

Delaware Department of Correction

FY 2014 Annual Report
July 1, 2013—June 30, 2014



Jack Markell, Governor
Matt Denn, Lt. Governor
Robert Coupe, Commissioner

Mission Statement

To protect the public by supervising adult offenders through safe and humane services, programs and facilities.



Legal Authority

On July 10, 1975, Governor Sherman W. Tribbitt signed into law Senate Bill 487 which created the Delaware Department of Correction, effective July 1, 1975. The bill transferred the Divisions of Juvenile and Adult Corrections from the Department of Health and Social Services to the new Department of Correction.

The Department was statutorily established under 29 Delaware Code, Chapter 89 and 11 Delaware Code, Chapter 65. 11 Del. C. §6501 establishes the Department of Correction, and 11 Del. C. §6502 identifies the purpose of the Department.

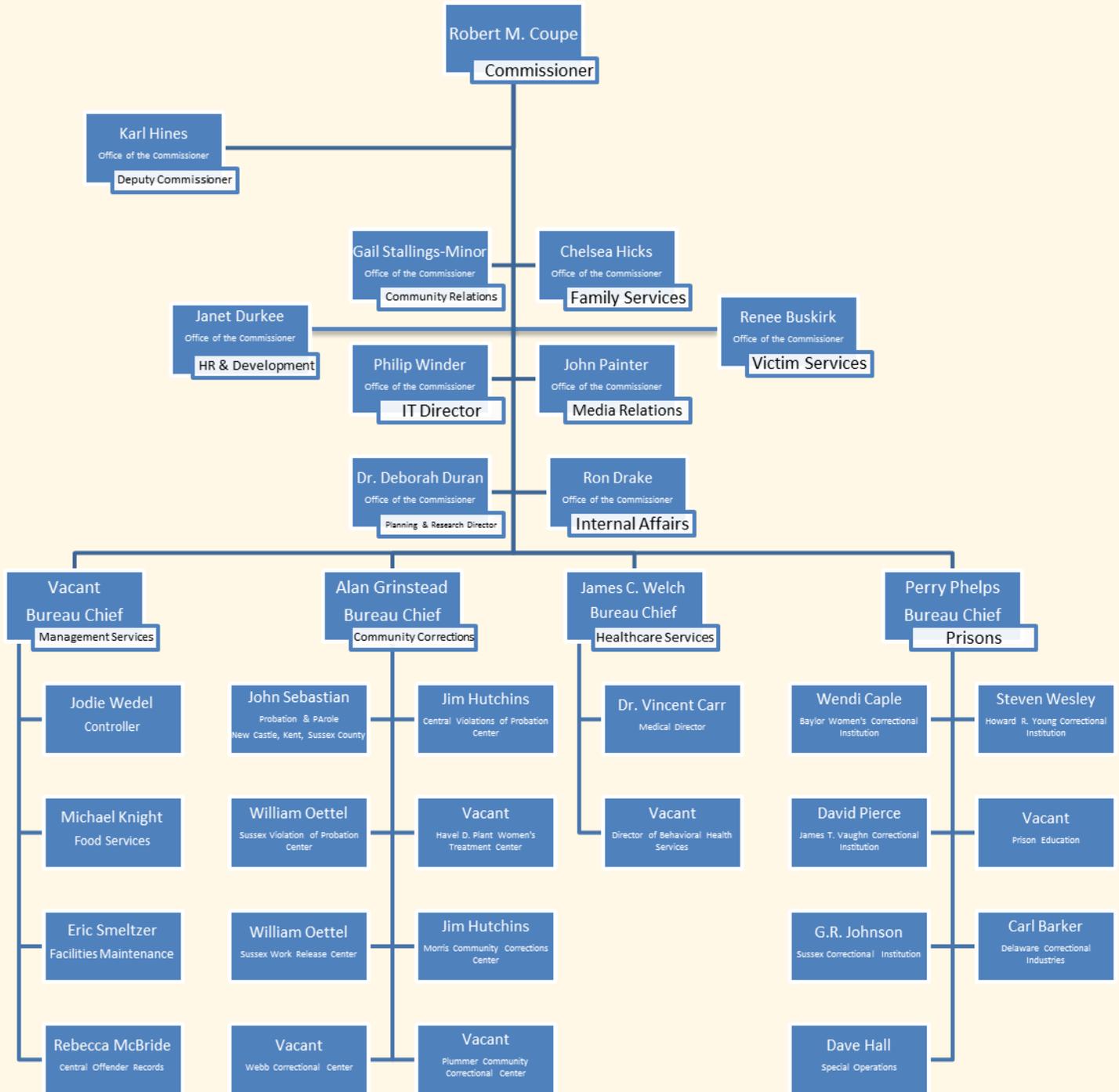
In 1984, the Division of Juvenile Correction was transferred to the Division of Youth and Family Services. The only juveniles currently under the Department's supervision are at the Howard R. Young Correctional Institution in the Young Criminal Offender Program (YCOP) which manages the most serious juvenile offenders.

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Organizational Chart



Commissioner Robert M. Coupe

Robert Coupe was appointed as Commissioner of the Delaware Department of Correction on March 19, 2013, by Governor Jack Markell. Commissioner Coupe oversees the Department's 2,500 employees who are responsible for the 7,000 incarcerated offenders in the Department's 11 facilities and 16,000 offenders in the community under the supervision of Probation & Parole.

Commissioner Coupe retired from the Delaware State Police (DSP) on December 20, 2012, after almost 28 years of service to the Division. He served as the Superintendent during his last 3 ½ years of service with the DSP.

As a State Trooper, he worked in a wide variety of assignments including: Detective in the Major Crimes and Homicide Units; Drill Instructor at the Training Academy; Patrol Sergeant; Investigator with Internal Affairs; and Section and Troop Commander. At the time of his appointment as the Superintendent, he was the Commander of the Criminal Investigative Unit for DSP operations in New Castle County and oversaw thirteen Special Units comprised of 85 Detectives.

Commissioner Coupe attended the FBI National Academy 211th Session and the FBI Leadership in Counterterrorism Pacific Program in 2010-2011. Commissioner Coupe earned a Bachelor's degree in Criminal Justice from Wilmington University and an Associate's degree in Mechanical Engineering from Delaware Technical and Community College.

Commissioner Coupe lives in Claymont with his wife Pamela. They have two children.



Commissioner's Message

Thank you for reviewing the Delaware Department of Correction (DOC) Annual Report for FY 2014. The report highlights the significant achievements of the DOC which were supported by our workforce of more than 2,500 employees. The report also sets forth important correctional population statistics and data about DOC's operations and expenditures.

The mission of the DOC is to protect the public by supervising adult offenders through safe and humane services, programs and facilities. DOC employees work hard every day to carry out this mission and to ensure the safety of our communities. Since my appointment as Commissioner in March of 2013, a number of significant projects have been underway to continue improving upon DOC's professionalism, effectiveness, and delivery of services. Several of these projects are detailed in this report.

In order to facilitate the ambitious improvements that DOC has embarked upon, we have implemented organizational changes which included the creation of two new positions that serve as an important bridge between DOC and the community. The new Family Services Coordinator position assists families with incarcerated loved ones as they seek information and connection to services, and the new Victim Services Advocate supports victims of incarcerated offenders by providing support, information, and connection to resources. Another significant change was the creation of a Planning and Research Unit, which will assist with evaluating DOC's programming, studying best practices, and guiding the Department's strategic planning and project development.

In order to continue improving upon the DOC's professionalism and effectiveness, this year, the DOC will begin the audit process to achieve accreditation from the American Correctional Association (ACA), as well as the audit process for compliance with the Prison Rape Elimination Act (PREA). This accreditation and compliance certification will help to ensure and demonstrate that DOC's practices meet correctional industry national standards and that our operations and interactions with offenders, employees, and other stakeholders live up to the high degree of trust placed in our Department by the public. DOC is also continuing to pursue accreditation by the National Commission on Correctional Health Care, which sets standards for managing the delivery of medical and mental health care in correctional systems.

