

**CRIMINAL JUSTICE**  
**IMPROVE TECHNOLOGY AND DATA SHARING**

Objectives and Achievements	In Progress
<p style="text-align: center;"><b>STANDARDIZING SENTENCING ORDERS</b></p> <ul style="list-style-type: none"> <li>• Issue: Staff at the Department of Correction spend valuable time trying to interpret sentencing orders that are inconsistently filled out and may include difficult-to-read handwritten notes. The goal is to have easily understandable sentencing orders that do not require interpretation, with information that is easy to calculate properly.</li> <li>• <b>Objective: The Courts will produce and send standardized electronic orders to the DOC</b></li> </ul>	<ul style="list-style-type: none"> <li>• (Completed 2017) Determine a standard form layout</li> <li>• (Completed 2017) Get buy-in from various courts and the DOC</li> <li>• Configure hardware / software to facilitate automatic transmission of the standard order from the courts to Department of Correction</li> <li>• Implement court process changes</li> <li>• Test the process and confirm success</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• (June 2018) Announce and implement form</li> <li>• (Jan 2019) Compare staff time hours pre- and post-implementation</li> <li>• (Jan 2019) Determine if there are fewer mistakes in determining release dates</li> </ul>	

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<p style="text-align: center;"><b>CRIMINAL AND CIVIL E-FILING</b></p> <ul style="list-style-type: none"> <li>• Issue: Information sharing is not as easy or as timely as desired. Court information is still largely paper driven.</li> <li>• <b>Objective: Implement an integrated statewide management approach. Criminal and civil e-filing in one case management system.</b></li> </ul>	<ul style="list-style-type: none"> <li>• (On-going) Contract to develop system</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• (Jun 2018) Engage external consultants to help assess options</li> <li>• (Aug 2018) Revise approach</li> <li>• Complete Phase I (civil)</li> <li>• Implement Phase II (criminal)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of comprehensive project funding, requiring a slower implementation process</li> <li>• Complexities of new systems/integration</li> </ul>

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Objectives and Achievements	In Progress
<p style="text-align: center;"><b>CONSIDER TECHNOLOGY TO REDUCE COSTS, SUCH AS COSTS FOR TRANSPORTING INMATES</b></p> <ul style="list-style-type: none"> <li>• Issue: Some criminal justice activities, such as the transport of inmates from the Department of Correction for court hearings, are costly. Technology could potentially reduce the number of transports.</li> <li>• <b>Objective: Expand the use of videophones or other technology to reduce the need to transport inmates to save money, and promote public safety.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Organize a meeting of the Criminal Justice Focus Group to discuss opportunities in detail</li> <li>• Research innovative programs from other states and jurisdictions to find possible areas of technology expansion in Delaware (Judicial Fellows assignment from January through May)</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• (Sept 2018) Consider if legislation or resources would be needed for proposal</li> <li>• (TBD – need legislation and resources) Implementation of technology to promote safety and savings</li> </ul>	<ul style="list-style-type: none"> <li>• Change management amongst the courts and other agencies</li> </ul>

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<p style="text-align: center;"><b>ELIMINATE WASTEFUL PROCESSES LIKE THE MANUAL PAYMENT OF BAIL</b></p> <ul style="list-style-type: none"> <li>• Issue: When modern processes and technology aren't pursued, wasteful or unnecessary processes continue.</li> <li>• <b>Objective: Use technology and modernized processes to enable bail bond agents to pay the courts via more efficient methods of payment</b></li> </ul>	<ul style="list-style-type: none"> <li>• Identifying and comparing vendors</li> <li>• Standardizing processes to allow centralization and conformance with off-the-shelf solutions</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• (Sept 2018) Contract with a vendor for processing of payments</li> <li>• (Sept 2018) Communications to affected populations</li> <li>• (Oct 2018) Implement electronic payment of bail</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-court procedural changes</li> <li>• Lack of IT staff and competing project priorities</li> </ul>

