

**STATE OF WYOMING
DEPARTMENT OF CORRECTIONS**

STRATEGIC PLAN

Results Based Accountability

Fiscal Years 2009-2010
Submitted August 31, 2007

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.

FY2007 Staffing

1,121 FTEs*
 13 part-time employees
 9 AWECs

FY2007 Budget

General Funds	\$206,958,418
Federal Funds	\$370,000
Other Funds	\$11,109,105

1,143 Total Staff**

Total	\$218,437,523
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*Includes 196 FTEs allocated for new prison

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

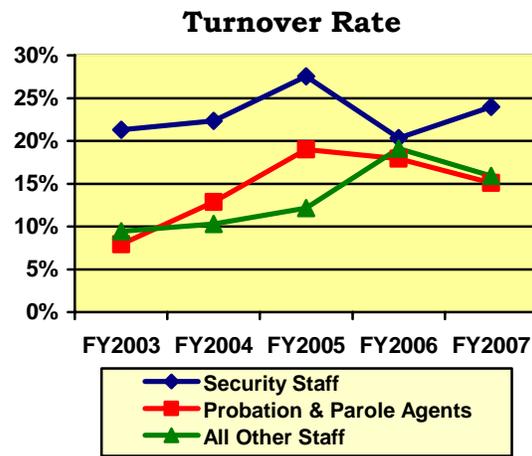
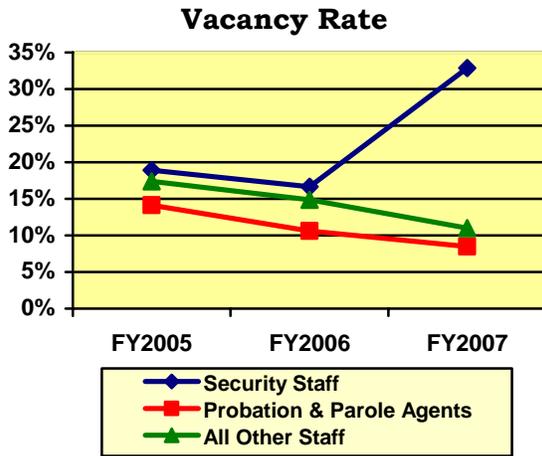
The average daily population (ADP) for WDOC inmates for FY2007 was 2,052. Due to a shortage of housing space, approximately 650 of those inmates were housed in non-department facilities, including adult community corrections centers, out-of-state facilities, county jails, as well as a 100-bed secure treatment facility in Casper. The ADP for offenders under WDOC supervision for probation and parole for FY2007 was 6,674. For FY2007, there were 797 inmate intakes with 706 inmate terminations; 2,582 probation intakes with 2,126 probation terminations; and 355 parole intakes with 272 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 gradual decrease in the number of vacancies for all staff other than security staff. The dramatic increase from FY06 to FY07 for security staff is explained in part by the allocation of new positions, but is also reflective of the difficulty in recruiting and retaining security staff. The turnover rate shows the rate at which employees are leaving WDOC. There is a general trend of increasing turnover for all staff until FY05 with varied performance in FY06 and FY07. Turnover primarily results from voluntary separation, but includes involuntary separation as well.