Preparing inmates in our custody for successful reintegration into the community upon release is a key area of focus for DOC. We have implemented significant improvements in the area of assessing the needs of offenders in our custody. Evidence-based tools that assess an offender's risk level, and areas and severity of need have been implemented both in our correctional facilities and within Probation and Parole. Additionally, we are beginning the process of assessing the effectiveness of our prison treatment programs through partnerships with local and regional universities. The DOC supports the Governor's vision for all State Agencies to work collaboratively to improve reentry outcomes for offenders and is proud to continue its partnership with the Departments of Education, Labor, State Housing Authority and Health and Social Services to ensure that inmates leaving our facilities are best prepared to rejoin our communities.

I extend my sincere thanks to the Governor and State Leadership for their support of the mission and efforts of DOC, as well as to those who are working every day to maintain public safety and facilitate the rehabilitation of the justice-involved individuals in DOC's custody. Without the efforts of our dedicated DOC workforce, contracted vendors, volunteers, inmates who have taken on leadership roles, and community partners, the positive strides you will read about in this report would not be possible.

In service,

Robert M. Coupe
Commissioner

Goals

1. Enhancing DOC's image and quality of service to the public and stakeholders through:
 - ACA Accreditation
 - Training of personnel
 - Organizational restructuring to support changes
2. Streamlining the delivery and quality of service to offenders through:
 - PREA compliance to safeguard inmates from sexual assault
 - Continued maintenance of NCCHC accreditation
 - The use of assessment tools
 - Implementation or expansion of early release opportunities for offenders based on positive behavior and/or program participation
 - IT improvements such as new automated modules for case management and an Electronic Health Records system
3. Improving successful outcomes through:
 - Creation of transition release plans for inmates through the collaborative I-ADAPT program
 - Policy change to allow certain ex-offenders to be employed with DOC
4. Upgrading DOC facilities through:
 - New interview rooms for defense attorneys in SHU at JTVCC
 - Kitchen remodel at HRYCI
 - The Commissary Operating Program, which is being developed to improve technology for tracking of products and offender accounts

SENTAC Levels

Level V

INCARCERATION: This level is 24 hours per day in a secure correctional facility. Incarceration includes the jail (sentences to 12 months or less), prison (sentences to longer than 12 months), and sentences to life or death.

Level IV

QUASI-INCARCERATION: House Arrest is a community custody program for offenders who are to be restricted to an approved residence in which specific sanctions are to be imposed and enforced. It is administered by Probation Officers, and includes continuous electronic and direct surveillance. Level IV also includes commitment to a community center for substance abuse treatment, community service and/or work release.

Level III

INTENSIVE SUPERVISION: The Intensive Supervision Unit (ISU) represents Level III of the SENTAC alternatives to incarceration. The purpose of the ISU is to closely supervise adult offenders in the community to prevent further criminal behavior while sentences are being served. Supervision is frequent and intense while also assisting the offender in making a successful return to the community.

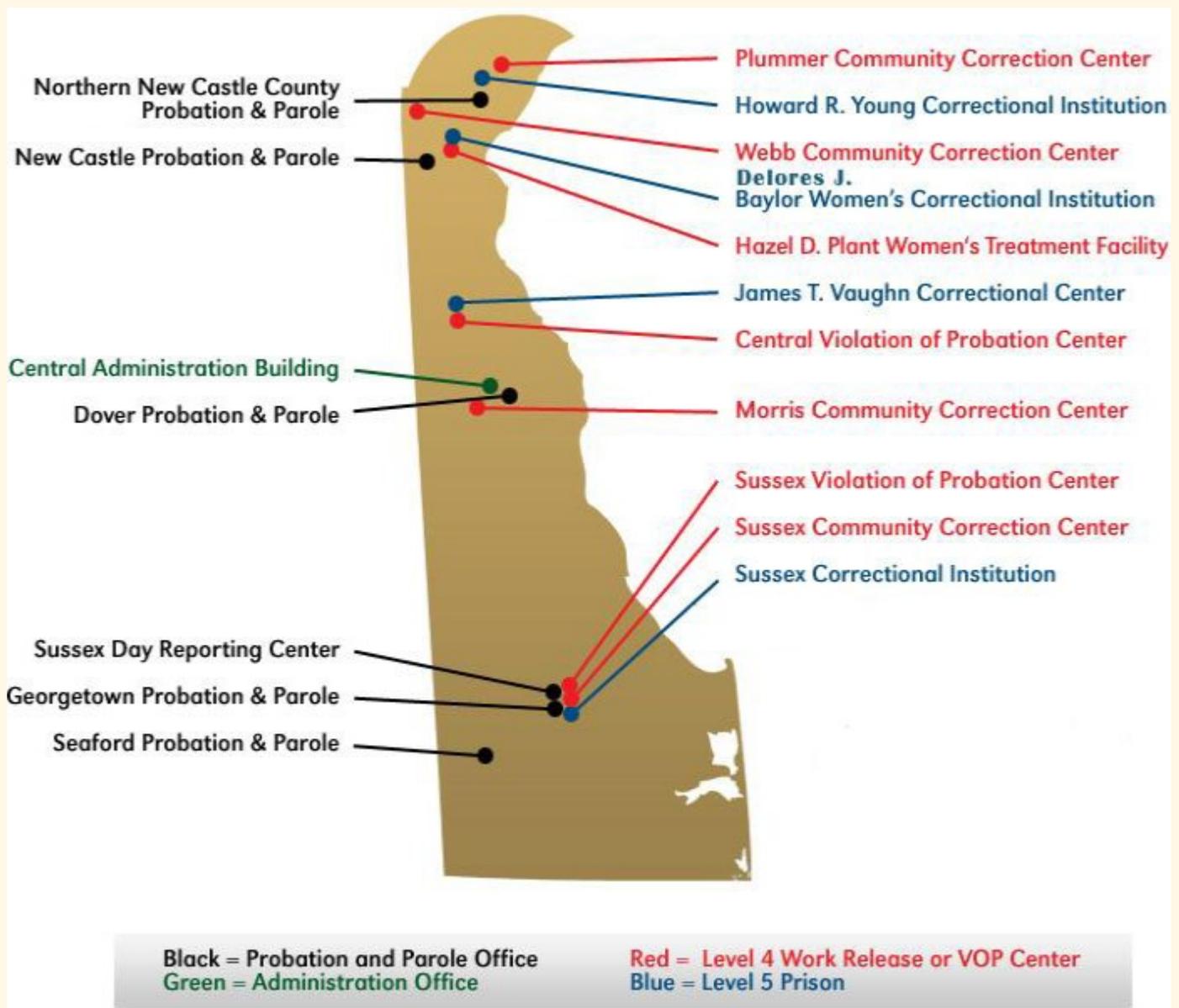
Level II

PROBATION & PAROLE: Level II is the standard Probation/Parole supervision program. Offenders on Level II supervision are to meet with their Probation Officer on a regular schedule to comply with contact requirements based on risk/need assessments.

Level I

ADMINISTRATIVE SUPERVISION: Offenders assigned to Level I are placed in the least restrictive form of supervision under the SENTAC sentencing system. These are generally first time offenders who pose little risk of re-offending.

Map of Delaware Facilities



The Delaware Department of Correction is responsible for 18 facilities and offices statewide.



Picture of the DOC Arts Program at James T. Vaughn Correctional Center

The Delaware Department of Correction is organized into five distinct sections:

The Office of the Commissioner includes: Internal Affairs, Media/Community Relations, Victim Services, Family Services, Information Technology, Planning and Research, and Human Resources and Development.

Bureau of Management Services includes the Central Business Office, Food Services, Facilities Maintenance, and Central Offender Records.

Bureau of Correctional Healthcare Services conducts daily medical and mental health operations of the contracted providers.

Bureau of Prisons includes: Level V facilities, Correctional Emergency Response Team (CERT). Quick Response Team (QRT), Escaper Recovery Teams (ERTs), K-9 unit, mobile command post, court and transportation, video/teleconferencing, Young Criminal Offenders Program (YCOP), and Delaware Correctional Industries (DCI)

Bureau of Community Corrections includes: Probation and Parole, electronic monitoring, pretrial services, community work release programs, and Violation of Probation Centers.



Operating Environment



Bureau Accomplishments

Office of the Commissioner

The Office of the Commissioner provides leadership, policy direction, moral guidance, monitoring and operations support for ongoing activities related to the Department's mission and top priorities.

