming.

**Expansion of Treatment Options for Female Offenders:** The Women in Transition program (formerly called Mothers in Reentry) was reorganized in 2015 and is now offered at Hazel D. Plant Women's Treatment Center. The program utilizes the evidence-based Moving On curriculum. Trauma-informed programming administered by Survivors of Abuse in Recovery (SOAR) is also being offered to women in Baylor Women's Correctional Institution's (BWCI) Key Village. Women's therapeutic group and individual counseling addressing trauma and healthy relationships (the SELF program) has also been added at BWCI through grant funds obtained through the Federal Violence Against Women funding stream.

**Culture of Health Program:** Probation & Parole will be partnering with the University of Delaware, which recently received funding to implement a Culture of Health multi-agency team in the probation environment. The grant will study the impact of the program, which will provide health and service education, screening and assessment and referral to services to persons on probation in New Castle County.

### DIVERSION AND ALTERNATIVES TO DETENTION

**Diversion Programming for Pregnant Female Offenders:** Through its innovative partnership with Connections, CSP, Inc., DOC is now able to divert non-violent pregnant female inmates to New Expectations, a residential, community-based program. Since November 2014, 32 women have been admitted to the program, and 10 women and 3 babies currently reside in the home. The program offers innovative substance use disorder treatment to pregnant women as an alternative to incarceration. Located in Newark, New Expectations provides secure, supervised housing for female offenders coupled with intensive treatment services including medication assisted treatment. Parenting education and housing placement assistance are also provided to participants.

**Diversion of Pretrial Defendants:** DOC is an active participant in the Smart Pretrial Initiative which seeks to reduce pretrial detention levels and implement risk-based decision making strategies into the pretrial justice system. As a result of Smart Pretrial and the Justice Reinvestment Initiative, DOC has implemented several new strategies for managing its pretrial population. As awareness among judges of DOC's Pretrial Services Unit within the Department of Probation & Parole and its ability to provide supervision in lieu of detention has increased, DOC has similarly experienced a 100% caseload increase since Summer 2012 (increasing from 295 defendants supervised in July 2014 to 591 defendants

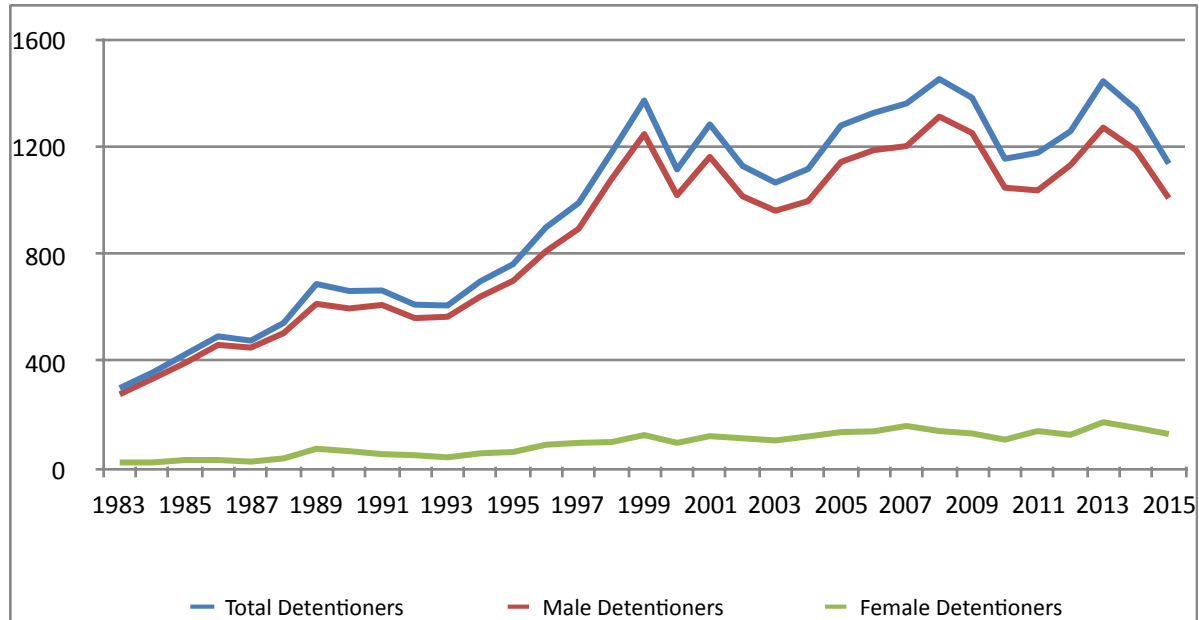
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supervised in August 2016). The Pretrial Services Unit is critically under-resourced and has implemented a new tiered supervision policy (Summer 2016) to triage the supervision of defendants according to pretrial risk level and offense type. In an effort to provide additional supervision options to pretrial service officers, pretrial supervision kiosks will be installed with funds from the Justice Reinvestment Initiative for certain low-risk defendants to access in lieu of face to face supervision meetings. Kiosks will replace or at least supplement face-to-face interviews, enhancing supervision. For moderate risk offenders, the Kiosks can be used in combination with face-to-face reporting: going to the Kiosks some weeks while reporting to an office on alternate weeks. The kiosk option potentially will be available for pretrial supervision as well, which is an average of 82 people per month. When purchased, Kiosks will be placed in each of Delaware's Probation Offices.