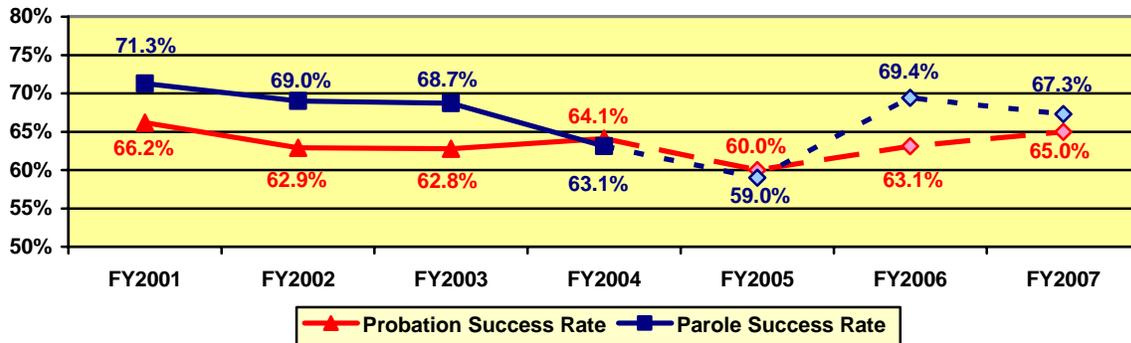
According to the American Correctional Association there is a nation wide trend of shortages for security staff. Together the approximately 33% vacancy rate and the turnover of about 24% for security staff in FY07 leaves stability in only about half of WDOC’s security staff. While the picture is better for other staff, the ability to attract and retain staff is necessary for the safe and efficient operation of correctional facilities, field offices, and department operations. We believe the reasons for continued high turnover and difficulty in filling jobs may be related to the general state of the economy within Wyoming, small labor pool, low unemployment, shortage of available housing, and salary competition due to the energy boom within the State.

Improving Performance in the Next Two Years: WDOC will continue to focus on the recruitment and retention of quality employees. POST certification of correctional officers and the focus on improving correctional officer salaries will continue to be evaluated. Recruitment efforts will focus on successful recruiting practices experienced by WDOC such as focusing on recruitment from Michigan and exiting military personnel. Leadership training efforts undertaken by the department will also benefit the day-to-day management of the department, ideally decreasing turnover.

Data Development Agenda: Data collection systems need to be improved to allow for fiscal year calculation of vacancies and turnover and to verify authorized positions.

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: Full data is available for 2001-2004. ♦ The following data points will be adjusted accordingly with time to meet the measure: 2005 reflects probationers and parolees not returning to the WDOC within two years of release from supervision; 2006 reflects those not returning to the WDOC within one year of release from supervision; 2007 reflects those not returning to the WDOC after a current successful termination.

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 drug court, residential treatment, re-entry, criminogenic risk/needs-driven case planning and community partnerships 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).

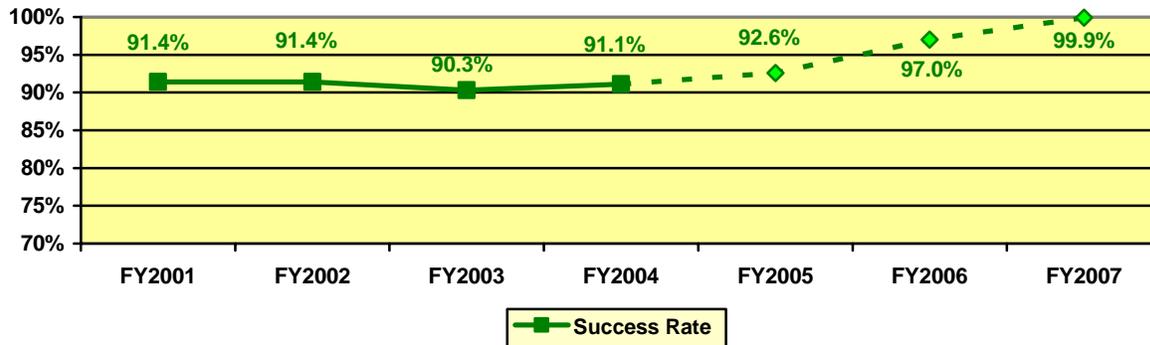
Of particular interest is the low point in FY05. It is difficult to identify a specific reason for this result. It is suspected that challenges in staffing (*e.g.*, high turnover) resulted in less effective supervision. Hiring and maintaining staff in subsequent years has helped to stabilize the success rate. The main challenge has been to maintain the success rate with increasing caseloads. The department has done this by increasing staff training, focusing on highest needs offenders through increased contacts, and individualizing offender case plans by targeting individualized risks and needs. The implementation of drug courts and therapeutic community residential treatment has also helped focus resources on offenders with substance abuse issues.

