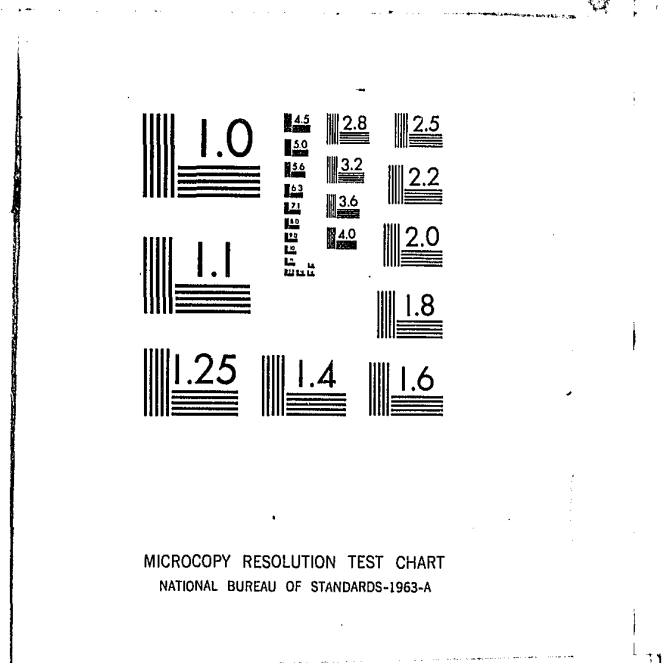


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Anderson

DEPARTMENT OF CORRECTION

STATE OF DELAWARE

ANNUAL REPORT

FOR

FISCAL YEAR 1976

U.S. Department of Justice
National Institute of Justice

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Paul W. Keve

Acting Commissioner

DEPARTMENT OF CORRECTION

STATE OF DELAWARE

ANNUAL REPORT

Introduction

On July 10, 1975 Governor Sherman W. Tribbitt signed into law Senate Bill 487 which created the Department of Correction, effective July 1, 1975.

This bill which became Part VIII, Title 29, Chapter 89, Section 8910 of the Delaware Code, amended Titles 11 and 29 of the Code and transferred the Divisions of Juvenile and Adult Correction from the Department of Health and Social Services to being bureaus of the Department of Correction.

This first annual report is submitted pursuant to the requirements of Title 29, Section 8910, Title 11, Section 6559 of the Delaware Code, and Section 28 of Senate Bill 431, the budget appropriation bill for FY '76.

Historically, in 1956 the three jails of New Castle, Kent and Sussex Counties were absorbed into a Department of Correction under a commissioner and a Board of Correction. In 1964 the department was expanded to include the functions of Probation and Parole, and the Board of Corrections from seven to nine members.

Purpose

11 Del.C. 6502 directs that:

"A Department of Correction is established to provide for the treatment, rehabilitation and restoration of offenders as useful, law-abiding citizens within the community. To achieve these purposes more effectively in a coordinated and united manner, the Department shall be completely responsible for the maintenance, supervision and administration of adult detention and correctional services and facilities of the State, which include institutional facilities and probation and parole services. These institutions and services shall be diversified in program, construction and staff to provide effectively and efficiently for the maximum study, care, custody, training and supervision and treatment of those persons committed

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the institutional facilities or on probation or parole, so that they may be prepared for release, aftercare, discharge or supervision in the community. This chapter shall be liberally construed so as to effectuate its purpose."

Pursuant to the foregoing, the Department of Correction has for its purpose the confinement and non-institutional supervision and treatment of such offenders, juvenile and adult, as are ordered by the courts. The Department also performs related ancillary services as are mandated by law.

Organization

The Department of Correction is composed of a Central Office, an Adult Bureau, and a Juvenile Bureau. The Adult Bureau has responsibility for offenders age eighteen and over; the Juvenile Bureau for those committed prior to their eighteenth birthday. Both bureaus operate institutions and administer services in the community.

The departmental headquarters and that of the Adult Bureau are located adjacent to the Delaware Correctional Center at Smyrna, and the Juvenile Bureau at the Ferris Campus, Wilmington.

The department is staffed as follows:

	Authorized Personnel Ends of Fiscal Years			
	<u>State Funded</u>		<u>Special/Federally Funded</u>	
	<u>Adult</u>	<u>Juvenile</u>	<u>Adult</u>	<u>Juvenile</u>
1975	400	260	41	24½
1976	416	282	41	25½

STATE OF DELAWARE
DEPARTMENT OF CORRECTION

Commissioner

Office of
Research and
Staff Development

Personnel
Training
Research

Adult Bureau

Central Office

Engineer
Special Projects
Support Staff

Juvenile Bureau

Office of
Administrative
Services

Maintenance
Payroll
Budget Control
Purchasing
Central Supply
Food Service
Accounts Payable

Institutions

Delaware Correctional Center
Pre-trial Annex
Sussex Correctional Inst.
Women's Correctional Inst.