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Objectives and Achievements	In Progress
<p style="text-align: center;"><b>INCREASE THE CAPACITY OF DATA MANAGEMENT AND STATISTICAL RESEARCH</b></p> <ul style="list-style-type: none"> <li>• Issue: The Statistical Analysis Center and DELJIS are both chronically understaffed. They are a much-needed resource for the entire criminal justice system that cannot meet the demands</li> <li>• <b>Objective: Other criminal justice agencies should promote resources in the budget process that would have an overall positive effect on the system. CJC is interested in expanding the role of SAC to research best practices, provide further analysis and recommendations based on the data and their research of other jurisdictions.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Criminal justice leadership should write a joint letter of support to the Joint Finance Committee and the Office of Management and Budget; the letter will request additional resources in the Governor’s Recommended Budget</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• (Oct 2018) CJC can identify permanent or short-term resources for the hiring of personnel</li> <li>• (Nov 2018+) Support SAC and DELJIS during budget hearings and Clearinghouse meetings</li> <li>• (Nov 2018+) Support CJC’s efforts to expand the scope of SAC</li> </ul>	<ul style="list-style-type: none"> <li>• Changing the perception that any new personnel is unnecessary or wasteful of tax dollars. There are cases in which additional personnel can increase efficiencies, save money, and improve performance in the long run.</li> </ul>

**CRIMINAL JUSTICE**  
**SIMPLIFY AND MAKE STATUTES MORE COHERENT**

Objectives and Achievements	In Progress
<p style="text-align: center;"><b>CRIMINAL CODE REFORM</b></p> <ul style="list-style-type: none"> <li>• Issue: Delaware’s criminal code is full of redundancies, inconsistencies and disproportionality. These issues have evolved over the two generations since Delaware adopted a criminal code based on best practices.</li> <li>• <b>Objective: Support the General Assembly’s Criminal Justice Improvement Committee to restore the Code to a clear readable and proportional code.</b></li> </ul>	<ul style="list-style-type: none"> <li>• (On-going) Meet with stakeholders and important partners to address concerns and request support</li> <li>• (Completed Nov 2017) Receive comments on Code from DOJ</li> <li>• Finalize Conforming Amendments and circulate for review</li> <li>• (Jan 2018) Drafting group responds to DOJ comments and revises bill</li> <li>• (March 2018) Completion of Final Report of working group to the CJIC and Judiciary Committees</li> <li>• (March 2018) Converted final text of Improved Code into bill format</li> <li>• (March 2018) Completed supporting materials</li> <li>• (May 2018) Final bill completed and filed</li> </ul>

<b>Next Steps (Future Activities)</b>	<b>Challenges (Issues and Risks effecting your effort)</b>
<ul style="list-style-type: none"> <li>• (June 2018) Passage of bill with effective date 12 - 18 months later</li> <li>• (Aug 2019) Update information systems to embody improved code</li> <li>• (Aug 2019) Provide training in new code for police, prosecutors, defense, and develop curriculum for future police academies</li> <li>• (Aug 2019) Prepare model jury instructions</li> <li>• (Aug 2019) Update SENTAC guidelines and develop legislation to give them required weight</li> </ul>	<ul style="list-style-type: none"> <li>• Overcoming hesitation to make comprehensive change</li> <li>• Passage of legislation</li> </ul>

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**SIMPLIFY AND MAKE STATUTES MORE COHERENT**

Objectives and Achievements	In Progress
<p style="text-align: center;"><b>MODERNIZE THE PRETRIAL SYSTEM</b></p> <ul style="list-style-type: none"> <li>• <b>Issue:</b> The goal is to only detain those who threaten public safety and to apply other strategies for low risk offenders. While high risk offenders need to be detained for public safety, low risk offenders are often further destabilized by unnecessary detention, as even a short-term detention can mean the loss of employment or housing, or cause other family issues.</li> <li>• <b>Objective:</b> Use best practices to determine more objectively persons at risk to reoffend or fail to appear in court with possibility of detention or release with supervision, and presumptive release for low risk persons.</li> </ul>	<ul style="list-style-type: none"> <li>• (Completed Dec 2017) Determine path forward on assessment tool</li> <li>• (Completed Dec 2017) Draft of a constitutional amendment authorizing preventative detention</li> <li>• (Completed April 2018) Draft amendments to HB 204 providing for preventative detention.</li> <li>• (May 2018) Drafting court rules and administrative directives for pretrial modernization</li> <li>• (June 2018) Train judicial officers and court personnel in new pretrial procedures including risk assessment instrument.</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• (June 2018) Finalize implementing the administrative and court rules</li> <li>• (Jan 2019) Introduction and adoption of the second leg of the constitutional amendment for preventative detention</li> </ul>	<ul style="list-style-type: none"> <li>• Passage of legislation</li> <li>• Change management within the Courts</li> </ul>

