

Summary of Specific Tasks Assigned in Executive Order 27

Governor Carney’s Executive Order 27 identified nineteen specific objectives to be completed within the two-year term of the Delaware Correctional Reentry Commission (“DCRC”). This chart lists each of the nineteen specific objectives and summarizes the status of each.

Deliverable	Status	Comments
<p>Oversee implementation and further development of the State’s comprehensive strategic reentry initiatives, and ensure that federal, state, and local resources are used most efficiently to reduce duplicative reentry services and ensure alignment with the application of evidence-based approaches. (Executive Order 27, ¶6(a))</p>	<p>Complete</p>	<ul style="list-style-type: none"> • On December 4, 2018, the DCRC was established. The DCRC is charged with guiding reentry activities throughout Delaware. In 2019, the DCRC met regularly to oversee reentry efforts. The DCRC created seven working groups, and appointed subject-matter leaders of those working groups to implement the nineteen specific objectives discussed in this report. • In 2019, the DOC created the Office of Planning, Research and Reentry. Among other things, this office oversees implementation and monitoring of programming designed to reduce recidivism and to address criminogenic needs of returning citizens.
<p>Develop Transition Accountability Plans (“TAP”) for each incarcerated individual for use by DOC and community partners to track services and supports from prison entry through post-release supervision discharge that address the risks of the individual to reoffend. (Executive Order 27, ¶6(b))</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Effective November 12, 2019, the DOC implemented an internal policy, Policy 3.12, which requires all DOC staff and any organization conducting business with the DOC to utilize TAPs. TAPs are used for all eligible incarcerated individuals and specify supervision and service needs in anticipation of their return to the community. • The DOC has completed requirements for a new TAP computer module in the Delaware Automated Corrections System (DACS), which tracks all offenders’ records and classifications. The module will be complete in 2020 and all relevant DOC personnel will subsequently be trained on use of the

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		<ul style="list-style-type: none"> new TAP module.
<p>Strengthen and/or develop case-level data sharing protocols among state agencies to improve the provision of evidence-based programming, best practices in community supervision, case management and other reentry services that are responsive to the learning abilities, motivation, and personality of the reentrant. (Executive Order 27, ¶6(c))</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> The State has launched (“DTRN”) to facilitate interagency sharing of case-level client information. In addition, TAPs are being used to identify individual-specific programming and to guard against duplication of services for individuals returning to the community. DOC and its contracted healthcare provider have developed a process to eliminate duplication of Medicaid enrollments in coordination with Delaware’s Managed Care Organizations. DELJIS and DHSS are working to implement a process to establish individual Master Client Identification numbers that will transfer between their electronic systems. This will further facilitate tracking the services provided to individuals returning to the community. The DCRC is exploring options for an integrated data management system that would allow all state agencies to share the information necessary to avoid duplication of services and to ensure that each reentrant is receiving appropriate case management services.
<p>Develop a comprehensive reentry response protocol with the DOC that: provides increased use of graduated responses and incentives to foster compliance and motivation with conditions of probation; improves coordination of aftercare services and supports with community stakeholders; and ensures programs providing substance use disorder treatments adhere to evidence-based principles, are implemented with fidelity, and are routinely assessed for their impact on recidivism reduction in order to</p>	<p>Complete</p>	<ul style="list-style-type: none"> As mentioned above, the DOC has implemented DOC Policy 3.12 which outlines a comprehensive reentry preparation process, along with use of evidence-based practices. DOC Policy 3.12 also reinforces the use of graduated responses, which is essential to changing the culture of compliance and motivation. Probation officers have been trained in the Effective Practices in Community Supervision (“EPICS”) model to better