Community Services

Probation
Parole
Work Release
Plummer Center
Pre-trial Release
Community Service
Work Referral

Institutions

Ferris School
Delaware Youth Center
Woods Haven-Kruse School
Bridge House
Stevenson House

Community Services

Aftercare
Group Home
Diversion
Prevention

BUREAU OF JUVENILE CORRECTION

DISBURSEMENTS

	1975		1976		1977	
	GENERAL FUND	SPECIAL FUND	GENERAL FUND	SPECIAL FUND	GENERAL FUND	SPECIAL FUND
Salary of Director \$	22,880	-0-	25,500	-0-	26,800	-0-
Salaries & Wages	2,539,018	\$ 203,280	\$2,933,456	\$ 219,622	\$2,656,700	\$ 180,00
Personal Services	37,146	13,392	37,698	44,946	47,950	20,00
Travel	5,102	979	5,572	2,250	4,860	2,00
Contractual Services	278,901	27,369	401,158	58,185	352,200	43,70
Supplies & Materials	270,861	22,147	288,057	12,789	310,600	1,400,00
Capital Outlay	72,063	22,814	45,686	682,958	7,700	
Contingencies	363	11,924	-0-	562	-0-	-0-
Debt Service	372,267	-0-	441,015	-0-	504,005	-0-
Employment Costs		40,786	2,960	38,148	508,144	35,00
TOTAL	\$ 3,598,601	\$ 342,691	\$4,181,102	\$ 1,059,460	\$4,418,959	\$1,680,70

DEPARTMENT OF CORRECTION
BUREAU OF ADULT CORRECTION
DISBURSEMENTS

	1975		1976		1977	
	GENERAL FUND	SPECIAL FUND	GENERAL FUND	SPECIAL FUND	GENERAL FUND	SPECIAL FUND
Salary of Bureau Chief	\$ 25,750		\$ 27,005		26,800	
Salaries & Wages	4,505,917	\$ 333,566	5,139,741	\$ 347,276	\$4,787,485	\$ 170,807
Personal Services	72,275	64,899	104,471	41,670	89,400	1,000
Travel	4,831	6,535	3,264	2,085	6,020	600
Contractual Services	626,789	81,529	829,196	21,735	610,295	21,369
Supplies & Materials	635,480	25,740	816,266	40,281	726,900	3,502
Capital Outlay	46,079	245,179	12,384	138,055	36,058	
Debt Service	999,195		968,131		946,376	
Employment Costs		64,404		108,714	924,306	34,792
Total	\$ 6,916,316	\$ 821,852	\$7,900,458	\$ 699,816	\$8,153,640	\$ 232,070

DEPARTMENT OF CORRECTION
 ADMINISTRATIVE SERVICES*

	DISBURSEMENTS		APPROPRIATIONS			
	1975	1976	1975		1977	
	GENERAL FUND	SPECIAL FUND	GENERAL FUND	SPECIAL FUND	GENERAL FUND	SPECIAL FUND
Salary of Commissioner					\$ 30,000	
Salaries & Wages					997,085	
Travel					1,700	
Contractual Services					166,325	
Supplies & Materials					17,650	
Capital Outlay					10,000	
Contingencies					100,000	
Employment Costs					<u>189,782</u>	
Total					\$1,512,542	

*Includes: Office of the Commissioner
 Central Administration
 Education

CENTRAL ADMINISTRATION

The development of the department into a viable organization was accomplished under adverse conditions; without time or resources to prepare properly for its establishment.

A department newsletter was begun as a means of improving morale and unifying the department through the dissemination of information which would give the staff recognition and feelings of participation.

Departmental Planning

Developed a departmental monthly statistical report and conducted a number of surveys for proposed programs; made investigations of current programs for cost analysis and effectiveness.

Departmental Training

A full-time director of staff training, and a staff training instructor were hired. Two thousand dollars worth of books, films and other training materials were purchased for use in the Staff Training Center.

Sixty-four correctional officers, institutional counselors, and probation and parole counselors received 142 hours of training in Behavior Management, Empathy, and Empathy Counseling. Also, 15 correctional officers received 36 hours of training in Weapons Safety and Qualification.

Approximately 125 Juvenile Bureau personnel of various titles attended a wide variety of one to three day seminars and workshops covering a full range of topics pertinent to the bureau operation.

Departmental Personnel

The personnel office staff made notable progress in developing a departmental staff from what had been two separate administrative units. This was done under the handicap of staff working from offices forty miles apart. Positions were transferred, benefits equalized, an Affirmative Action Plan undertaken, a personnel bulletin instituted, and I.D. cards issued.

Volunteers in Correction

The Volunteers in Probation was expanded into a statewide Volunteers in Correction program thus including the institutions.

MAJOR ACCOMPLISHMENTS

ADULT BUREAU

Institutions

A major accomplishment for the year was coping with the ever burgeoning workload received from the courts. The table below illustrates this change.

Institution and Facility Populations
At Ends of Fiscal Years

	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>Change</u>
Delaware Correctional Center	472	543	696	+47.5%
Pre-Trial Annex	NA	46	57	+23.9%
Sussex Correctional Institution	218	202	210	
Women's Correctional Institution	24	23	50	+108.3%
Plummer Center	25	25	28	---
Total	740	837	1,041	+40.7%

The number of prisoners on any one day was only part of the correctional picture. The department also functioned as would a local jail for adults and a detention center for juveniles in many states, holding detainees for hours or days.

In such situations persons are being admitted as new arrestees, taken to courts, released on bond or own recognizance, and readmitted. Often this is on short notice and under unusual circumstances. Each involves the correctional Officers in the handling of property, searches, and record keeping. This population movement ripples throughout the institutions and adds to the total workload. Simultaneously sentenced inmates are being admitted and discharged while others are being out for medical or other reasons and readmitted. The total number of people handled is in excess of the daily count.