Accomplishments include:

- Entering into a 4-year contract with the American Correctional Association (ACA) to accredit the DOC Administration Building, Facilities, and Community Supervision units. An appointed committee has received training from ACA and is currently working on reviewing and revising policies, practices, and procedures.
- Improving Prison Rape Elimination Act (PREA) training to educate correctional staff on the unique sexual abuse issues surrounding lesbian, gay, bi-sexual, transgender, and intersex offenders.
- Rewriting the Sexual Assault Response Plan; implemented a set of Sexual Assault Response Team Guidelines at facilities; and embedded sexual assault and victimization questions in DOC's medical and mental health intake tool to become PREA compliant.
- Creating new positions within the department. These include the Family Services Coordinator, the Victim Services Coordinator, and the Director of Community Health along with two new units: Planning and Research in the Office of the Commissioner and the Daily Releases Unit in Central Offender Records.



Bureau Accomplishments

Bureau of Management Services

Management Services provides support services to all units of the Department by providing effective and efficient budget and fiscal management; contracting and procurement; and personnel transactions, pay and benefits, among other duties. Accomplishments in this unit for FY14 include:

- Achieved a rating of “strong internal controls” on the Payroll Internal Controls Questionnaire administered by the Division of Accounting in May 2014.
- Implemented American Correctional Association contract for the Department to begin the accreditation process.
- Administered the Department’s FY15 reorganization and transfer of the Board of Parole to the Criminal Justice Council during the budget markup phase in April and May 2014.
- Assessed Correctional Officer candidates through pre-employment psychological evaluations.

Bureau of Correctional Healthcare Services

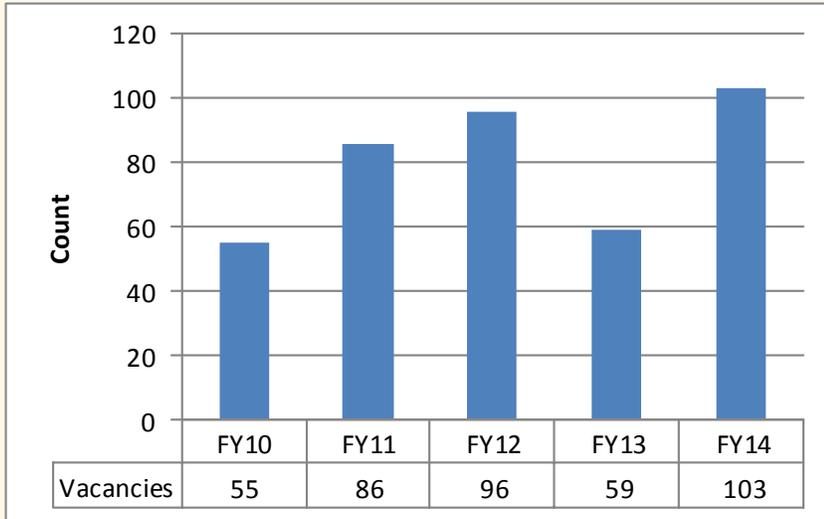
The Bureau of Correctional Healthcare Services (BCHS) is charged with maintaining and continuously improving the health status of the offender population while providing a safe working and living environment for offenders and staff. The Bureau provides oversight of the daily operations of the contracted medical, mental health, and pharmacy providers to ensure compliance with the National Commission on Correctional Health Care (NCCHC) standards.

Significant accomplishments for the past year include:

- Created an Electronic Health Record system. Phase 1 included functions that addressed Sick Calls, Preventive Exams, Nursing Protocols and Scheduling, Phase 2 included Admissions/ Intake Screening, Medical Inquiries, Medical Administration, and Transfers. Phase 3 includes Pharmacy/Prescription Interface and Medical Orders.
- Worked with Level 5 prison facilities to review and enhance programming for offenders. The DOC plans to develop additional substance use disorder programs to meet the needs of offenders while returning the KEY and CREST substance use disorder treatment programs to their original formats.
- Continued accreditation from the National Commission on Correctional Health Care (NCCHC).

Workforce Statistics

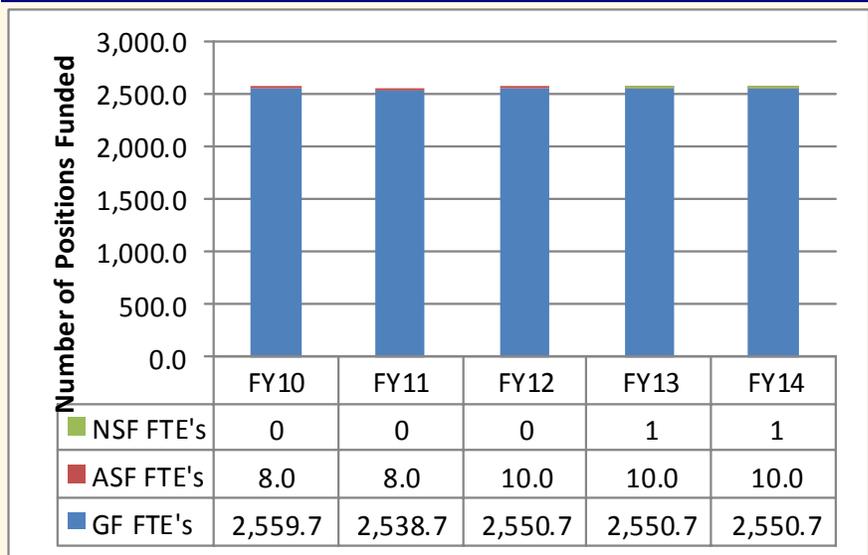
Number of Vacancies in Correctional Officer Series as of June 30th of Each Fiscal Year



The bar chart to the left depicts the number of vacancies in Delaware's Correctional Officer Series. The numbers were taken from each fiscal year on June 30th and compared. There was a significant increase in vacancies from FY13 to FY14, an increase of 75%. Compared to five years ago, the number of vacancies increased 87%.

FTE – Full-Time Employees

Comparison of Funding Amounts for DOC Positions



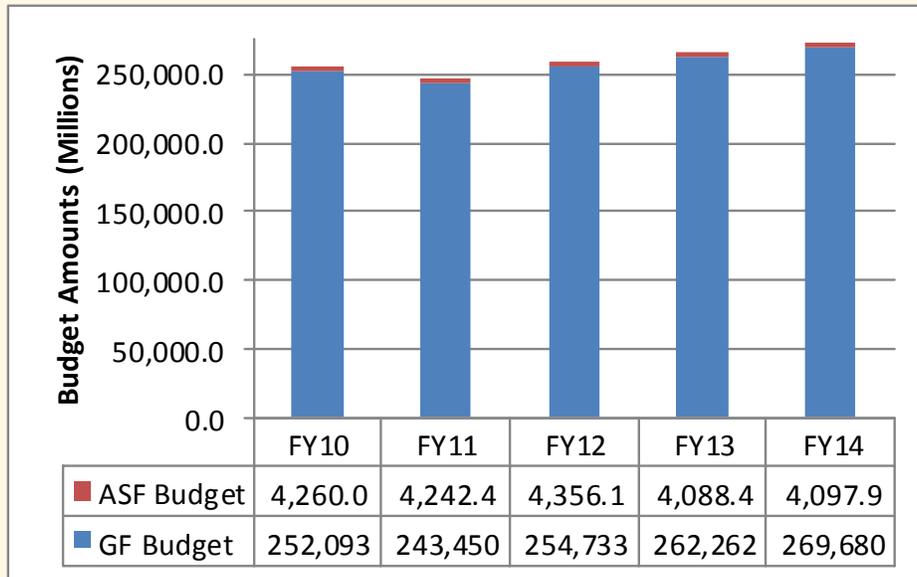
Comparing the past five fiscal years, there has been very little fluctuation in the amount of funded positions at the DOC.

