

STATE OF WYOMING
DEPARTMENT OF CORRECTIONS

STRATEGIC PLAN

Results Based Accountability

Fiscal Years 2010-2012
Submitted August 14, 2009

WYOMING QUALITY OF LIFE RESULTS STATEMENTS:

- Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.

OUR CONTRIBUTION TO THE WYOMING QUALITY OF LIFE:

- The Wyoming Department of Corrections (WDOC) contributes to the Wyoming quality of life by providing for the safety of families and individuals through effective management of offenders in prison and in the community.
- In as cost-effective manner as possible, using research-based approaches, offenders are given opportunities to become law-abiding citizens, while the department addresses the needs of victims and the public.

BASIC FACTS ABOUT THE WYOMING DEPARTMENT OF CORRECTIONS:

WDOC operates four adult prisons (one for females and three for males), oversees three adult community corrections centers, and is responsible for the supervision of adult probation and parole offenders statewide. A fifth prison is currently being built and is scheduled to open in 2010.

FY2009 Staffing

1,291 FTEs
 3 part-time employees
 10 AWECs

1,304 Total Staff*

*Staff total does not include contracted service providers such as medical staff

BY2009-10 Budget

General Funds	\$236,364,047
Federal Funds	\$1,178,495
Other Funds	\$14,930,620

Total \$252,473,162*

* Does reflect budget cuts required by the Governor.

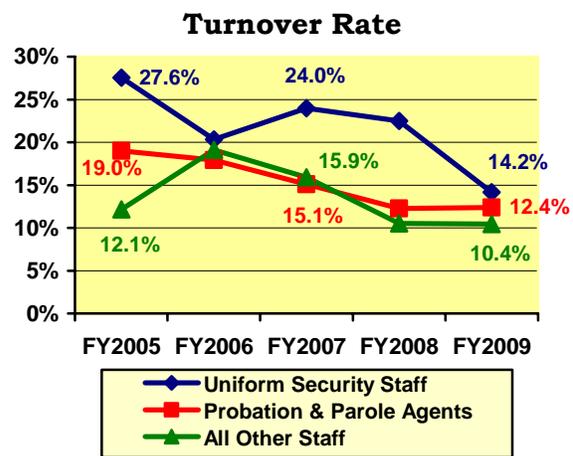
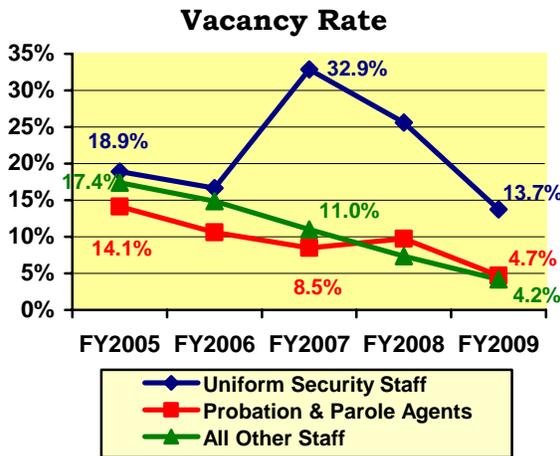
The average daily population (ADP) for WDOC inmates for FY09 was 2,033. Approximately 722 of those inmates were housed in non-department facilities, including adult community corrections centers, out-of-state facilities, county jails, as well as a 100-bed secure treatment facility in Casper. Placement out-of-state and in county jails was the result of a shortage of housing space. The projected ADP for offenders currently under WDOC supervision for probation and parole for FY09 is 7,488. For FY09, there were 815 inmate intakes with 771 inmate terminations; 2,771 probation intakes with 3,292 probation terminations; and 356 parole intakes with 279 parole terminations. In addition to offenders, WDOC serves victims, families, and the public. The entire State of Wyoming is potentially served by WDOC.