ADULT BUREAU

Institutions

Delaware Correctional Center

The transition from the retiring Superintendent Raymond Anderson to Superintendent Walter Redman at the Delaware Correctional Center was achieved without difficulty, except that refilling the vacancy of Assistant Superintendent for Custody was not accomplished.

Two dormitory type buildings were completed at the Center. One was occupied by inmates in the Work Release Program, and the other by the Guided Group Interaction Program.

The Guided Group Interaction Program was inaugurated. It provided training in decision making and in accepting responsibility for such decisions.

A physician was hired at the institution to head the medical services on a full-time basis. This change was expected to solve many of the problems in the medical section.

The Education Unit awarded 273 certificates to inmates for the completion of 7 courses of training. Of these, 49 were for completion of the high school equivalency or G.E.D.

Except for the problem of escapes, the institution administration managed an inmate population of 33½% over-capacity; an increase of 47.5% in 2 years.

Sussex Correctional Institution

As noted below, the new building to house the Work Release Program was opened with the first floor only in use and occupied by the inmates formerly housed in the old warden's residence.

The volunteer services now on a departmental basis have been extended to this institution.

Women's Correctional Institution

Managed without serious difficulty, an inmate population of 108.3% over-capacity; an increase of that amount in one year.

MAJOR ACCOMPLISHMENTS

ADULT BUREAU

Community Based Services

Pre-Trial Release

Operating largely on federal funds, the pre-trial release staff investigates defendants following arrest and before arraignment, and makes recommendations to the courts relative to the release of the defendants on bail. The unit also supervises defendants on pre-trial status. The average monthly workload during FY '76 was as follows.

Pre-Trial Release
Average Monthly Workload
FY '76

Cases investigated	249
Recommendations made to court	194
Defendants under supervision	48

Pre-Sentence Investigations

These investigations are for Wilmington Municipal Court, the Court of Common Pleas in New Castle County, and Magistrates Court.

Pre-Sentence Investigations
Totals By Fiscal Years

1975	470
1976	533

Work Release Program

The program has continued to prove its worth by helping to reduce institution populations, by permitting inmates to work at gainful employment, to earn money with which to pay taxes, fines and costs, pay family support, conduct themselves as average citizens, and generally reduce the load on the taxpayer. This is illustrated by the following:

MAJOR ACCOMPLISHMENTS

ADULT BUREAU

Community Based Services

Accomplishments of the
Work Release Program

Inmates participating	422
Federal taxes paid by inmates	\$ 399,549
State taxes paid by inmates	33,372
City taxes paid by inmates	8,685
Social Security payments made	19,063
Fines and costs paid	9,352
Family Support paid	59,024
Room and board paid	72,286

An additional building was started at the Sussex Correctional Institution to replace the old warden's residence which had housed the inmates on the Work Release program. The inmates on Work Release have been moved to the new building which will hold 91 when fully completed. Full utilization awaits legislative authorization for sufficient staff.

Work Service Programs

The work programs administered by the department are two, the Work Referral and Community Service. The former is a means of paying fines and costs by being credited in dollars for work performed. The latter work is performed in lieu of incarceration. During FY '76 the programs received 20% more clients from more courts, and quadrupled the number of job sites.

Work Referral Program
Averages During Five Months of FY '76

Number of cases	172
Cases received	66
Hours of work performed by offenders	2,760

MAJOR ACCOMPLISHMENTS

ADULT BUREAU

Community Based Services

Community Work Services Program
Monthly Averages
FY '76

Cases under supervision	76
Cases received during month	19
Work performed by offenders, days	173

Probation and Parole

The probation and parole staff has reeled under the onslaught of an ever-increasing workload. This is treated in the next section of this report, "Major Operating Problems".

To improve efficiency and effectiveness under these conditions, a classification system was inaugurated. Also, staff committees were formed to study and improve operations.

In compliance with federal court decisions, preliminary hearings in parole violations were begun.

The probation and parole offices have continued to collect approximately \$14,000 per month in fines, costs and restitution.

MAJOR ACCOMPLISHMENTS

JUVENILE BUREAU

Bureau Administration

John J. Mulvena was appointed as Bureau Chief, a position created by legislation establishing the department.

A statistical control form for the bureau was developed and implemented.

Six program proposals for LEAA/DARC funding were developed. The planning and research section also conducted evaluations of existing programs for cost analysis, program effectiveness, and plans for FY '77.

The bureau administers two detention centers, Bridge House and Stevenson House, and three institutions for adjudicated juveniles, Ferris School, Delaware Youth Center and Woods Haven-Kruse School.

Number of Admissions To Institutions For
Juveniles, And Average Daily Populations
During Fiscal Years

	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
Number of admissions	1943	2022	2090	2314
Average Daily Populations	225.1	224.8	221.8	236.2

Institutions

Ferris School

A new Superintendent, Bruce H. Hobler, Ph.D. was appointed. A total survey of the school resulted in the decision that a new focus and image was essential to improve morale and effectiveness. A master vitalization plan was developed and implementation begun. One aspect of this was the change in name to the Youth Development Center, Ferris Campus.