GF – General Fund

NSF – Non-Appropriated Special

Budget Statistics

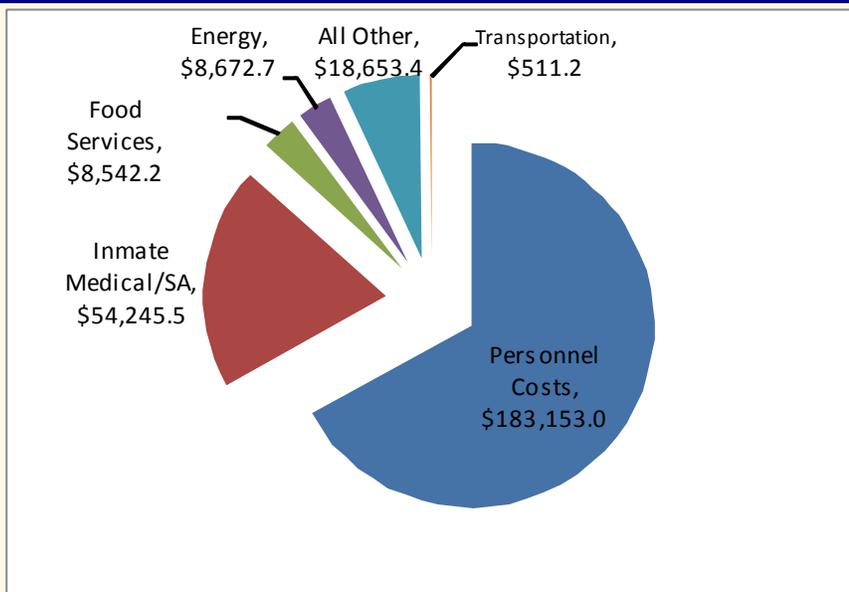
Comparison of DOC Budget



GF – General Fund

ASF – Appropriated Special Funds

FY2014 Budget of \$273,778.0 Million

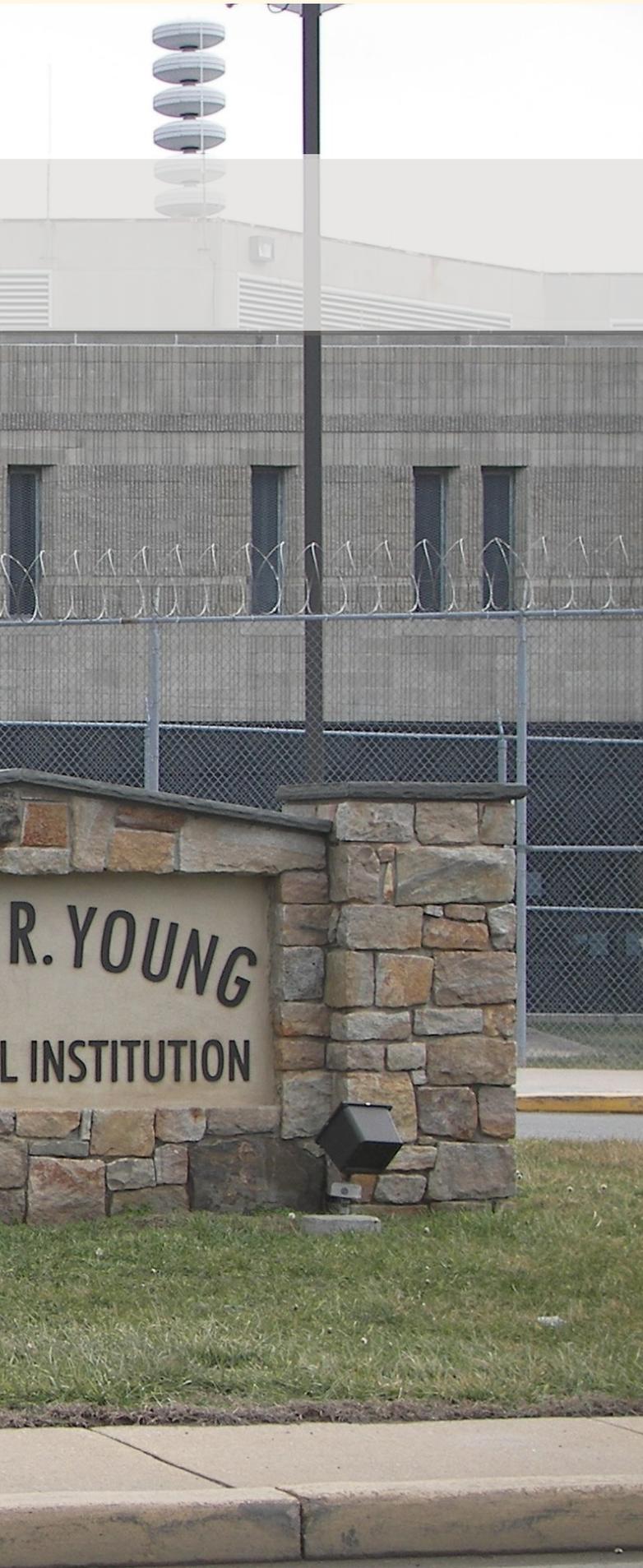


The bar chart above illustrates the total budget for the DOC and the source of funding (General Fund versus Appropriated Special Funds). The budget has been increasing slightly since FY11. There was only a small increase in funding from FY13 to FY14, about 3%.

The chart at left depicts funding allocations in FY14. The majority of the budget, 67%, went to personnel costs.

Bureau of Prisons





Delaware's Level V prisons include James T. Vaughn Correctional Center (JTVCC) in Smyrna, Sussex Correctional Institution (SCI) in Georgetown, Delores J. Baylor Women's Correctional Institution (BWCI) in New Castle, and Howard R. Young Correctional Institution (HRYCI) in Wilmington.

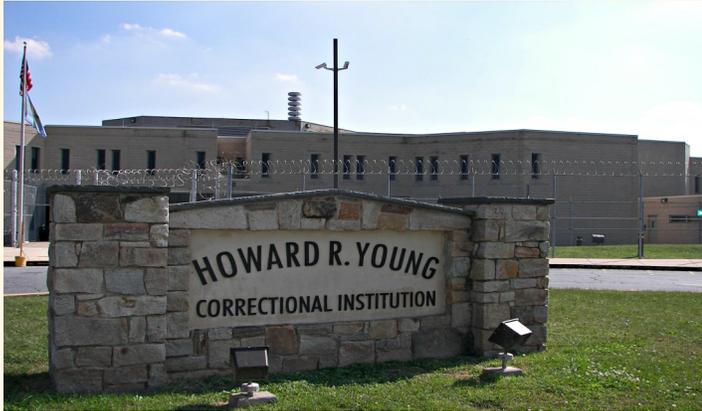
The Bureau is also responsible for Special Operations, Correctional Emergency Response Team (CERT), Central Intelligence Group (CIG), K-9 Units, Delaware Correctional Industries (DCI), Prison Arts, Prison Education, and the Young Criminal Offender Program (YCOP).

The Bureau of Prisons partners with multiple state agencies operating a variety of offender programs.

Significant accomplishments include:

- The creation of new professional interview rooms for defense attorneys in the Secure Housing Unit at James T. Vaughn Correctional Center.
- Ownership of the inmate commissary and implementation of innovative technology to help improve current tracking of products and offender accounts.
- The elimination of the Sussex Boot Camp Program and the creation of the Specialized Program Building.
- Continued support of re-entry initiatives through the various programs and activities that are provided at each of the facilities.

Prison Facilities



Howard R. Young Correctional
Institution (HRYCI)

Opened: 1982

Operating Capacity: 1,180



Delores Baylor Women's
Correctional Institution (BWCI)

Opened: 1991

Operating Capacity: 320



James T. Vaughn Correctional
Center (JTVCC)