PRIMARY FUNCTIONS OF THE WYOMING DEPARTMENT OF CORRECTIONS:

- **Public Safety:** WDOC contributes to safer communities by exercising reasonable, safe, secure, and humane management of inmates, probationers, and parolees.
- **Rehabilitation:** Using research-based “best practices,” WDOC actively provides offenders opportunities to become law-abiding citizens.
- **Case Management:** WDOC utilizes a structured process of assessing an offender’s risks and needs in order to target areas for treatment and intervention.
- **Correctional Standards:** WDOC adheres to standards within the corrections profession that ensure the safety and security of staff, offenders, institutions, and the public while providing for the professional management of offenders.
- **Good Stewardship:** WDOC develops partnerships with victims, community members, public agencies, and private agencies to better meet the department’s mission in a meaningful and cost-effective manner.

PERFORMANCE MEASURE #1: The percentage of vacant positions within the agency (Vacancy Rate) and the percentage of employee turnover (Turnover Rate).

PRIMARY FUNCTIONS: Public Safety; Correctional Standards; Good Stewardship



Note: The vacancy rate is the percentage of vacant positions determined by the average number of vacant positions divided by the total positions authorized.

Note: The turnover rate is the percentage of employee turnover determined by the total vacancies created divided by the total positions authorized.

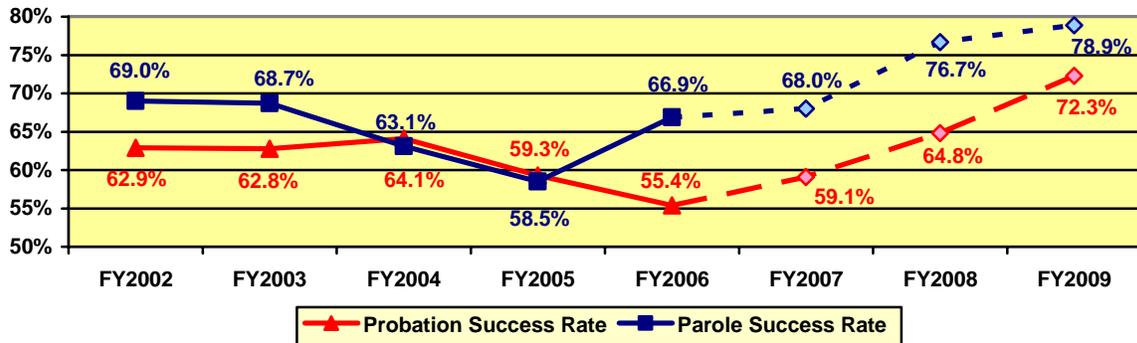
Story Behind the Performance: The vacancy rate is a measure of the authorized positions that remain unfilled. Those vacancies may exist as the result of employees leaving or with the allocation of new positions. The vacancy rate trend shows a dramatic decrease in the vacancy rate for all employee groups, with all groups reaching an all time low in FY09. The most notable trend is the decrease in vacancy rate for uniform security staff from FY07 to FY09. The peak rate in FY07 was due to a nationwide shortage in correctional officers and a strong economy where competing wages in the mineral industry far out paced those in corrections. The turnover rate shows the rate at which employees are leaving WDOC. Turnover primarily results from voluntary separation, but includes involuntary separation as well. The turnover rate trend shows improvement in the retention of all employee groups. The FY05-FY07 peaks may have been the result of increasing inmate populations and a strong economy with wage competition in the mineral industry.

The ability to attract and retain staff has been challenging. Correctional staff work in a high stress environment where constant attention must be given to security. Increases in the number of offenders supervised have made recruitment and retention of employees challenging. However, with aggressive recruiting efforts, a legislative appropriation for recruiting efforts, and a slowdown in the economy, strong gains were made. The professionalization of uniform security staff through POST certification and increased training across the department have also contributed to successes.

Improving Performance in the Next Two Years: WDOC will continue to focus on the recruitment and retention of quality employees. The focus will shift somewhat toward increased retention efforts. A retention committee has already begun work on identifying why staff leave and what can be done to retain them. Hiring and training of approximately 350 employees for the new prison in Torrington will present challenges as well as opportunities. WDOC will continue to seek to improve employee training and will continue to implement research-based best practices and correctional standards that improve department operations and employee working conditions.

PERFORMANCE MEASURE #2: The percentage of probationers and parolees who successfully complete supervision and do not return to the WDOC within three years of release from supervision.