Additionally, diversion of defendants into a community-based third party pretrial supervision program commenced in January 2015. The Rick Van Story Resource Center provides individuals referred by Pretrial Services with shelter services and clinical treatment and assists clients with appearing at trial and maintaining stability during the pretrial period. To date, 115 clients have been referred to the program. 55% of clients have remained in the program until their case was closed. 18% of defendants in the program received new charges (the majority were misdemeanor arrests), and 2% failed to appear for their trial. In another effort to divert eligible defendants into the least restrictive environment possible awaiting trial, at the request of Governor Markell, DOC has partnered with the Office of Defense Services and the Department of Justice through the Pretrial Prison Population Reduction Project to review individuals detained in New Castle County correctional facilities. The review process enables ODS to identify detained clients who are good candidates for bail review, and allows DOC to pre-approve individuals for referral to the Rick Van Story Resource Center if assigned to Pretrial Services upon bail modification. Hundreds of defendants have been reviewed for appropriateness for bail modification through this process.

### **DELAWARE DETENTIONER RATES 1983-2015**

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**Pilot of Risk Needs Responsivity (RNR) Information Sharing with Courts:** DOC is coordinating with justice stakeholders (Delaware Judiciary, Office of Defense Services, Department of Justice, Administrative Office of the Courts) to explore the use of offender risk and need data at sentencing. DOC is assessing select eligible defendants with the Risk Needs Responsivity (RNR) Tool and supplying assessment results and program recommendations to all parties prior to sentencing. To date, 3 assessed defendants have been sentenced as part of the program.

**Increased Use of Graduated Sanctions by Probation & Parole:** In response to SB 226, Probation & Parole instituted a tracking mechanism in our Offender Management System (DACS) to capture the use of graduated sanctions imposed on probationers for violations of conditions of supervision. Graduated sanctions (for example, imposition of curfews or increased frequency for drug testing), are already widely and routinely utilized as a means of bringing noncompliant probationers back into compliance with conditions of supervision. However, the enhancements to DACS allow officers to record their use of these measures and will allow DOC to analyze data regarding their efficacy once a sufficient amount of data has been collected.

INCORPORATING TECHNOLOGY TO IMPROVE INMATE SERVICES

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**Inmate Phone Upgrades:** Major phone system upgrades have been completed in the correctional facilities, and a cost reduction with GTL was negotiated to minimize the cost burden on inmates wishing to place telephone calls.

**Tablets Provided to Inmates:** In September 2016, BWCI made tablets available to its inmates through its new virtual library pilot program.

**Video Technology:** The DOC aims to be much more accessible to offenders and the public as well as other state agencies in 2015 and beyond, using innovations in technology. DOC has increased use of Video Court for failure to pay fine charges. This has alleviated expenses spent on transporting and securing offenders traveling to court hearings. Additionally, the DOC is considering a Commissary Operating Program that would include an Inmate Trust Fund Account, Bar Code Inventory system, and Kiosk Access Points. Telehealth options are also being explored, which would allow DOC to provide video medical visits to offenders needing the care of a specialized physician.