MAJOR ACCOMPLISHMENTS

JUVENILE BUREAU

Ferris School Cont'd

The therapeutic community concept was instituted. This action required fundamental changes in the roles and responsibilities of both staff and juvenile residents. These included the decentralization of authority to line-level staff, the development of the treatment "team" to include all staff, the pinpointing of responsibility on both staff and resident, the intensification of treatment effort, and greater involvement of the resident's families in the treatment effort. Already AWOLS have been reduced by twenty-five percent in comparison to the preceding fiscal years.

The Ferris School staff, through a series of meetings, have been brought into close working relationships with the bureau Community Based Services section, the facilities and students in Criminal Justice and related courses at three university and colleges in the area, and Family Court.

Program managers have been accepted as having responsibility for the supervision of group leader staff assigned to their respective communities.

A public relations program (speakers bureau) has been inaugurated to improve communications with the public.

The completion of a baseball field and membership in the Delaware Schools Athletic Association are tangible evidences of the intention to have the residents grow by engaging in competition with their peers in the community.

A concerted study has been made of Ferris School operation. Problem areas were identified and actions taken to improve morale, efficiency and effectiveness. These included program evaluation (including education) inventory control, fiscal problems, construction of the new Delaware Youth Center, grounds, building and automobile maintenance, security, and miscellaneous items.

Construction has continued at the Ferris Campus on the building to house the youths presently at the Delaware Youth Center at Dover.

MAJOR ACCOMPLISHMENTS

JUVENILE BUREAU

Delaware Youth Center

Developed a vocational shop for wood and metal projects as well as automotive repair. All work was accomplished by the students as part of the vocational training program using voc-ed and federal funds for the materials.

Constructed an observation room for therapy groups and a videotape control room using an unneeded bathroom.

Installed a kiln for a ceramics program.

During the last two fiscal years and using federal funds, have equipped a library, a vocational shop and an electronics shop in the amount of \$34,000.

Constructed an electronics classroom and the above mentioned library as part of the vocational instructional program during fiscal years 1974, 1975 and 1976.

Removed 56 health code violations in the kitchen.

Completed two cycles of painting, and the third in process.

Removed two double-decker bunks from each dormitory to meet the minimum health standard of sixty-three square feet per person.

Installed a closed-circuit TV system to increase the safety of staff and residents. This system was also used to improve the learning process in "rap" groups.

New security lighting was installed throughout the entire complex over a period of five years. The latest was the conversion of all tamperable fluorescent lighting with more attractive security fixtures. This also increased the safety factor by some magnitude.

As part of the vocational training program, students installed electrical outlets in every cell and beside every bunkbed with security overrides for shorts.

MAJOR ACCOMPLISHMENTS
JUVENILE BUREAU

Woods Haven-Kruse School

Ana Gispert was appointed as permanent Superintendent.

In spite of a 60% increase in the juvenile population at the school, the institution has continued to provide programs designed to improve the chances of the girls making satisfactory adjustments following their releases from the institution.

Bridge House

After a careful study a policy regarding the issuance of clothing to the children was adopted. As a result, pilferage has declined dramatically, as have other related problems.

The arts and crafts program has become a full time program in which the children attend classes daily. The ceramics classes have become a major segment of the total program and serve to relieve the academic classes.

Through the efforts of the staff, the population of Bridge House was maintained at a workable level when it might otherwise have reached a difficult stage.

A greenhouse was erected by the vocational teacher. It is hoped that this can be incorporated into the vocational training program.

Stevenson House

A new permanent Superintendent, George A. Reddish was appointed.

A comprehensive Operations Manual for the facility was developed and published for use by staff. The manual clearly delineates institution security regulations and operational procedures.

MAJOR SERVICE NEEDS NOT BEING MET
CENTRAL ADMINISTRATION

Departmental Planning

The lack of computer capability to handle day-to-day statistics and records is a problem which results in failure to adequately meet the research and informational needs of the department.

Departmental Training

A mandatory program of orientation and basic training for all staff of the Department is a need not being met.

Also, an annual program of advanced or refresher training for selected staff, particularly correctional officers and juvenile group leaders is a need not being met.

Departmental Personnel

Changes in personnel and administrations have worked against the development and implementation of a consistent policy in regard to employee evaluations. At the conclusion of this fiscal year a program was begun to meet this need.

The changes in the state government as they related to correction retarded the development of a departmental organizational structure and the inability of employees to plan their advancements within the organization. A career ladder is a clear need; one that will provide employees with an incentive to improve their capabilities in preparation for promotional opportunities.

Any large organization contains members with personal problems, both employment and non-employment related, which if not recognized can be detrimental to department functioning. A program of employee counseling is seen as a need.

MAJOR SERVICE NEEDS NOT BEING MET

ADULT BUREAU

Institutions

With idleness a major problem, the inmates need programs designed to improve institutional life and the probability of their achieving a law-abiding post-institutional adjustment. The dearth of staff, space and funds militated against satisfying this need.

Delaware Correctional Center

The training of inmates in vocational skills with the greatest probability of use points to the need for a program of aptitude testing by the education unit.

A program for the orientation of new inmates is recognized. Without such a program, an individual newly admitted receives all of his information from other inmates and proceeds in his adjustment by trial and error. A program of orientation helps an individual focus his attention on himself, his problems and his goals.

By minimizing the influence of the prison society in this way, the inmate can be expected to take more advantage of the opportunities offered by the institution, or at least not as easily fall prey to the detrimental influences of the prison society and culture.