Opened: 1971

Operating Capacity: 2,601



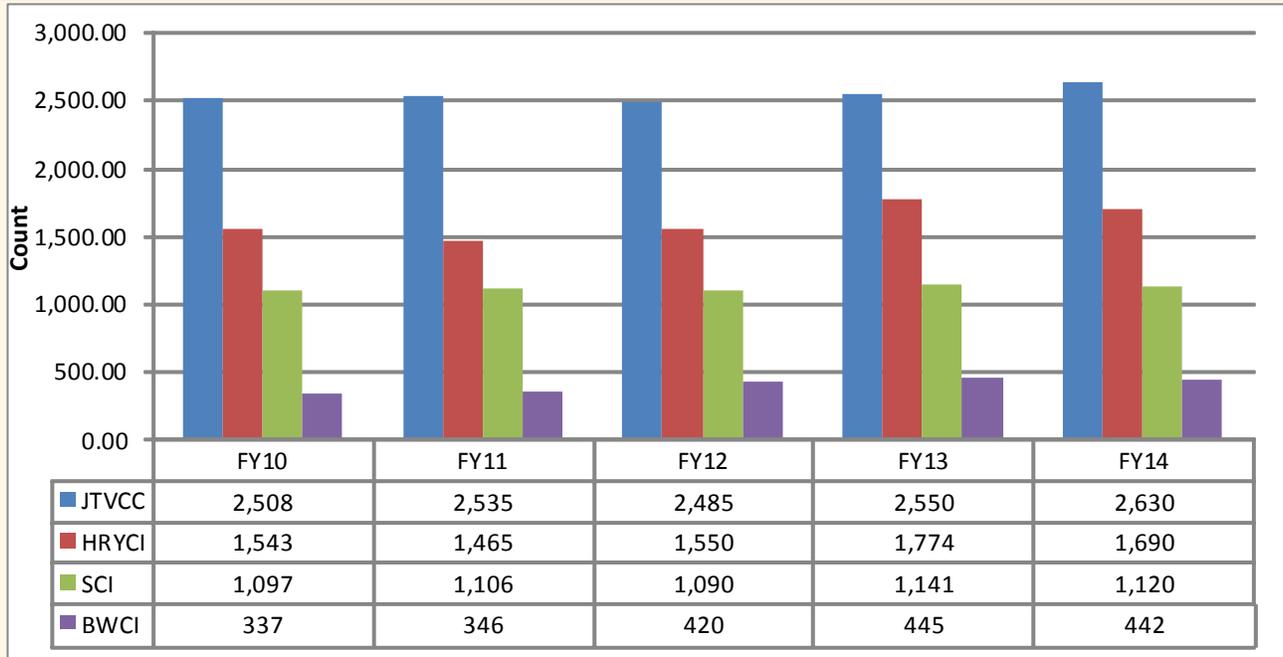
Sussex Correctional Institution
(SCI)

Opened: 1931

Operating Capacity: 1,149

Incarcerated Population Statistics

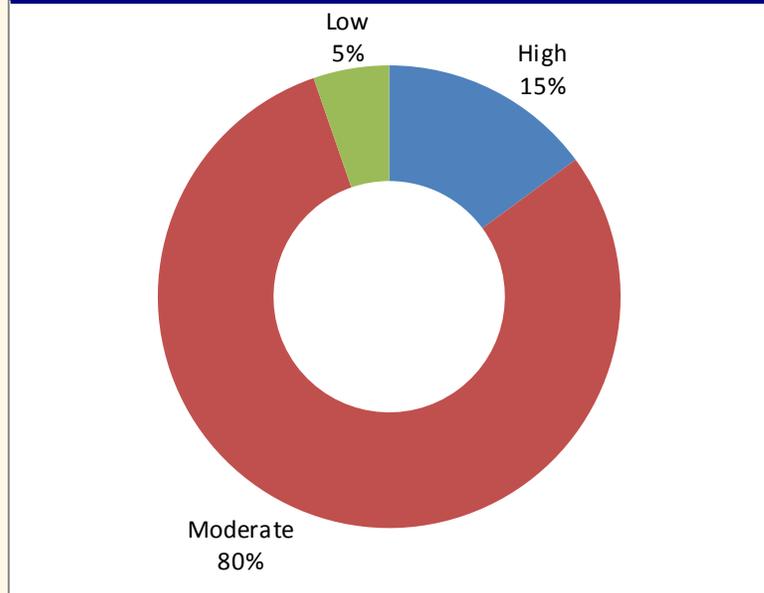
Incarcerated Population by Facility Fiscal Year Comparison of June 30th



The above bar chart illustrates the change in the DOC's incarcerated population over the past five fiscal years. The data was taken on June 30th of each fiscal year and shown by facility. Overall, the incarceration population remained fairly stable, although there was a 7% total population increase between FY10 and FY14. Individual facilities follow a similar trend. The largest growth is seen at BWCI, the DOC's women's facility, which has experienced 31% growth since FY10.

The pie chart to the right illustrates the breakdown of LSI-R assessment scores administered at Level V facilities during FY14. The LSI-R helps predict the likelihood of institutional misconduct, success on probation and parole, and recidivism. Of the 2,622 completed LSI-Rs, 80% of incarcerated offenders were identified as being at a moderate risk level.

Incarcerated Population Risk Levels FY2014



Programming



The Department of Education (DOE) is responsible for Prison Adult Education.

- Offenders may earn Certificates of Educational Attainment (CEA) and enroll in courses offered through Delaware State University or the Annenberg/Corporation for Public Broadcasting tele-courses.

The following educational programs are offered:

- Adult Basic Education (ABE)
- General Educational Development (GED)
- High School Diploma (offered through James H. Groves)
- Postsecondary education
- Life Skills

Prison Education DOE Programming

Program Name	Institution(s)	Content	Accreditation/Certification/ Accountability	Staff
Adult Basic Education	BWCI HRYCI JTVCC SCI	Math, Reading, Writing Instruction with some Social Studies and Science for GED prep	USDOE/Office of Adult and Vocational Education performance targets are negotiated and reported annually. All assessments measuring gain are USDOE approved.	Teachers are certified according to DOE certification guidelines.
Groves Adult High School	BWCI HRYCI JTVCC SCI	Delaware high school academic requirements for graduation	Groves is Middle States accredited and follows Delaware DOE requirements for high school graduation. Accreditation acknowledgement available at: http://msa-cess.org/default.aspx?RelId=606553	Teachers are certified according to DOE certification guidelines in at least one content area.
Vocational Training	BWCI HRYCI JTVCC SCI	Culinary Arts Masonry Plumbing HVAC Auto Repair Network Wiring Computers	ServSafe Certification awarded (Food Industry Recognized) NCEER Curriculum based on nationally recognized industry standards NCEER Curriculums based on nationally recognized industry standards Curriculum with aligned with ASE Certification (Industry Recognized) C-Tech Certification awarded (Industry recognized) Microsoft Word, PP, Excel content taught We are aligning instruction in this area to coordinate with MS MOUS certification.	Teachers are certified according to DOE certification guidelines in at least one content area.
Life Skills	BWCI HRYCI JTVCC SCI	MRT, an Evidence Based Cognitive Behavioral Program & community resources	SAMHSA recognized National Drug Court Institute	Teachers are training by Correctional Counseling Inc, trainer for MRT.

The mission of the Bureau of Community Corrections is to protect the public by supervising adult offenders assigned to the Bureau through safe and humane services, programs and facilities. Community Corrections promotes long term public safety through programs of rehabilitation for offenders that promote self-sufficient, law abiding behavior and provide a range of correctional programs necessary to meet the needs of both society and the individual while enforcing court ordered sanctions in the least restrictive environment consistent with public safety. These goals are accomplished while supervising offenders in seven Level IV facilities and within the community.

Significant Accomplishments include:

- Probation and Parole continued to play an instrumental role in the transition of offenders from incarceration to community reentry. Officers in each county were assigned to work with the statewide I-ADAPT (Reentry Services) program to assist in ensuring that reentry services for offenders were identified and provided. Officers also participated in a grant-funded Reentry Court Program that operates in New Castle County.
- Developed transition plans for I-ADAPT participants, which includes identification documents, contact information, community resource guides and scheduled appointments. The program provides monthly workshops to educate offenders regarding available resources and begin working on their individualized transition plans.
- Identified several enhancements in the existing Case Management module in the Delaware Automated Correction System (DACS) that will allow the staff to capture information to be in compliance with Senate Bill (SB) 226. The enhancements will also allow the DOC to report on parameters that are identified in SB 226 legislation.