**New Commissary-** iCash, DOC's new inmate accounting system, is now operational. The program was created and rolled out within the span of one year. iCash improves the commissary experience for both the inmate and DOC personnel. Phase II will focus on integration with DOC's inventory system, and Phase III will include implementation of kiosks where inmates can administer their account and make purchases.

### SOLUTIONS TO SEGREGATION AND SOLITARY CONFINEMENT

**Exploring Safe Alternatives to Segregation:** House Joint Resolution 5 authorized the House Corrections Committee and the Department of Correction to commission an examiner to study and make findings and recommendations concerning the use of restrictive housing (solitary confinement) in Delaware prisons. This study, conducted by the American Correctional Association, supplemented recommendations made by a trained psychiatrist selected by the American Civil Liberties Union of Delaware. Significant work has been done by the DOC's Bureau of Correctional Healthcare Services, in partnership with DOC's behavioral healthcare provider, to improve the identification and tracking of individuals with serious mental illness and/or those in with serious mental illness who are in restrictive housing. Steps are also being taken at James T. Vaughn Correctional Center to provide more out-of-cell programming for individuals who are in restrictive housing. Modifications underway or planned include:

- Increased, set number of recreation hours out of cell for non-disciplinary restrictive housing residents and inmates in protective custody
- Increased, set number of hours of therapeutic out of cell time for seriously mentally ill inmates
- Increased, set number of hours of unstructured recreation time for all inmates in disciplinary detention

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- Increased consideration of mental health issues in evaluating disciplinary measures for inmates on the mental health roster
- Implementation of tracking procedures to document out of cell times
- Limitation of disciplinary sanctions to 15 days, with a 15 day break for multiple sanction terms
- Elimination of disciplinary detention for seriously mentally ill inmates except in exigent circumstances
- Notification requirement from Warden to Bureau of Prisons Chief if a restrictive housing placement is to exceed 6 months; multi-disciplinary team to review
- Increased mental health staffing
- Medication management appointments every 90 days
- Creation of special needs unit at Baylor Women's Correctional Institution for mentally ill inmates
- Clinical guidelines for group counseling in restrictive housing
- Construction of new building at James T. Vaughn Correctional Center for maximum security inmates in restrictive housing
- Purchase of equipment for allowing inmates in restrictive housing to participate in group therapy
- Issuance of recommendations for youthful offenders
- Continue DOC staff training on mental health issues
- Reduce court commitments to Delaware Psychiatric Center and increase DPC bed space in Mitchell Building
- Monitoring of mental health roster system via DOC's Continuous Quality Improvement system
- Ensure appropriate step down of inmates in restrictive housing to include discharge planning prior to release (DOC not to release restrictive housing inmates directly to street)
- Eliminate use of alternative meal plans for disciplinary reasons
- Provision of hygiene items and access to commode for inmates on Psychiatric Close Observation
- Access to reading and writing materials for individuals on Psychiatric Close Observation
- Study and make recommendations on quality of life issues improvements in restrictive housing

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**I-ADAPT:** The I-ADAPT (Reentry Services) Program identifies Level 5 and 4 inmates who have been sentenced and incarcerated for more than 1 year and who are within 6 months of their release. DOC staff has developed transition plans for these individuals, which may include identification documents, community resource guides and scheduled appointments. The program provides monthly workshops to educate participants regarding available resources and to begin working on their individualized transition plans. DOC has analyzed the success rate of I-ADAPT participants who were released between July 2012 and December 2013. Of these individuals, 46% had some type of noncompliance with probation (30% had a technical probation violation; 15% had a criminal probation violation) and 22% were resentenced to prison within a year of release.

**Collaborating for Veterans' Reentry Success:** The Bureau of Prisons is facilitating partnerships and increased communication with veterans groups that are recruiting eligible inmates with veteran status to participate in housing programs, social service programs, etc.

**Employment Opportunities:** Obtaining and maintaining employment is a key component to whether or not an offender will be able to succeed in his/her community. Inmate employment program HB 264 was signed into law on July 9<sup>th</sup> of 2014 by Governor Markell, which is now Title 11, §6506. The Act permits the DOC to hire ex-offenders as casual seasonal employees for Delaware Correctional Industries (DCI) after successful completion of a vocational program. DOC has implemented a new policy permitting the temporary hire of an ex-offender and is currently seeking an eligible individual to hire.