The need for spiritual guidance remained unsatisfied following the death of Chaplain Leland Hall in February 1976.

Sussex Correctional Institution

Because of the shortage of space and the inability to employ qualified personnel, the medical and educational programs have been less than ideal.

Womens' Correctional Institution

While every effort was made by the institution administration to provide programs of education and vocational training which would be useful to inmates in finding employment following release to the community, overcrowding, lack of space and budget were formidable obstacles.

MAJOR SERVICE NEEDS NOT BEING MET

ADULT BUREAU

Community Based ServicesProbation and Parole

The achievement of adequate supervision of probationers and parolees continued to be elusive. For years there has been a steady increase in not only the number of individuals under supervision, but in the details required as part of that supervision.

The additional work demands have resulted from court decisions, newly enacted laws, the need to coordinate with the institutions, courts, Board of Parole and other community agencies. In the face of this there has been a loss of staff rather than an increase.

An adequate record keeping system is lacking. Such a system should permit an improved quality of supervision of offenders because important data such as information on rearrest would be available.

Work Release Program

Research into the effectiveness of and for the improvement of the Work Release program was an unmet need. A follow-up study of inmates who have been on Work Release would be required. Funds for such an undertaking have not been available.

Work Service Programs

The providing of work service programs to the courts and citizens of Kent and Sussex Counties was seen as an unmet need.

MAJOR SERVICE NEEDS NOT BEING MET

JUVENILE BUREAU

Institutions

Ferris School

The unmet needs were not so much those of service as of those which affect safety and morale. Among these were the need for janitorial capability, campus landscaping and general building improvement to enhance the appearance and pride in the institution; the need for an improved fire protection system; the repair and/or replacement of the deplorably unsafe and unsightly vehicles currently in use.

Delaware Youth Center

Total psychological testing was not available thereby depriving the staff of a tool important in the understanding of the students and in helping them with their problems.

The vocational training programs were limited particularly in the areas of auto mechanics and woodworking.

Planned recreational activities under a recreational specialist or supervision were not possible.

Limited dental services were available to students many of whom need such work. This service was formerly provided through an agreement with the Division of Public Health.

Bridge House

There was a staff consensus that status offenders should not be housed with those charged with the commission of crime; that this was detrimental to them.

Also, children on Aftercare status who need to be detained should be housed elsewhere than with those detained for the commission of crime.

Stevenson House

Because in-service training for all staff was lacking, the proper counseling of the detainees was not achieved.

CENTRAL ADMINISTRATION

Acting Commissioner Paul W. Keve had to function also as Chief of the Adult Bureau because the budget for FY '76 failed to provide a salary for the latter title even though it was created by the legislation establishing the department.

The organization of the department had to be undertaken simultaneously with the day-to-day operation because the legislation establishing the department failed to provide time for such preparation.

During the first one-third of the year, the department was without an administrative services supervisor due to the untimely death of the incumbent.

The Central Administration had to function under severe handicaps. The main office was (and is) located in the old Clearfield Farm farmhouse adjacent to the Delaware Correctional Center, three miles north of the village of Smyrna. This facility was congested and unbusinesslike. Furthermore, part of the staff was located on the Ferris School Campus at Wilmington thereby making communication and coordination of activities very difficult.

A problem was presented by the shortage of clerical/stenographic staff who are essential to the efficient functioning of any department.

Lawsuits by inmates have become routine and present operational problems by mortgaging time to formulate defenses and appear in court. They depress staff morale, create apprehension, and a reluctance to act for fear of precipitating further actions.

Departmental Planning

The department lacked the computer capability to provide and utilize up-to-date statistical data for the accomplishment of both short and long range goals.

Departmental Training

Despite state funding of two positions for training officers, and even though some limited Federal funds have been available for training, it remained a tragic condition of institution operation that new correctional officers started work without any training for their job.

MAJOR OPERATING PROBLEMS
CENTRAL ADMINISTRATION

Departmental Training Cont'd

The key to the training problem was the absence of any funded system to provide release time so that correctional officers could attend training courses.

The lack of training is basic to many of the problems which characterize the institutional operations.

A Federal funded clerical position to support the training program has been in effect but will not be available in FY 1977.

Departmental Personnel

An already understaffed personnel office continued to be confronted with an annual Correction Officer turnover rate of approximately 20%. The filling of these vacancies was aggravated by the problems of locating suitable candidates and in the processing of the necessary paper work.

During the year, the personnel office had to hear and administer an increasing number of personnel grievances.

Although also an accomplishment, the coordination of the personnel offices of the former Divisions of Juvenile and Adult Correction was also a major operating problem, particularly as the two offices were forty miles apart.

In working with employees, the staff of the personnel office was alerted to and confronted with the problem of uncertainty engendered by the unification of the divisions into a department. This uncertainty impacted on the department by causing pre-occupation with possible changes.

MAJOR OPERATING PROBLEMS
ADULT BUREAU

Institutions

A continuous increase in institution population without a simultaneous and commensurate increase in space, staff and programs resulted in added tension and potential for prison disturbances. A series of escapes precipitated the drastic reduction in inmate outside employment and increased legislative concern.

The table on page 7 shows an overall increase in institution population of 45.8% in two years. The increase of 26.7% at the Delaware Correctional Center resulted in very crowded conditions which when coupled to an absence of activity programming created a potentially explosive situation.