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<p>maximize reentrants’ potential for crime-free self-efficacy. (Executive Order 27, ¶6(d))</p>		<p>support the success of individuals returning to the community.</p> <ul style="list-style-type: none"> • DOC personnel have been trained to assess program fidelity, which is a crucial element of ensuring that programming is effective. The DOC uses the Correctional Program Checklist to track elements of fidelity.
<p>Create a DSHA policy and strategic objective to work with partners across the affordable housing system to expand affordable housing opportunities for reentrants, including efforts to improve family unification. (Executive Order 27, ¶6(e))</p>	Ongoing	<ul style="list-style-type: none"> • The DCRC is working on creating a Memorandum of Understanding between Delaware’s five Public Housing Agencies, the DOC, and the Delaware Center for Justice. The goal of this MOU is to expand options for individuals returning to the community to live with family members who reside in public housing and to create more affordable housing opportunities for those individuals. • A pilot program will soon allow eligible individuals returning to the community to reside with their families in public housing.
<p>Create a DOC policy that expresses its commitment to work with state and local agencies and community organizations to avoid releasing people to unsheltered homelessness, with the goal of a 90-day housing plan for reentrants. (Executive Order 27, ¶6(f))</p>	Complete	<ul style="list-style-type: none"> • Effective November 12, 2019, DOC Policy 3.12 was implemented. Among other things, the policy outlines a significant list of organizational strategies for housing planning. • DOC Policy 3.12 establishes a planning phase, a reentry phase and a “staying home” phase. As part of the DOC reentry efforts, in-reach coordinators will strive to meet the 90-day housing transition plan for each returning individual.
<p>Develop policies with the DOC and the Department of Health and Social Services (“DHSS”) that provide a continuum of care for reentry for those with mental illness and/or substance use disorders, including the appropriate extension of services after relapse. (Executive Order 27, ¶6(g))</p>	Ongoing	<ul style="list-style-type: none"> • In 2020, DSAMH and DOC expect to implement a policy that will coordinate DSAMH’s START model for connecting individuals with behavioral health issues to community behavioral health services. The policy is expected to formalize partnerships between the DOC and DSAMH that are already being piloted, such as the Mobile Bridge

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		<p>Van that has been located at Howard R. Young Correctional Institution through the latter part of 2019. The Mobile Bridge Van serves reentrants and their families by connecting them to support services. The policy may also formalize a pilot program started in 2019, which identifies opioid dependent individuals at the time of booking to a corrections facility and linking them to treatment upon release.</p> <ul style="list-style-type: none"> •
<p>Develop a Memorandum of Understanding between the DOC and the DOE that includes a “distance learning” policy (that does not require internet access) so offenders can benefit from academic and vocational services prior to release in preparation for employment and/or to further their training and education. (Executive Order 27, ¶6(h))</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • A DOE and DOC MOU requires comprehensive adult education programs to be available at all four State prisons. These programs are available year-round. • A classroom building has been erected at James T. Vaughn Correctional Center that will provide educational space for maximum security inmates. • Vocational education via video is currently being offered at some prisons. Plans are underway to expand vocational education options at all four prisons. • Tablets will be available to most Level V inmates in 2020, providing additional opportunities for reaching incarcerated students.
<p>Renew an enhanced Memorandum of Understanding between the DOC, the DOE, and the DOL for continuation of prison-based services for education and workforce development upon reentry to the community. (Executive Order 27, ¶6(i))</p>	<p>Complete</p>	<ul style="list-style-type: none"> • On November 19, 2019 the DOL, DOE, and DOC executed a Memorandum of Understanding. The MOU requires the DOL to provide the DOC updated information about employment resources. The MOU also requires the DOE to prioritize industry-recognized accreditation programs for inmates. Finally, the MOU requires the DOC to support and facilitate the DOL to provide internet-based training in prisons. • Workforce and educational surveys have been issued to, and collected from, inmates to help match their skills and

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<p>Create within the DOL a policy for skills training selection and employment services for clients with criminal justice involvement. (Executive Order 27, ¶6(i))</p>	<p>In Process</p>	<p>interests with appropriate training.</p> <ul style="list-style-type: none"> • The DOL is working to enhance support services that will benefit reentrants. This work includes expansion of the APEX Program, which is a program dedicated to opening opportunities to individuals with criminal histories by helping them through the pardon or expungement process. • The DOL has also obtained a Federal grant to assist with preparing employment resources for reentrants, training employers on best practices for employing reentrants, and surveying employers on expanding opportunities to hire reentrants.
<p>Explore ways to incentivize employers to increase employment of those with criminal justice involvement, and improve methods to educate employers about existing incentives. (Executive Order 27, ¶6(k))</p>	<p>In Process</p>	<ul style="list-style-type: none"> • The DCRC created a working group comprised of representatives from private industry, the Department of Labor, and others. This working group is engaged in efforts to identify industry segments willing to employ more individuals returning to the community. • The Employment working group is also tasked with coordinating with the DOL to educate employers about opportunities for hiring reentrants. This effort is underway.
<p>Develop a process to fully engage communities in the prisoner reentry process. (Executive Order 27, ¶6(l))</p>	<p>Complete</p>	<ul style="list-style-type: none"> • The DCRC, along with CJC, the DOC, and a community coalition called the Partnership in Reentry Coalition of Delaware (“PIRCOD”) have conducted several events throughout the state designed to engage and support service providers. These meetings have been used to: 1) provide access to funding opportunities; 2) expand the range of services and activities available to the reentry community; 3) help educate reentrants on available services; and 4) to help connect reentrants with the services that are available to them in