**Employment Training Programs:** DOC is launching several new culinary arts programs to better equip inmates for employment upon return to the community. Sussex Community Corrections Center held a ribbon cutting for the opening of its renovated and expanded culinary arts program. The late Matt Haley of SoDel Concepts previously donated several pieces of equipment for the facility. DOC negotiated with DelTech for provision of culinary instruction at the facility. A culinary arts program will also soon be offered at James T. Vaughn Correctional Center (JTVCC). Construction of the "Matt Haley Culinary Training Center" is expected to be complete in January 2017. The program will be facilitated through partnerships with the Department of Education, the Department of Labor, Delaware Restaurant

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Association, and the National Restaurant Association to provide roughly 330 hours of curriculum to 45 offenders annually. The program will teach students both the culinary and management skills necessary for the food service industry. The Department of Education continues to offer culinary training at Baylor Women’s Correctional Institution. Serv Safe certification is currently offered at all Level 5 prison facilities. DOC is also partnering with the Food Bank of Delaware to at two locations, with inmates at the Sussex Community Correctional Center and the Plummer Community Correctional Center able to participate in the organization’s culinary training program.

The DOC is expanding its automotive program near James T. Vaughn Correctional Center. The planned expansion will be located between JTVCC and the Level 4 Central Violation of Probation Center, allowing more offenders to participate in the program while transitioning back into the community. Funds for the project were secured in FY16, and the project is currently in the design phase. Construction should begin in FY18.

Additional skilled labor training programs at the Level 5 prison facilities are being implemented in partnership with DOE instructors and Labor Union personnel to create job opportunities for offenders participating in Level 5 vocational programs. A partnership with Delaware Technical Community College is being considered for a second program site. Vocational education programs have been increased throughout the facilities to include HVAC training, certified flagger courses, Serve Safe, and the continuation of the masonry program. The implementation process of a carpentry program at Sussex Correctional Institution and a plumbing program James T. Vaughn Correctional Center is ongoing and we are currently awaiting vocational teachers for these programs to begin.

Vocational programs in the Level 4 facilities include the new partnership with the Delaware State Police Mounted Patrol Unit to develop a mounted patrol certification program at the Central Violation of Probation Center. The Plummer Center is now offering certification opportunities to its residents in partnership with DelTech. Participants can receive certifications in basic construction skills, flagger courses, culinary skills, and several other areas. Funds for the partnership are supplied by a Federal Second Chance Act grant.



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### ELIMINATE AND CONSOLIDATE

#### **Improve Safety and Efficiency of Psychiatric Care for Inmates by Assuming Operations of Jane E.**

**Mitchell Building:** The DOC has proposed assuming operational responsibility for the Delaware Psychiatric Center (DPC) at the Mitchell building for DOC offenders. To date, this proposal has not been implemented. DOC remains prepared to assume operations of the facility if stakeholder support is coordinated by the Governor's Office and/or the General Assembly. This would allow the DOC to create an acute psychiatric treatment facility for offenders experiencing a severe mental illness or acute psychiatric event. DOC's Special Operations Group Inspections Office completed a quality assessment of the Jane E. Mitchell Building. A physical assessment of the JEM took place in February 2014, where the group observed operations, interviewed personnel, inspected the physical facility, and reviewed JEM policies, logs and incident reports. The DOC has identified transition steps and costs to transition the JEM Building from the Department of Public Health's to the DOC's responsibility. Recommended steps include changes in legislation, transitioning staff, and making security enhancements.

**Closure of Webb Correctional Facility:** In conjunction with Senator Blevins' Price's Corner Task Force, the DOC officially closed and decommissioned the Webb Correctional Facility in August 2016. There were typically between 42 and 55 inmates housed at Webb, and approximately 20 DOC personnel. Inmates who were displaced by the closure of Webb were absorbed by the Plummer Community Corrections Center.

**NORESCO Energy Conservation Project-** In accordance with the goals of Executive Order 18, on August 11, 2016 the Department of Correction and NORESKO entered into a Guaranteed Energy Savings Agreement (GESA) to implement energy conservation measures (ECMs) in the James T. Vaughn Correctional Center, Henry R. Young Correctional Institution, and the Sussex Correctional Institution. The project was valued at \$39 million with a twenty-year aggregate payback period based on savings derived from reduced energy and utility consumption and the conversion of propane-burning heating equipment to lower-cost natural gas. The Energy Conservation Measures (ECMs) were generally grouped around the categories of reduced electricity consumption, reduced natural gas consumption, reduced water consumption/sewage disposal, and expanded use of lower cost fuel.