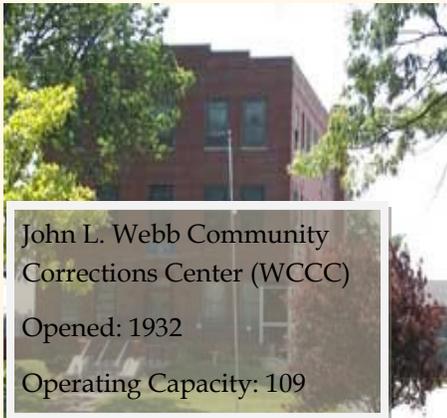


Bureau of Community Corrections

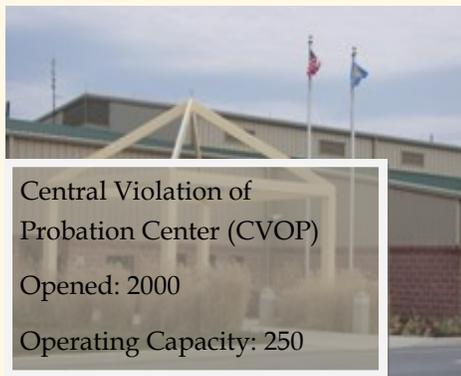


Work Release/VOP Facilities

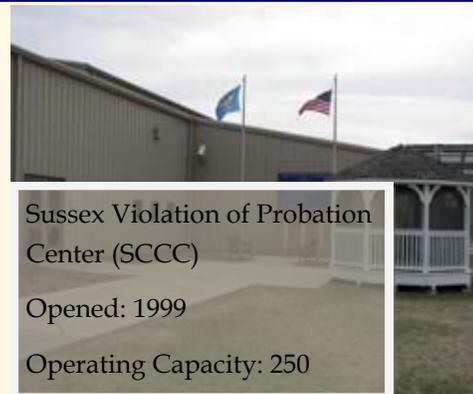
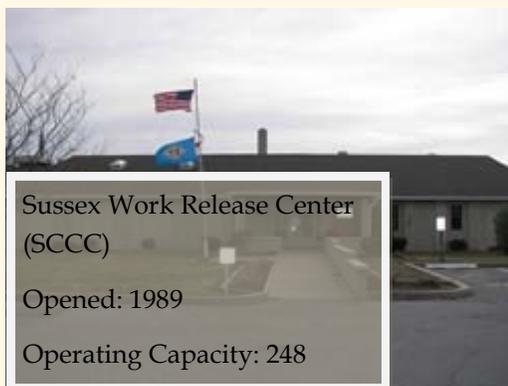
New Castle County



Kent County

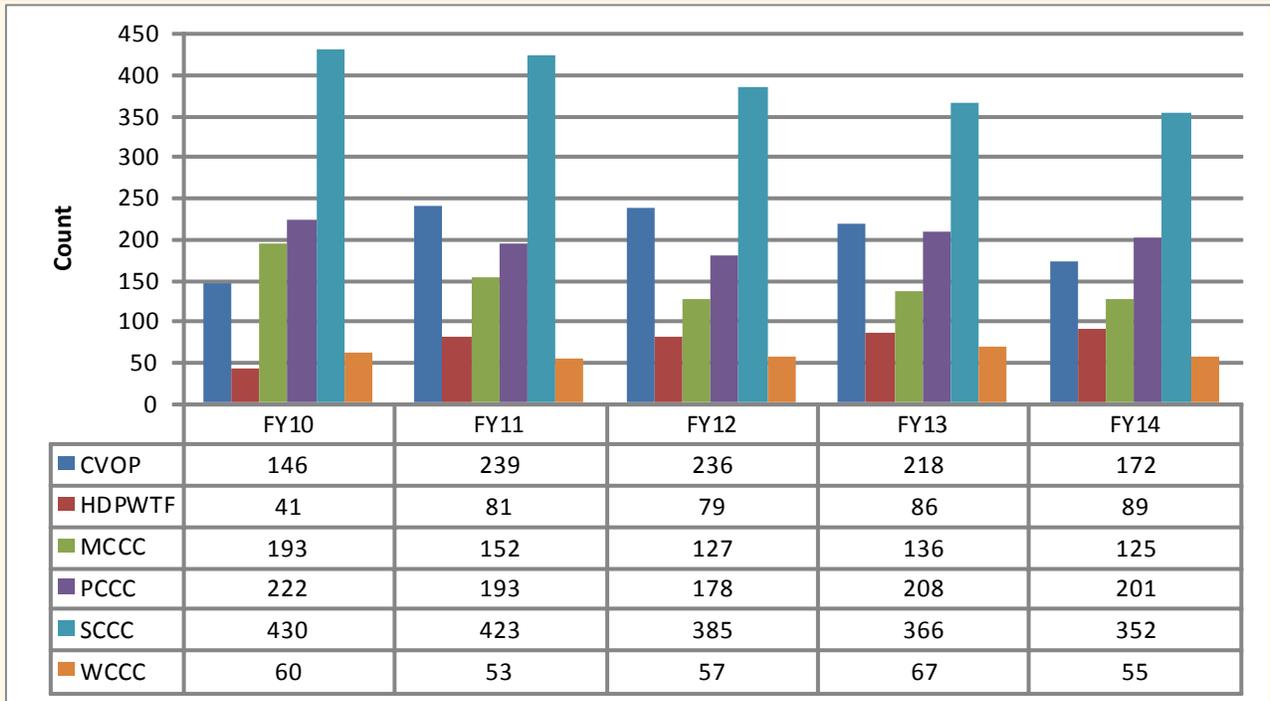


Sussex County



Work Release/VOP Statistics

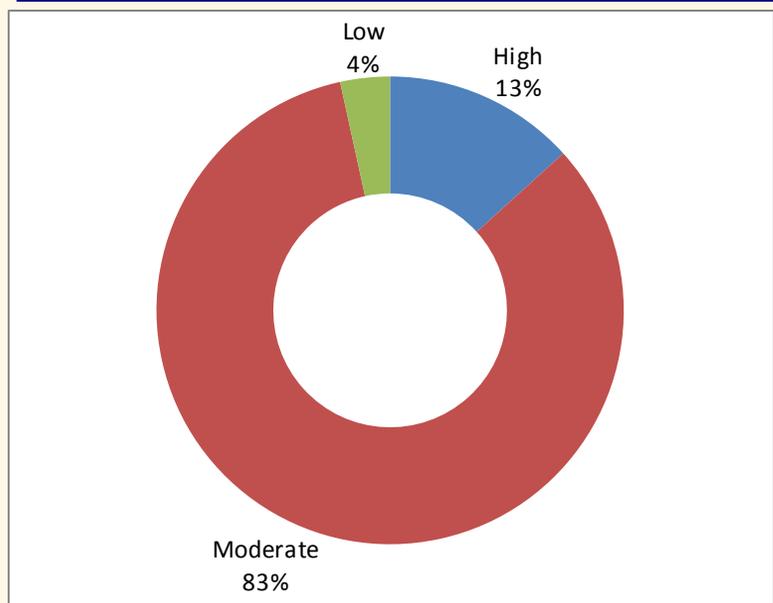
Work Release/ VOP Population by Facility Fiscal Year Comparison of June 30th



The bar chart illustrates the change in the DOC's Work Release/VOP population over the past 5 fiscal years. The data was taken on June 30th of each fiscal year and shown by facility. Overall, this population remained fairly stable, although there was a total population decrease of 9% between FY10 and FY14. Facilities follow a similar trend. It is of note that there was a 117% increase for HDPWTF between FY10 and FY14. This facility only houses females. However, there were significant decreases for MCCC, PCCC, SCCC, and WCCC between the fiscal years during the same period of time.

The pie chart illustrates the breakdown of LSI-R assessment scores administered at Work Release/VOP facilities during FY14. Of the 1,076 completed LSI-Rs, 83% of incarcerated offenders were identified as being at a moderate risk level.