PRIMARY FUNCTIONS: Public Safety; Rehabilitation; Case Management



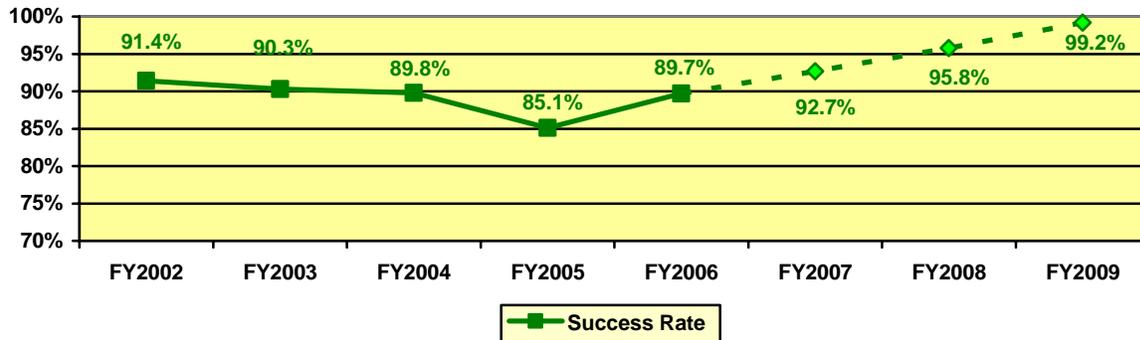
Note: Data points for FY2007 through FY2009 are subject to revision and will be adjusted accordingly with time to reflect the percentage of offenders who do not return to WDOC within 3 years of release from supervision.

Story Behind the Performance: Successful community supervision of offenders has remained relatively constant for this time period despite an increase in the number of offenders supervised. The general trend reflects improved levels of agent/supervisor training, implementation of new programs which include DUI courts, continued focus on re-entry, criminogenic risk/needs-driven case planning, and partnerships with community treatment providers focusing on resource development. Failure within the community for both probation and parole offenders is mainly a result of substance abuse behaviors (*i.e.*, approximately 80% of revocations are for substance abuse related issues). Of particular interest are the downward trends between FY03 and FY06. It is difficult to identify a specific reason for these results. While success rates for parolees increased in FY06, those for probationers did not. It is suspected that challenges in staffing and increasing numbers of high risk offenders resulted in less effective supervision. Hiring and maintaining staff in subsequent years has helped to stabilize the success rate. To maintain success rates, the department has increased staff training, focused on highest needs offenders through increased contacts, and individualized offender case plans by targeting individualized risks and needs.

Improving Performance in the Next Two Years: In order to ensure the department continues to provide those community supervision services required to maintain and improve the success rate trend, it must include the use of risk/need assessment driven supervision strategies, long range planning for transition from institutions to communities, and community resources/partnerships to offset the loss of contractual community supportive services. WDOC anticipates increasing staff training opportunities including specialized management skill building, field staff trainings focusing on technology, case management, drug identification and special needs offenders. Efforts will continue around sex offender specific supervision strategies and include community containment teams, evidence based assessments (Static 99, Stable and Acute 2007) and polygraphs used with high risk sex offenders to elevate victim/community protection. Initiative to develop and implement an offender behavior intervention matrix that provides direction for positive reinforcement and negative sanctions will continue. Utilization of motivational interviewing will be on-going with quality assurance oversight implemented. Performance based reporting will be developed to measure efficiency of workload assignment and supervision strategies. All efforts will target improved performance and staff/community safety.

PERFORMANCE MEASURE #3: The percentage of inmates who do not return to prison for a new felony conviction within three years of release from the institution.

PRIMARY FUNCTIONS: Public Safety; Rehabilitation; Case Management



Note: Data points for FY2007 through FY2009 are subject to revision and will be adjusted accordingly with time to reflect the percentage of inmates who do not return to prison for a new felony conviction within 3 years of release from the institution.

Story Behind the Performance: The success rate has remained relatively stable over time. WDOC uses a nationally standardized measure of recidivism (*i.e.*, reoccurrence of criminal behavior after intervention by the criminal justice system) as an indicator of inmate rehabilitation. Offenders who do not return to WDOC with a new felony within three years of release are reflected in this measure, while those who return for non-felony violations of parole, are reflected in performance measure #2. WDOC uses evidence-based crime prevention and risk/needs assessments that focus on individual needs. By developing best practices program opportunities for inmates, we can better target the inmate’s criminality.