**CRIMINAL JUSTICE**  
**GIVE OFFENDERS A BETTER CHANCE TO SUCCEED**

Objectives and Achievements	In Progress
<p style="text-align: center;"><b>REDUCE DEBT BURDEN ON EX-OFFENDERS</b></p> <p><b>Issue:</b> When ex-offenders are released from prison, the challenges of reentry (finding housing, finding stable employment, supporting children) can be even more difficult due to debt burden from the criminal justice system.</p> <p><b>Objective:</b> Allow offenders to work off debt burden in prison by offering a minimum wage credit for prison work programs. This will help the ex-offender focus on other important social obligations once released from prison, rather than having outstanding capiases for failure to pay. Credits could also be applied to other positive efforts, such as education or job training programs, substance abuse programs, etc.</p>	<ul style="list-style-type: none"> <li>• (On-going) Discuss issues and challenges of implementation</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• (June 2018 or Jan 2019) Find sponsors of legislation</li> <li>• Plan needed changes or updates to technology which would allow DOC and the Court to communicate and apply credits in an automated way</li> <li>• Passage of legislation</li> <li>• Implementation of program</li> <li>• Preliminary evaluation of program</li> </ul>	<ul style="list-style-type: none"> <li>• Work with DOC, DOJ and DOF to determine tax implications of plan, and how to resolve those issues so there is not undue burden placed on DOC.</li> <li>• Communication issues between DOC and the Courts so that the credit information can be automatically sent to the Courts.</li> </ul>

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Objectives and Achievements	In Progress
<p style="text-align: center;"><b>DEVELOP A WILMINGTON COMMUNITY COURT</b></p> <p><b>Issue:</b> Low level offenders are often penalized with fees that they cannot pay, or with short-term incarceration for petty crimes. This can lead to issuance of capias and, in turn, further involvement in the criminal justice system. Short term incarceration can further destabilize low level offenders due to job loss and family issues. Incarceration and fees do not help the offender resolve whatever issues have led them to these violations and offenses.</p> <p><b>Objective:</b> The Community Court is a type of problem-solving court that addresses low-level crimes, public safety and quality of life issues at the neighborhood level. The focus of community courts is not isolated to a particular problem like the Drug Court or Mental Health Court, but rather to address multiple needs of a particular geographic area. Community court programs are focused on improving outcomes for the offender and reducing recidivism by addressing factors such as substance use, mental health and unemployment that are generally linked to criminal behavior.<sup>1</sup> The Community Court provides accountability to offenders by ensuring they give back to their communities through various community service initiatives. The Community</p>	<ul style="list-style-type: none"> <li>• Designation of Internal Community Court Planning Committee (Dec 2017); first meeting completed February 18, 2018</li> <li>• Create and announce a Community Court Steering Committee (Dec 2017)</li> <li>• (March 2018) Prepare community outreach agreements</li> <li>• (April 2018) Planning and steering committees meet.</li> <li>• Develop proposal for PSC calendar.</li> <li>• (May 2018) Explore funding possibilities with the Center for Court Innovation</li> <li>• (May 2018) Established partnership with DOL</li> </ul>

<sup>1</sup> Kilmer, B., Sussell, J. (2014). *Does San Francisco's Community Justice Center Reduce Criminal Recidivism?* San Francisco, CA: RAND Corporation. May 15, 2018