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		<p>Delaware.</p> <ul style="list-style-type: none"> The DCRC will unveil a reentry website in January 2020 that will provide a listing of reentry resources throughout Delaware and will highlight reentry success stories in Delaware. In 2020, even more events are scheduled through the State to expand support services available to reentrants.
<p>Conduct a Success Rate Analysis on a group of offenders who receive the newly-aligned services under the DCRC to provide ongoing, data-driven feedback to DCRC and stakeholders regarding the short-term impact of incremental reentry reforms on recidivism (allowing for necessary adjustments to improve effectiveness) to provide State stakeholders with summative evidence on the impact of comprehensive reentry reform in the State on long-term recidivism. (Executive Order 27, ¶6(m))</p>	<p>Complete</p>	<ul style="list-style-type: none"> In 2019, the Statistical Analysis Center, in cooperation with the DCRC Data Working Group, completed a success rate analysis for reentrants leaving prison in June 2018. This data will serve as a baseline against which the State can compare future cohorts.
<p>DOC will oversee the implementation and maintenance of the DCRC initiatives from prison to community corrections centers to probation and parole to the community. (Executive Order 27, ¶7(a))</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> The DOC has expanded the Office of Planning, Research and Reentry by adding full-time staff (including hiring a new Director of Reentry). Every one of the DCRC working groups is supported by DOC staff. Many of the leadership positions of these working groups are DOC employees. The DOC has been a leader of the State’s reentry initiatives, most importantly through its willingness to implement new policies to facilitate the reentry process and by performing risk and needs assessments on all eligible inmates.
<p>DOC will work collaboratively with the DCRC and the Bureau of Prisons and Bureau of Correctional Health Care Services on adherence to evidence-based practices, including incorporation of cognitive behavioral therapy programs, case management services, education, drug</p>	<p>In Process</p>	<ul style="list-style-type: none"> The DOC has expanded evidence-based cognitive behavioral therapy at Level V prisons and at Level IV community corrections centers. The DOC has also recently expanded a case management program for probationers to provide services

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treatment assessment, and employment readiness training. (Executive Order 27, ¶7(b))		<p>statewide.</p> <ul style="list-style-type: none"> As noted above, the DOC has also piloted an evidence-based supervision practices approach called EPICS, which helps community corrections staff work more effectively with the individuals they supervise. Officer training will continue in 2020. As noted above, the DOC is expanding vocational training for incarcerated individuals. As to all evidence-based programming within the DOC, the Department is engaged in fidelity monitoring.
Assess offenders' likelihood of recidivism through the use of risk and need assessments to target services for those at the moderate to high risk for reoffending in order to prioritize services in the most cost-effective manner. (Executive Order 27, ¶7(c))	Complete	<ul style="list-style-type: none"> The DOC continues to use an empirical risk assessment tool, which is used to assess the risk and needs of incarcerated individuals and of individuals on community supervision.
Streamline, coordinate, and leverage reentry assets with state agencies (including the Courts, DHSS, DOL, DOE, and DSHA) and with community stakeholders (including victim services agencies, employers, non-profit organizations, faith-based organizations, local reentry coalitions, mentoring organizations, and ex-offender peer support groups). (Executive Order 27, ¶7(d))	Ongoing	<ul style="list-style-type: none"> As noted throughout this document, through its important collaboration with the DCRC and its working groups, and independently, the DOC continues to work with all stakeholders in the reentry process.
Work with DOE specialists to administer a DOE-approved educational assessment tool to all inmates during DOC's reclassification process in order to develop a plan for their educational needs throughout incarceration. (Executive Order 27, ¶7(e))	Ongoing	<ul style="list-style-type: none"> The DOC and the DOE have partnered to administer an educational assessment instrument to incarcerated individuals. Plans are underway to ensure that all inmates receive the assessment upon entry into prison and that the data is incorporated into individuals' TAPs.
Repurpose existing I-ADAPT probation officers as DCRC in-reach coordinators to assist with transition accountability planning from facilities into the community. (Executive Order 27, ¶7(f))	Complete	<ul style="list-style-type: none"> DOC has In-Reach Probation & Parole Officers in each county that conduct reentry seminars for individuals returning to the community. These In-Reach Officers assist in discharge planning for eligible inmates.