Offender Risk Levels at Level IV FY2014

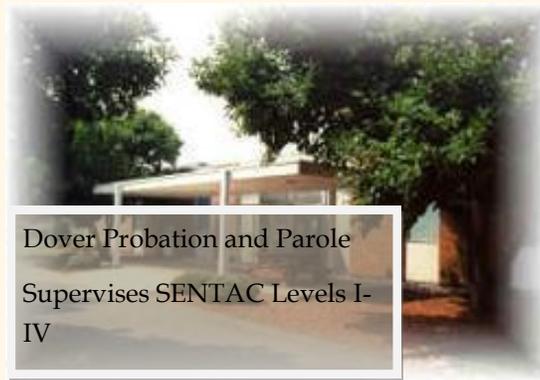


Probation & Parole Facilities

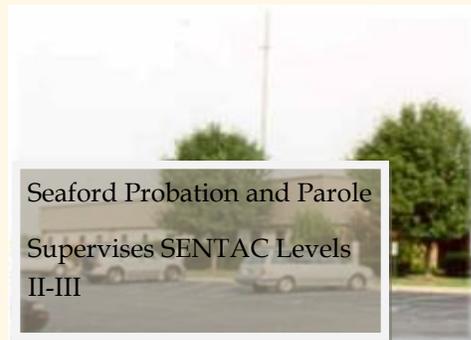
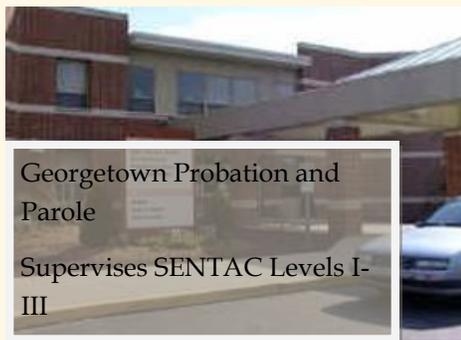
New Castle County



Kent County

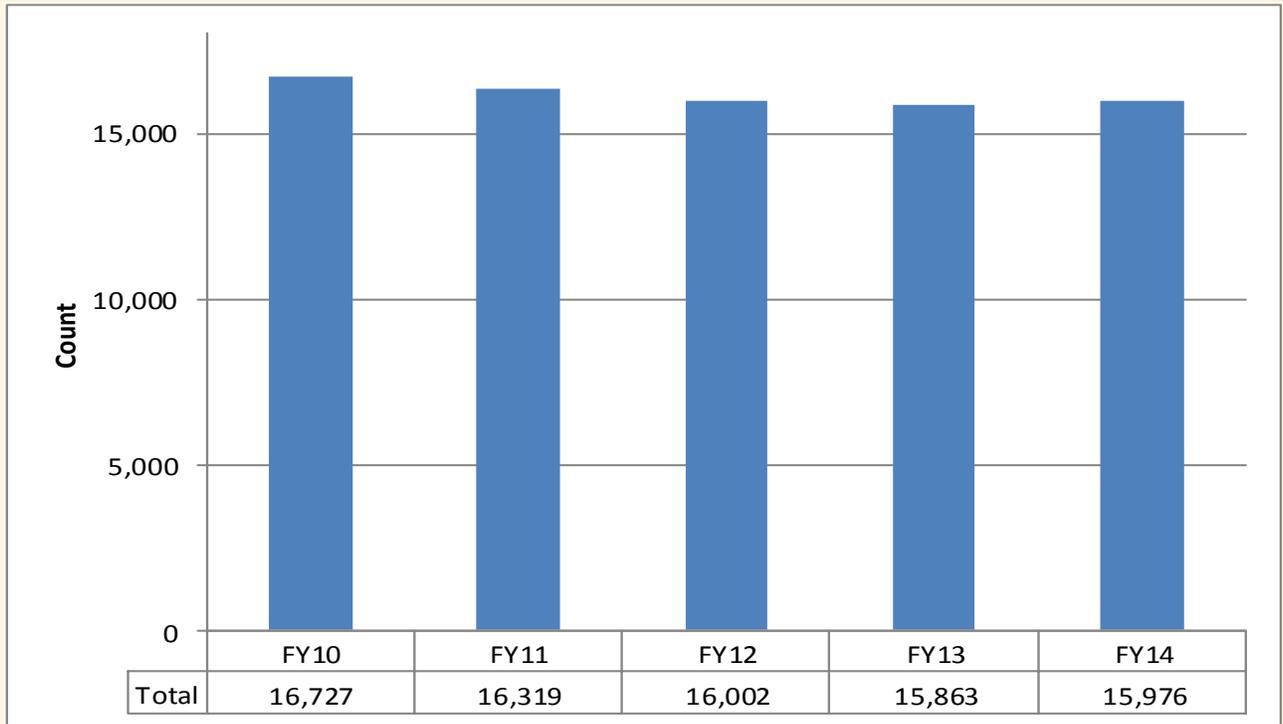


Sussex County



Probation & Parole Statistics

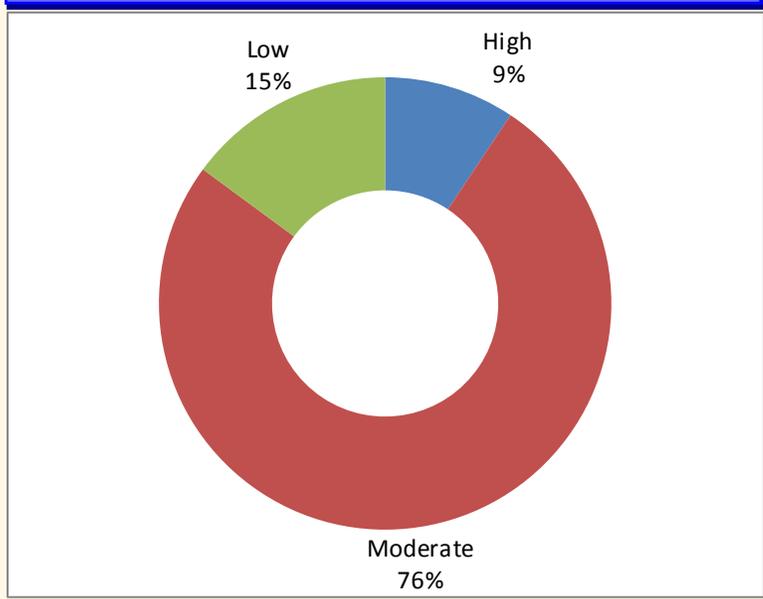
P&P Population Fiscal Year Comparison of June 30th



The bar chart illustrates the change in the DOC's P&P population over the past 5 fiscal years. The data was taken on June 30th of each fiscal year. Overall, the P&P population steadily declined until FY14, when there was a 1% increase between FY13 and FY14. However, there was a 5% decrease compared to FY10.

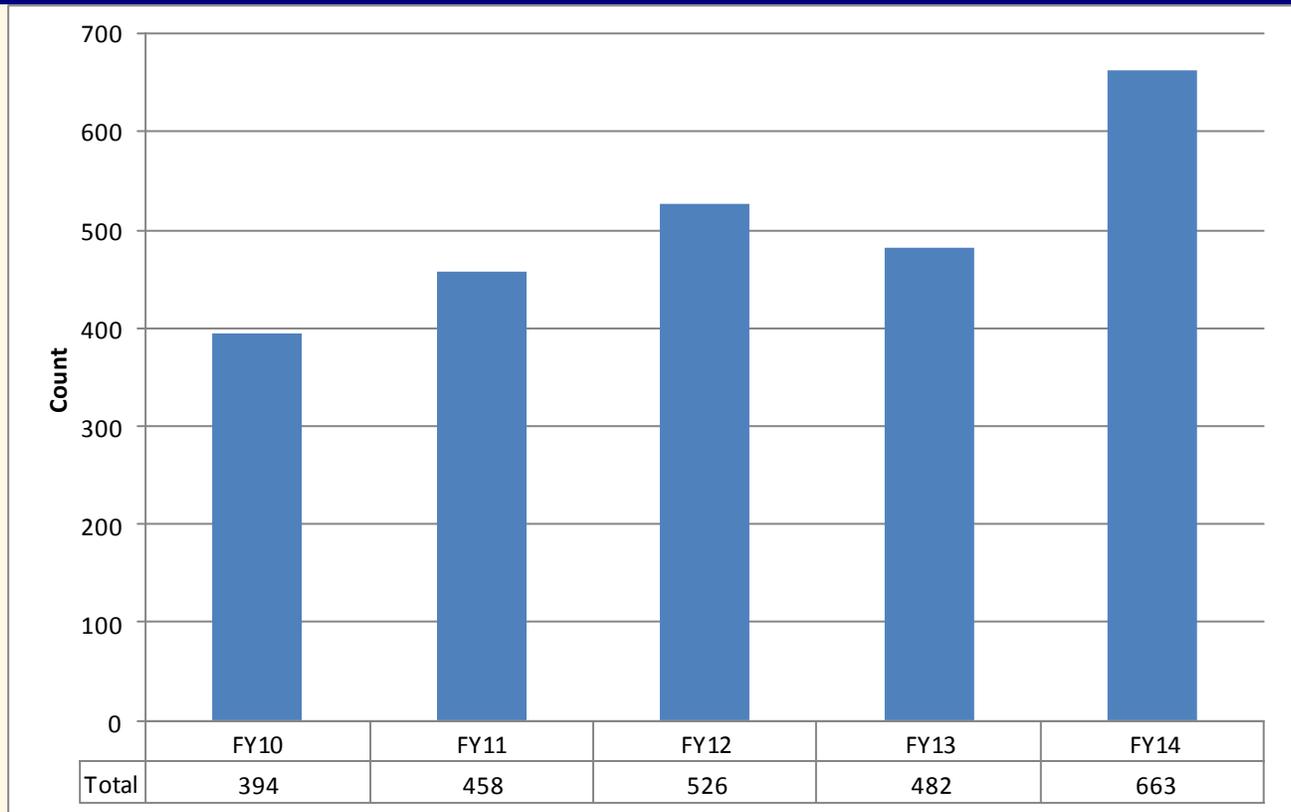
The pie chart illustrates the breakdown of LSI-R assessment scores administered at P&P facilities during FY14. Of the 3,657 completed LSI-Rs, 76% of probationers were identified as being at a moderate risk level.