The complete lack of industries in the adult institutions leads to excessive idleness and exacerbates other problems.

There was insufficient staff to cover the number of posts normally uncovered due to illnesses or other emergency situations, and to permit the relief of staff to attend training classes. For these reasons the problem of overtime was not solved. Officers worked on overtime when circumstances required their presence beyond the shift termination hours. Others were called in to work when a shift had insufficient officers to function minimally. No shift had extra officers who could be used to fill posts left vacant by the non-appearance of another officer.

Delaware Correctional Center

Escapes, particularly at the Delaware Correctional Center, appeared to result from inexperienced and untrained staff.

The supervision of the custodial staff at DCC was weakened by the extended vacancy in the position of Assistant Superintendent for Custody resulting from the promotion of Mr. Redman to Superintendent.

MAJOR OPERATING PROBLEMS

ADULT BUREAU

Sussex Correctional Institution

The necessity of spending a considerable amount of time on lawsuits brought by inmates resulted in the problem of finding time to properly manage an overcrowded institution.

The construction and renovation introduced serious security problems because of the additional outside personnel, the freedom of movement they required, and the availability of construction equipment and supplies which have a peculiar way of becoming contraband in the possession of inmates.

Aggravating the above was a shortage of staff to handle these demands which were in addition to the continuing problems of covering position vacancies resulting from the need for the transportation of inmates, sickness, and the assignment of staff to hospital duty coverage.

Womens' Correctional Institution

When the female inmates were transferred to the Banton Building on the grounds of the Woods Haven-Kruse School in the latter days of FY '75, the average population had been in the low twenties. The 24 bed capacity of the Banton Building was then severely strained with an influx of more than double that number. Furthermore, a problem of recreation, exercise, and program existed because of lack of space for such activities.

A major operating problem was the providing of adequate service with this added workload and less staff in the face of service demands made by law, the courts, the Board of Parole, the community, and by professional standards.

This staff continued to function with unsafe and undependable motor vehicles.

MAJOR OPERATING PROBLEMS

ADULT BUREAU

Community Based Services

Probation and Parole

Seventy-five percent of the adult offenders under the jurisdiction of the department were supervised by the probation and parole unit.

Probation and Parole Caseload
At the End of Three Fiscal Years

	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>2 Year Change</u>
Probationers under supervision in Delaware	1638	2039	2504	+52.8%
Parolees under supervision in Delaware	255	340	379	+48.5%
Probationers and parolees supervised for Delaware in other States under terms of the Interstate Corrections Compact but involving staff time in Delaware	188	248	296	+57.4%
Total	2081	2627	3179	+52.8%

While major publicity and attention has been given to the institutions, the caseload of Probation and Parole has been steadily increasing (as noted above) at the rate of approximately 200 cases per year average for the past seven years. This was the workload for 4 additional Probation and Parole Counselors each year. Yet no new staff has been added since 1972.

The major operating problem is in providing adequate protection to the community with inadequate resources.

MAJOR OPERATING PROBLEMS

ADULT BUREAU

Community Based Services

Work Release Program

The Work Release staff had difficulty procuring employment for all inmates classified for work release. This impacted on the program since their payments for maintenance were an essential part of the program budget.

Work Service Programs

The Work service programs lacked sites where referrals could be employed on weekends.

Referrals from Superior Court were few, due perhaps to its jurisdiction in felony cases.

Little employment with the City of Wilmington was made available for those referred to the program.

The shortage of safe, dependable automobiles was a problem in providing coverage and program administration statewide.

MAJOR OPERATING PROBLEMS

JUVENILE BUREAU

Institutions

Ferris School

Efforts to satisfy the unmet needs mentioned in the earlier section such as the maintenance of the physical plant and grounds also constituted operating problems.

The laundry facilities during FY '76, and presently, consist of the typical washer/dryer component units which were ineffective, expensive and incapable of meeting institutional standards of sanitation and maintenance. The solution is the acquisition of an industrial type washer/dryer combination which would not only satisfy requirements but be less costly.

Delaware Youth Center

One major operating problem was the improvisation necessary to counter-balance the lack of resources to meet the needs previously described.

Maintenance work constituted a major operating problem. Specifically, structure deterioration resulted in roof leaks.

The heating system was also a major operating problem. On very cold days, only certain sections of the building could be heated.

Bridge House

Large amounts of repair expense were experienced with the heating and plumbing systems. The institution had no maintenance personnel which meant that what work was done was by non-technical staff, contracted (if funds were available), or left undone. The staff felt in a permanent and continuous state of financial distress.

MAJOR OPERATING PROBLEMS

JUVENILE BUREAU

Institutions

Stevenson House

For nearly one-half of the year, the facility did not have an assistant superintendent. Consequently the superintendent had to manage the day-to-day institution operation with eighteen employees reporting directly to him for supervision.

No maintenance personnel were assigned to the facility. Therefore there was no ongoing, preventative maintenance program. Maintenance problems include those of plumbing, painting, electrical fixtures, and general repair.

Community Based Services

A major problem was in attempting to provide adequate supervision to clients in New Castle County without the services of a counselor supervisor.

Staff encountered difficulty in obtaining adequate maintenance on automobiles.

Two counselor positions were lost due to budget cutbacks. This resulted in inadequate program coverage.