<p><b>Court is planned to have a rotating calendar by Wilmington neighborhood; the neighborhoods can discuss the current interests and concerns that affect their community. The Community Court will welcome providers, neighborhood associations, and others vital to community empowerment and improvement. Community Court can also provide more convenient hours for truancy and problem-solving courts, making it possible for more to comply without missing school or work.</b></p>	
<p><b>Next Steps (Future Activities)</b></p>	<p><b>Challenges (Issues and Risks effecting your effort)</b></p>
<ul style="list-style-type: none"> <li>• (June 2018) Secure necessary resources to initiate</li> <li>• (June 2018) Create MOU's with necessary partners</li> <li>• (June 2018) Finalize policies</li> <li>• (June 2018) Finalize Community Court forms</li> <li>• (July 2018) Engage community</li> <li>• (July 2018) Engage treatment partners, education and job training partners, housing partners, financial literacy partners, veterans partners, medical partners</li> <li>• (July 2018) Community outreach to determine community's quality of life needs and criminal justice challenges</li> <li>• (Sept 2018) Develop necessary legislative changes for alternative sentencing</li> <li>• (Dec 2018) Identify program objectives and performance measures</li> <li>• (Dec 2018) Secure funding for continued operation of Community Courts</li> </ul>	

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Objectives and Achievements	In Progress
<p style="text-align: center;"><b>MORE COMMUNITY-BASED DRUG TREATMENT</b></p> <ul style="list-style-type: none"> <li>• <b>Issue:</b> Due to a lack of affordable and effective community-based substance abuse treatment, long-term incarceration is often necessary to gain access to such treatment.</li> <li>• <b>Initiative:</b> Look at the availability and affordability of substance abuse treatment resources throughout the state, and determine where additional resources may be necessary. Substance abuse treatment should include a holistic approach, providing vocational skills for clientele.</li> </ul>	
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• (Sept 2018) Research best practices and discuss/document current resources</li> <li>• (Sept 2018) Involve and partner with local non-profits and for-profit agencies</li> <li>• (Nov 2018) Determine a possibly phased approach to adding resources, including mental health, substance abuse and vocational resources, among others</li> <li>• (Nov 2018) Research needed funds and resources to make recommended treatment available to the most people</li> <li>• (TBD) Implement the first phase of plan</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> </ul>

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Objectives and Achievements	In Progress
<p style="text-align: center;"><b>REDUCE RECIDIVISM</b></p> <p><b>Issue:</b> About 76% of former prisoners are rearrested for a serious offense within three years of release from a Delaware secure facility, according to the Delaware Statistical Analysis Center’s report “Recidivism in Delaware: An Analysis of Prisoners Released in 2010 through 2012”.</p> <p><b>Initiative:</b> Delaware’s Strategic Plan for Prisoner Reentry is a collaborative, system-wide effort developed as part of the state’s Recidivism Reduction System Blueprint. This effort reduces recidivism through the use of data-driven and evidence-based practices, resulting in fewer violations and crimes committed by formerly incarcerated persons, fairer approaches, and increased cost effectiveness, and increased public safety in Delaware Communities. Working committees include: Core Team, Evidence-Based Principles Workgroup, Data and Evaluation Workgroup, and Prisoner Reentry Workgroup (including subgroups for Employment, Housing, Education, and Behavioral Health).</p>	<ul style="list-style-type: none"> <li>• (Completed) Develop an MOU between Governor’s Office, the National Criminal Justice Reform Project (NCJRP), and Delaware’s Committee on CJ Reform</li> <li>• The NCJRP will perform technical assistance to summarize the goals, objectives, responsibilities, and general activities through December 2017</li> <li>• The University of Delaware led the evaluation efforts, working closely with SAC, DELJIS, and DOC</li> <li>• A report to the Governor was submitted in December 2017, outlining their preliminary policy recommendations for reducing recidivism, policies to guide the overall Prisoner Reentry Initiative, and recommended steps to implementation.</li> </ul>

<b>Next Steps (Future Activities)</b>	<b>Challenges (Issues and Risks effecting your effort)</b>
<ul style="list-style-type: none"><li data-bbox="168 170 1008 251">• The next set of meetings are beginning March 2018 to continue with the next phase of implementation.</li></ul>	