The slight dip in the success rate in FY05 appears to have returned to normal by FY06. The reason for this downturn is likely a combination of increasing inmate population levels, greater instability in staffing, movement of inmates out-of-state, and reduced work and program opportunities. With increased stability in staffing and the movement of all inmates back to Wyoming by 2010, focus will shift toward ensuring research-based best practices at WDOC facilities match offender risks and needs with targeted intervention through individualized case planning.

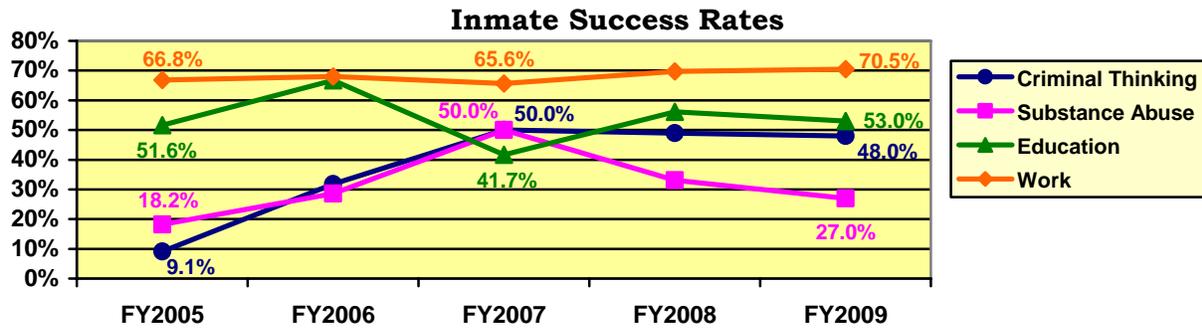
Because of the longevity of the measure, it can take a while to realize the impact of programs, actions or initiatives. Over time, WDOC has been able to provide opportunities and interventions that assist inmates in becoming law-abiding citizens.

Improving Performance in the Next Two Years: Continued efforts will be made to reduce the risk of recidivism by focusing efforts on specific areas which contribute to an offender’s criminality (*e.g.*, criminal thinking, substance abuse, community and family connections, education/vocational training, and work opportunities). These efforts will focus on higher risk offenders, utilize programs shown to be effective, and utilize methods which match the offender’s learning style. WDOC will continue to utilize an individualized case planning process for each inmate, helping to reduce recidivism through targeted interventions. Staff will be hired and trained for the new prison in Torrington and all Wyoming offenders will return to WDOC correctional facilities. Focus will staff retention will promote stability and continuity. WDOC will continue to explore educational, vocational, and work opportunities for inmates. WDOC will explore ACA accreditation for at least one facility and will continue to implement correctional standards that reflect best practices.

PERFORMANCE MEASURE #4: The percentage of offenders with assessed programmatic, education, or work needs who completed the recommended treatment or intervention(s).

Note: Programmatic needs include criminal thinking and substance abuse. Measures reflect treatment received prior to completion of the sentence and currently reflect only inmates who exited without parole.