ITEMS OF SPECIAL INTEREST

CENTRAL ADMINISTRATION

Departmental Training

The absence of an annual operating budget for the Staff Training Center precludes all but the most rudimentary forms of planning. The Staff Training Center, without any operating budget whatsoever, is forced into a "crisis response" approach to staff training. Such an approach is neither efficient nor cost-effective.

Moreover, it disallows the long range planning and implementing of training regimens that would prevent those crisis that stem from training deficiencies. Therefore, it logically follows that, if allowed to continue, the established pattern of executing the staff training function, is actually igniting the fires which must then be extinguished.

Departmental Planning

To further planning capability, the planning staff attended conferences on Management by Objectives, Failure Rate Analysis, Research, and Management.

The long planned for computerization of records and coordination with the rest of the criminal justice agencies was imminent with the expected assignment soon of two systems analysts.

ADULT BUREAU

Institutions

Delaware Correctional Center, Education Unit

In addition to high school equivalency, courses are offered in drafting, block laying and computer programming.

Sussex Correctional Institution

With the out-of-court settlement of an inmate lawsuit, renovation was begun at this institution.

ITEMS OF SPECIAL INTEREST

ADULT BUREAU

Community Based Services

Probation and Parole

Seldom is it realized that the services of Probation and Parole are responsible for three times as many offenders as are the institutions.

Work Release Program

The increased bed capacity at the Plummer Center in Wilmington and at the new Work Release building at the Sussex Correctional Institution assist materially to the relief of overcrowding at the institutions, reduce the cost of inmate maintenance, and add to the probability of the inmates' post-institutional adjustment in the community.

In order to provide the maximum opportunity for inmates to obtain work release status, those received at the Plummer Center are given two weeks in which to obtain employment. If unsuccessful, they are returned to the institution to give another the opportunity.

Work Service Program

The staff of this program has been successful in placing many clients in work areas that have been beneficial to both the client and the community. Three referrals were to teaching positions. One geology student was placed with a geological survey team from the University of Delaware. One person placed at the Delaware State Hospital was found to be such a capable worker that he was considered for permanent employment.

ITEMS OF SPECIAL INTEREST

JUVENILE BUREAU

Institutions

Ferris School

The major item of special interest is the development of a training film. This film will be produced at the Youth Development Center and will be an educational one for all personnel in the field of Juvenile Correction. It will be produced at no cost to the State of Delaware and will be distributed nationally. The content portion of the film will be based on current program technologies and will utilize both staff and students to portray the actors themselves.

Delaware Youth Center

The Center staff is very proud of their volunteer group program. The following are some of the participants:

Women of Christ Church
Officer's Wives Club, Dover Air Force Base
First Baptist Church, Dover
NCO Wives Club, Dover Air Force Base
Dover Century Club
American Association of University Women
Holy Cross Church Sodality
Many individual contributions from Dover businessmen to the student contingency fund.

Community Based Services

Community Based Services will gradually withdraw from providing counseling services to status offenders since other projects have been developed to provide this service.

Staff efforts in FY '77 will be to provide more counseling services to juveniles that have had contact with the juvenile justice system both inside and outside of the Bureau of Juvenile Correction.

MAJOR GOALS FOR FY '77

CENTRAL ADMINISTRATION

The establishment of a central office with all central administration staff employed at the one location.

The achievement of a budget adequate to do the job expected of the department by the intent of the law.

The stabilization of the department by the establishment, acceptance and implementation of policies and regulations, the further development of an effective training program, and increase in the efficiency and effectiveness by improvement in morale.

The achievement of the goals for the department enunciated by the commissioner at the beginning of fiscal year 1977.

Departmental Planning

To continue the development of a computerized information system.

To evaluate the effectiveness of the para-professional (adult ex-offender) case aide project.

Continue the production and refinement of the monthly statistical report.

The tabulation and analysis of FY 1976 statistical data on adults and juveniles to the extent possible and/or required.

Departmental Training - Adult Bureau

Beginning in October 1976 the department will initiate a 180 hour basic training program for all correctional officers (Correctional Officer I through Captain). Sufficient funds are available to train 60 officers.

Pursuant to the above, the department will publish a Correctional Officer's Training Reference Manual to be given to all officers participating in the 180 hour basic training program.

MAJOR GOALS FOR FY '77

CENTRAL ADMINISTRATION

Departmental Training - Adult Bureau Cont'd

Prior to April 1977 the department will provide at least 25 correctional captains and lieutenants with training to include 30 hours in Race Relations and Interpersonal Communication, 40 hours in Management and Supervisory Skills, and 8 to 16 hours in Correction Law.

Prior to April 1977, the department will provide 40 hours of training in Guided Group Interaction for four counselors and two supervisors.

During September 1976, the department will provide 30 hours of follow-up training in the techniques of Empathy Counseling to 45 probation and parole counselors.

Prior to July 1977, the department will conduct a series of approximately eight seminars in management topics for departmental and bureau administrators.

Departmental Training - Juvenile Bureau

To provide 80 hours of pre-service training to 25 anticipated new juvenile group leaders.

To provide 20 hours of in-service training for 106 presently employed juvenile group leaders.

To provide 5 days of training (plus follow-up) in the techniques of family counseling to approximately 40 counselors and case aides.

To provide 10 days of training in areas pertinent to the education staff of the Bureau of Juvenile Correction.

To conduct a series of approximately 8 seminars in management topics for bureau administrators.

Departmental Personnel

Development of a standard grievance check list and a more realistic deployment of manpower.