Offender Risk Levels at Level I-III



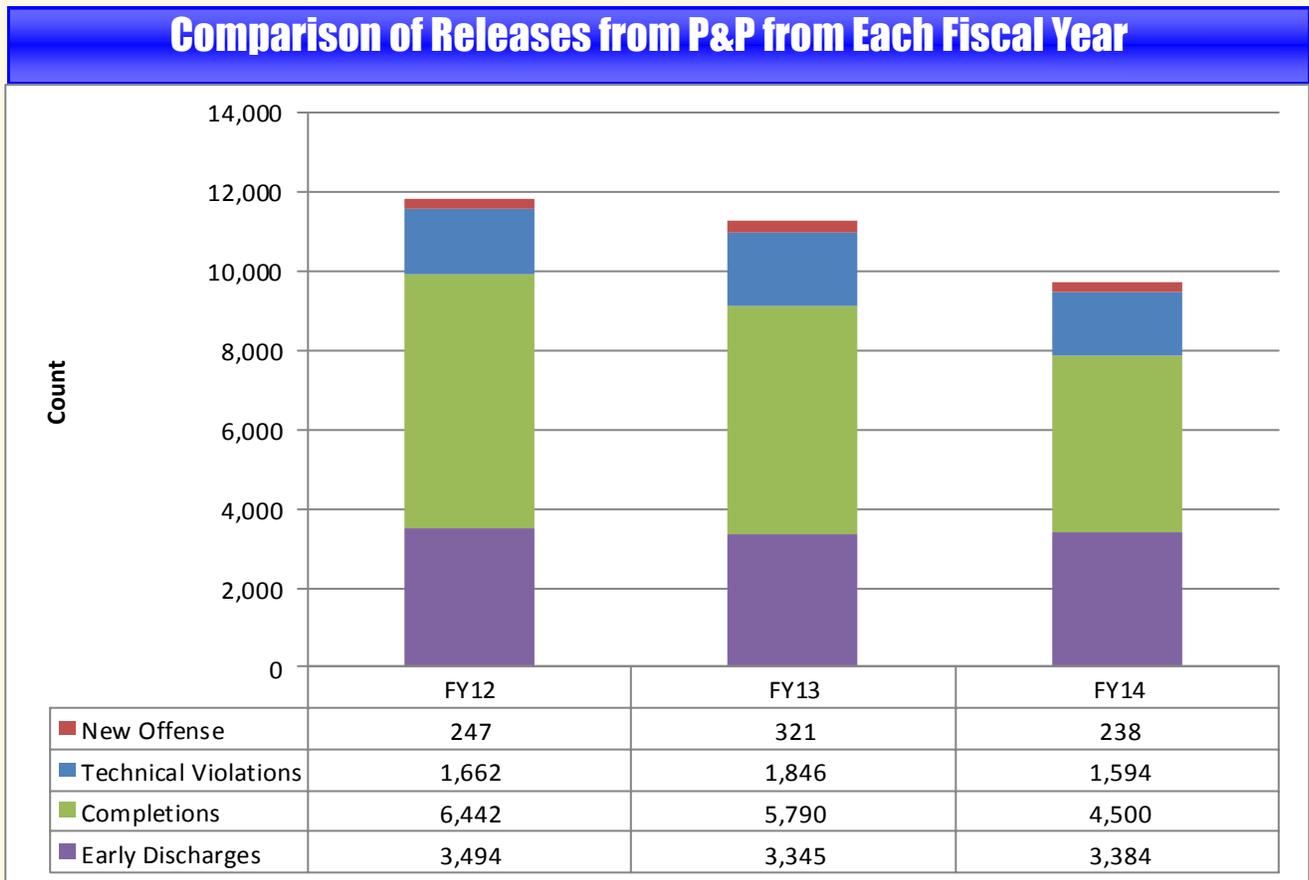
Electronic Monitoring

Population on Electronic Monitoring Fiscal Year Comparison of June 30th



The bar chart depicts the number of individuals under DOC supervision who are supervised through electronic monitoring equipment as well as direct surveillance. The DOC saw a 38% growth in electronic monitoring between FY13 and FY14, a 68% increase since FY10. This increase in FY14 can be explained by the increase in the number of sex offenders being monitored by electronic equipment as well as the change in legislation to place offenders with DUI charges on electronic monitoring.

Releases from Probation & Parole



Probationers can be released one of two ways: revocation or completion. Probation can be revoked due to a new offense (receives a new offense, is arrested on new charges, and then is sent back to detention) or a technical violation (violation of one of the technical conditions of supervision). Individuals can also complete the terms of their supervision and be discharged from probation to the streets. Many even receive early discharges.

The chart displays a comparison of the type of release from Probation and Parole by fiscal year. Overall, new offense violations, technical violations, completions, and early discharges decreased 26%, 14%, 22%, and 1% respectively between FY13 and FY14. It is important to note, however, that the majority of releases from Levels I-III supervision were due to completions and early discharges rather than new offenses or technical violations. Completions comprised 69% of all releases from Level I-III supervision in FY14. 43% of these completions were early discharges.

DOC Facility Directory

Howard R. Young Correctional Institution (HRYCI)
1301 East 12th St.
Wilmington, DE 19801
302-429-7700

Delores J. Baylor Women's Correctional Institution (BWCI)
660 Baylor Blvd.
New Castle, DE 19720
302-577-3004

James T. Vaughn Correctional Center (JTVCC)
1181 Paddock Rd.
Smyrna, DE 19977
302-653-9261

Sussex Correctional Institution (SCI)
23203 DuPont Blvd.
Georgetown, DE 19947
302-856-5281

Plummer Community Corrections Center (PCCC)
38 Todds Ln.
Wilmington, DE 19802
302-761-2800

Webb Community Corrections Center (WCCC)
200 Greenbank Rd.
Wilmington, DE 19808
302-995-6129

Hazel D. Plant Women's Treatment Facility (HDPWTF)
620 Baylor Blvd.
New Castle, DE 19720
302-777-6800

Central Violation of Probation Center (CVOP)
875 Smyrna Landing Rd.
Smyrna, DE 19977
302-659-6100

Morris Community Corrections Center (MCCC)
300 Water St.
Dover, DE 19901
302-739-4758

DOC Facility Directory

Sussex Community Corrections Center (SCCC)
(Sussex Violation of Probation Center/Sussex Work Release Center)
23207 DuPont Blvd.
Georgetown, DE 19947
302-856-5790

New Castle Probation and Parole
26 Parkway Cir.
New Castle, DE 19720
302-323-6050

Northern New Castle County Probation and Parole
314 Cherry Ln.
New Castle, DE 19720
302-577-3443

Dover Probation and Parole
511 Maple Pky.
Dover, DE 19901
302-739-5387

Georgetown Probation and Parole
546 South Bedford St.
Georgetown, DE 19947
302-856-5243

Seaford Probation and Parole
350 Virginia Ave.
Seaford, DE 19973
302-628-2016

Central Administration Building
245 McKee Rd.
Dover, DE 19904
302-739-5601

Delaware Department of Correction

245 McKee Road

Dover, DE 19904