PRIMARY FUNCTIONS: Rehabilitation; Case Management



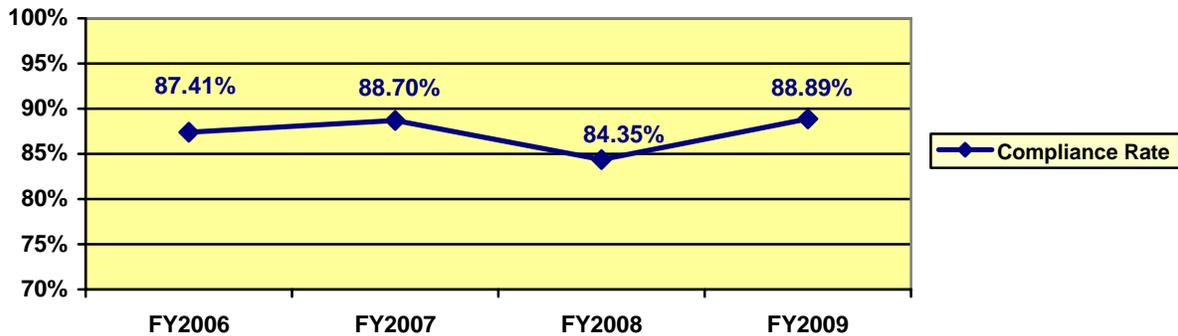
Story Behind the Performance: In order to change deeply ingrained criminal behaviors, correctional interventions need to be individualized to the specific risks and needs of the offender. Programs considered most effective in reducing future criminal behavior focus on criminal thinking, substance abuse treatment, education services, and developing positive work skills. This measure is a reflection of offenders who were assessed as having specific risks/needs, who completed programming or interventions, and who completed their entire sentence, exiting from the WDOC system. Data for probationers and parolees is not yet available but a newly implemented WDOC data system will enable future reporting of this data.

Inmate success rates show mix results and are somewhat reflective of the measure itself. Those inmates who tend to be more motivated and who have fewer behavioral problems are more likely to be paroled or to be housed out-of-state. Parolee successes are not reflected in this graph. Housing shortages have caused frequent inmate transfers making it difficult to maintain consistent programs. Data shows that a greater percentage of inmates received some treatment but did not complete the full program. The number of offenders completing programs has increased. However, the overall percentage is lower as more inmates are assessed with programmatic needs. By tracking exiting cohorts, WDOC is able to assess whether or not offenders completed the targeted intervention during their time with WDOC. The stability of the work measure reflects relative stability in the assessed need and the ability to provide intervention. The department continues to improve its ability to match assessed needs in criminal thinking and substance abuse to programming, but challenges remain in assuring that those with assessed needs complete targeted interventions.

Improving Performance in the Next Two Years: The return of all inmates to Wyoming with the opening of the new prison in Torrington will improve the ability to offer consistent programming to those inmates with assessed needs. Motivational interviewing will continue to be used as an offender management tool to encourage inmates to become more involved in their treatment. Continued focus on individualized case planning with qualitative auditing will improve the program delivery process. The department will also focus on the data collection process to ensure that accurate accounting of matching offenders' needs with their targeted interventions is recorded.

PERFORMANCE MEASURE #5: The percentage of compliance with correctional audit standards.

PRIMARY FUNCTIONS: Public Safety; Correctional Standards; Good Stewardship



Story Behind the Performance: The corrections profession has established multiple standards as “best practices” within the corrections environment. The American Correctional Association has a certification process that measures the performance of an agency against the industry standards. WDOC continues to work toward ACA accreditation and, in the meantime, continues to measure compliance with best practice standards through numerous internal/external audits. The individual audits conducted vary somewhat from year to year with security audits and emergency preparedness audits being conducted in alternative years. However, by comparing the average compliance rate of various audits, the department is able to measure how well it is doing in meeting identified correctional standards. Audits also hold the department accountable as good stewards of public resources.

While appearing relatively stable over time, the department’s performance has actually improved over time for most areas. Fewer audits were conducted in FY06 and FY07. The department also lacked the tools necessary to measure best practices. The department began to focus resources on accountability to correctional standards in FY08. Audit instruments were developed and refined to meet those used by agencies such as the National Institute of Corrections. With greater focus on accountability and a more rigorous audit process, a slight downturn resulted. As compliance became an expected norm within the culture of WDOC facilities, compliance rates again moved upward in FY09. Those deficiencies that are identified are subject to corrective action plans and become the focus for improvement.

Improving Performance in the Next Two Years: WDOC will continue to explore the ACA accreditation process and will move toward accreditation of the first facility in 2010. Meanwhile, the department will continue to review existing internal audits, ensuring meaningful assessment of correctional standards and reflection of best practices. The department will continue to focus on corrective actions that result from audit deficiencies to ensure optimal agency operations. WDOC will use audit results to identify areas for improvement. Some results may require policy changes or amendments to professional service contracts. Attention will be given to those areas showing poorer performance to ensure that all areas continue to improve.