The continuation of the project for the improvement in employee evaluations, to make them more meaningful and more in line with the intent of the State Personnel Commission regulations.

MAJOR GOALS FOR FY '77

ADULT BUREAU

Bureau Administration

Employ a Chief for the Adult Bureau, organize and consolidate a bureau administrative staff, secure a bureau headquarters, develop goals and procedures, and begin to function as a team.

Institutions

Reduce the use of overtime to the maximum degree possible.

Endeavor to improve staff morale and build esprit-de-corps by the development of a close knit organization.

Continue the feasibility study of prison industries.

Plan and erect new structures to relieve overcrowding in the institutions and provide space for additional program activities.

Delaware Correctional Center

Decide on the development and implementation of a Mutual Agreement Program Pilot Project.

The education staff to develop and implement an orientation course for new inmates, begin vocational aptitude testing, and expand the existing small engine repair program.

Sussex Correctional Institution

Continue the renovation and new construction at the institution.

MAJOR GOALS FOR FY '77

ADULT BUREAU

Community Based ServicesWork Release Program

To achieve the transfer of the major part of the Work Release Program from the Delaware Correctional Center to Plummer Center at Wilmington.

To occupy the Work Release building at the Sussex Correctional Institution to the maximum of authorized funds.

The inclusion of the Work Release program in the state budget.

The development of an increased number of jobs for work releasees.

The development and sophistication of a staff training program.

Work Service Program

The work service program staff will attempt to obtain more referrals from Superior Court; to expand the programs in Kent and Sussex Counties; to improve their procedures in and with Wilmington Municipal Court.

If the job market improves, plan to reinstitute the Job Bank as an avenue for job possibilities.

Plan to publish a brochure explaining the work programs and make it available to those seeking information about the programs.

MAJOR GOALS FOR FY '77

JUVENILE BUREAU

Institutions

Ferris School

Completion of the Vitalization Plan for the Ferris Campus including the continued development of the therapeutic community is planned. This plan is concerned with the physical plant as well as the administrative and professional aspects.

Ball Cottage is to be renovated into a recreational/social center. The development of an athletic/sports complex is to be started. The petitioning of the dormitory areas in Mowlds and Snowden cottages will insure privacy for the students as well as achieve maximum utilization of floor space.

Murphy cottage is to be reopened and the old infirmary renovated and converted to office space. The new Delaware Youth Center building will be completed and occupied. The conference room is to be renovated to provide a stimulating atmosphere and dedicated to A. Robert Shortall.

The appearance of the Ferris Administration Building will be improved by the removal and relocation of the grotesque fire escape now adorning the front.

It is planned to change the stigma attached to Ferris School by first changing the name to that of Youth Development Center, Ferris Campus.

The Medical/Reception Center is to be retitled the Professional Services Center and broadened in scope. The present intake process will be transformed and made part of a more comprehensive, evaluative, and program assignment function. This will then be integrated into the total center program of continuing service to and including release.

The greater utilization of staff and an employee incentive program are contemplated. The tightening of the administrative structure, the systematic review of policies, the assessment of due process procedures as well as the academic, vocational training, athletic, recreational, and volunteer programs is planned.

To bring the Center into better communication with and utilize the resources of the community, it is planned to develop a program of student internship with the colleges and universities of the area, and a professional advisory board.

JUVENILE BUREAU

Institutions

Stevenson House

Will implement an in-service training program in counseling techniques for line staff.

Will implement a preventative maintenance program using existing Department of Correction resources.

Will improve facility security operations.

Will expand treatment programs.

Community Based Services

Community Based Services intends to develop and implement a statewide system of counseling service to problem youths referred to magistrates courts by parents and others.

It is planned to work more closely with city, county and state police in order to provide more services to their youth units by accepting more youths for counseling service.

The Community Based Service staff statewide will continue to accept youths placed on probation in Family Court and referred for counseling service.

Community Based Services will participate as a team member with institutional personnel in program development and implementation for the benefit of the students; will work with them from the date of the commitment; will participate in the individual's assessment and planning; will monitor youth on week-end passes; and will provide family counseling to those on Aftercare.

The program at the Walnut Street Y.M.C.A. will be continued. This program provides residential care as an alternative to lengthy incarceration. The youths assigned are males who are not threats to the community, and yet are not ready to return to their own homes.

MAJOR GOALS FOR FY '77

JUVENILE BUREAU

Institutions

As noted earlier, the development of a training film portraying the Therapeutic Community in action at Ferris School is contemplated. Also, closer association between the Center and professional organizations will be undertaken.

Delaware Youth Center

That the present Delaware Youth Center be housed in its new building located at the Youth Development Center, Ferris Campus and completely assimilated into all the programs of the Center.

Bridge House

Since the financial picture is unencouraging it is planned to consider procedural goals that do not require funding such as the expansion of services within the present structure, and the improvement of present program by means of improved performance of functions.

Staff will explore the possibility of expanding the school program to a day care type of program to permit selected people to spend the day at Bridge House but return home at night.

The offering of ideas for the improvement of court and bureau procedures for the processing of children will be continued.

In consultation and coordination with Family Court, the Bridge House staff will endeavor to offer family counseling as a means of mitigating those factors which could precipitate delinquent behavior.

A new manual of operations to delineate the activities and responsibilities of the staff will be prepared.

END