The project also included two critical energy-neutral projects at HRYCI: Installation of domestic water pumps and filters. Although these projects were not intended to save energy, they were needed to improve functional reliability and will reduce the ongoing cost of maintenance and repair. It's important to note that the anticipated savings derived from reduced maintenance expense were not included in the GESA payback calculation. Construction work started November, 2011, and the final ECM, retirement of the James T. Vaughn Correctional Center central steam system, was completed July, 2015. Although the twenty-year payback period started with completion of the final ECM, DOC and the State benefitted from ongoing energy and utility savings during the four years of the project construction phase.

### IMPROVE SECURITY FEATURES AND TECHNOLOGY



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**Facility Enhancements Resulting in Improved Security:** The entrance area to Howard R. Young Correctional Institution has received security enhancements, increasing the safety of the facility for members of the public and inmates. The entrance area to Howard R. Young Correctional Institution has received security enhancements that include front entrance door controls, pressure resistant glass, rifle storage lockers, the relocation of the weapon loading/unloading station and the receipt of a security x-ray system; these upgrades increase the effectiveness of the facility's response mechanism and the overall the safety of the facility for members of the public, staff and inmates. Monies to complete the study for the expansion and enhancements of the entrance were received and we are asking for the design funding to support the efforts of enhancement based on the needs of the facility. Due the challenges presented by the location of the facility, the enhancements are necessary to effectively manage and control movement in and out of the facility for safety and security.

Funding has also been secured to design an upgrade for the Sally Port at James T. Vaughn Correctional Center, which will result in a more secure and efficient entry and exit of law enforcement and correctional transport arriving at the facility for the transport of prisoners.

**Installation of New Equipment Resulting in Security Enhancements:** The Guard Tour System has been installed at three facilities (JTVCC, SCI, and SCCC) as a way to more efficiently and effectively ensure safety and facility management. Guard Tour requires correctional officers to electronically "check in" at designated scan points when making rounds. The technology allows DOC to capture detailed logs of the rounds made by correctional officers throughout the facility. This is an important safety enhancement for both inmates and DOC.

**Phone System Upgrades:** Through a partnership with DTI, major phone system upgrades are underway at all Level 5 prison facilities to enhance the functionality of phone equipment for staff and inmates. Properly working phone systems provide an important means of communication for inmates with their families.

### RENOVATE FACILITIES TO PROMOTE REHABILITATION OF INMATES

**Construction of Culinary Training Facility-** DOC is launching several new culinary arts programs to better equip inmates for employment upon return to the community. Sussex Community Corrections Center has opened its renovated and expanded culinary arts program. The late Matt Haley of SoDel Concepts previously donated several pieces of equipment for the facility. DOC is in the final negotiations with DelTech for provision of culinary instruction at the facility. Male and female inmates will be able to participate. A culinary arts program will also soon be offered at James T. Vaughn Correctional Center (JTVCC). Bids for construction design for the "Matt Haley Culinary Arts Training Center" at the facility are currently being reviewed. The program will be facilitated through partnerships with the Department of Education, the Department of Labor, Delaware Restaurant Association, and the National Restaurant

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Association to provide roughly 330 hours of curriculum to 45 offenders annually. The program will teach students both the culinary and management skills necessary for the food service industry.

**Greenhouse at Baylor Women's Correctional Facility:** A greenhouse on the grounds of Baylor Women's Correctional Institution is undergoing construction and is expected to be completed in October 2016. Funds for the project were partially derived from donations made by community organizations and businesses attending the Breaking Bread Behind Bars event that took place in 2015 as part of the MidAtlantic Wine and Food Festival. The greenhouse will be run by the Garden Club which provides training to the women on farming and gardening skills.

**Renovation of Kitchen at Howard R. Young Correctional Institution:** The new kitchen construction having been completed at Howard R. Young Correctional Institution, the old kitchen will be expanded for use as a classification and treatment area. The project is currently in the design phase. Construction is expected to begin in FY18. The medical unit will also be reconfigured once counselor offices are vacated and moved to the old kitchen site.