**CRIMINAL JUSTICE  
THE MEANS TO PROGRESS**

Objectives and Achievements	In Progress
<p><b>EXPANSION OF PROCESS IMPROVEMENT EFFORTS</b></p> <ul style="list-style-type: none"> <li>• <b>Issue:</b> Processes should be continuously evaluated, and the state should invest in employees to provide them the skills to do so.</li> <li>• <b>Initiative:</b> Establish a culture of continuous improvement by teaching our employees valuable private sector skills.</li> </ul>	<ul style="list-style-type: none"> <li>• (On-going) Judicial Branch partnership with UD for training</li> <li>• (On-going) Include all agencies within the criminal justice system to participate in training</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)

**CRIMINAL JUSTICE  
THE MEANS TO PROGRESS**

Objectives and Achievements	In Progress
<p style="text-align: center;"><b>PARTNER WITH UNIVERSITIES FOR EXPANDED RESEARCH CAPACITY</b></p> <ul style="list-style-type: none"> <li>• <b>Issue:</b> Busy managers often find it difficult to undertake change and conduct the research needed to analyze possible initiatives.</li> <li>• <b>Initiative:</b> Partnering with the University of Delaware to contractually employ graduate-level students who study policy, such as those in Public Administration or Business programs, to provide research that can fuel positive improvements in the criminal justice system.</li> </ul>	<ul style="list-style-type: none"> <li>• (On-going) Judicial Branch partnership with UD</li> <li>• (On-going) Show other agencies what a small amount of resources can accomplish</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• Expand program to other interested agencies</li> </ul>	

Objectives and Achievements	In Progress
<p style="text-align: center;"><b>IMPROVED ORGANIZATIONAL STRUCTURES</b></p> <p><b>Issue:</b> There are organizations and programs in various departments that may be a better fit elsewhere. For example, there are numerous advocacy or monitoring agencies within the Judicial Branch and the Department of Safety and Homeland Security which are not necessarily cohesive with their core missions (e.g., Non-Judicial agencies within the Courts, and disability organizations within DSHS).</p> <p>Another example is the DUI Provider Program within the Office of Highway Safety, DSHS, also referred to as the Delaware Evaluation and Referral Program or DERP. OHS has overseen this statutorily-mandated program for approximately 30 years (21 Del. C. § 4177D). At that time, the Department of Safety and Homeland Security was called the Department of Public Safety, which included the DMV. Over time, however, not only have there been structural changes to the department, but the OHS has been having to oversee and sometimes intervene in clinical issues, for which they do not have expertise or education.</p> <p><b>Initiative:</b> Finding appropriate homes for Non-Judicial agencies, where they can strongly advocate for their clients and their own operations, and in which they are not competing with the Judicial Branch’s core missions. The Judicial Branch has no ability to provide proper</p>	<ul style="list-style-type: none"> <li>• Work with GEAR partners to determine best homes for the Non-Judicial Agencies, the disability agencies which are currently located in DSHS, and the DERP in OHS</li> <li>• Update history of the agencies, and state comparisons of similar agencies (Judicial Fellows assignment from January through May)</li> </ul>

<p>oversight of these agencies with the current level of staffing, or without creating additional conflicts.</p> <p>The Delaware Evaluation and Referral Program (DERP) should be relocated. Though at one time it was considered a conflict for DHSS to oversee the program, there is now agreement that no such conflict exists. DHSS also has expertise in these areas, and already oversees most of these treatment agencies currently. This change would improve the implementation and oversight of DUI Treatment and Education Provider contracts.</p>	
<p align="center"><b>Next Steps (Future Activities)</b></p>	<p align="center"><b>Challenges (Issues and Risks effecting your effort)</b></p>
<ul style="list-style-type: none"> <li>• (April 2018) Draft legislation and regulatory changes as appropriate, consistent with the recommended approaches</li> <li>• (April 2018) Request recommended approaches in the budget process</li> <li>• (July 2018) Implement changes in new fiscal year</li> </ul>	