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 trend for completion, it must include the use of risk/need assessment driven supervision strategies, long range planning for transition from institutions to communities, and development of an independent based data system that complements this effort.

WDOC anticipates that increased efforts toward transitioning offenders from prison to community, more detailed criminality factor assessments, and partnerships expanding substance abuse treatment will decrease recidivism. WDOC will partner with the Adult Community Corrections programs on service delivery. Field agents will work with correctional facilities to normalize transition for high risk offenders. Sex offender supervision will utilize best practices and focus on high risk offenders. WDOC will partner with local treatment providers to improve access to resources. Case management will target individualized offender risks and needs. Motivational interviewing will be used as a strategy to improve offender success in the community.

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: Full data is available for 2001-2004. ♦ The following data points will be adjusted accordingly with time to meet the measure: 2005 reflects inmates not returning to prison within two years of release from the institution; 2006 reflects those not returning to prison within one year of release from the institution; 2007 reflects those not returning to prison with less than one year 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 measure #2. WDOC uses evidence-based crime prevention and risk/needs assessment that focus on individual needs. By developing “best practices” program opportunities for inmates, we can better target the inmate’s criminality. While the success rate is relatively high, we examine the factors that prevent it from getting better, as well as help contribute to improved performance on measure #2. At this time, a significant portion of the inmate population is housed out of state, lessening the ability to provide opportunities for those inmates to become law abiding citizens. WDOC is also facing staffing shortages. With reduced staff it is difficult to offer programs that lead to successful rehabilitation.

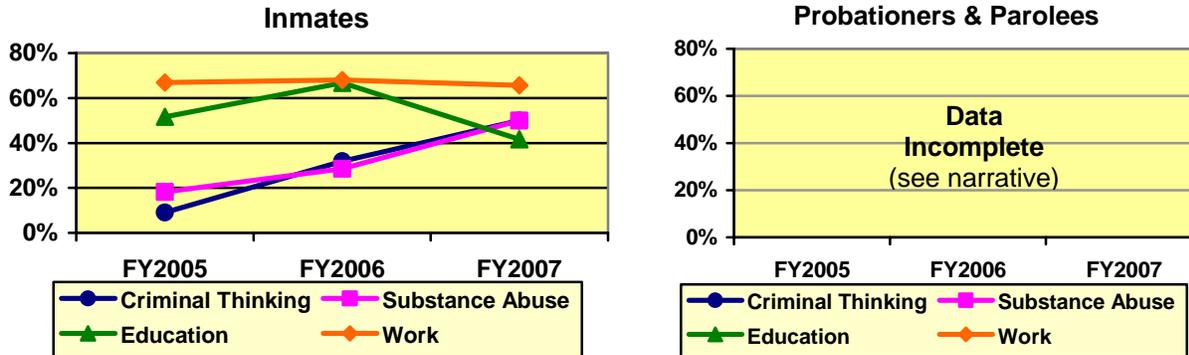
Because of the longevity of the measure, it can take a while to realize the impact of programs, actions or initiatives. Over time, WDOC has been able to provide opportunities and interventions that assist inmates in becoming law-abiding citizens. Efforts such as the POST certification of correctional officers, the implementation of uniform case planning, and the expansion of inmate work opportunities are all expected to positively impact the outcome.

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 and peers, substance abuse, family, 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 implement an individualized case planning process for each inmate, helping to reduce recidivism through targeted interventions. WDOC will also improve substance abuse treatment programs and initiate a treatment program specifically for sex offenders. We will continue to focus on staffing through recruitment efforts and retention. We will continue facility audits and will begin to explore national accreditation. Additional industry and vocational opportunities are being developed.

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, substance abuse, and sex offenders.

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 types of crimes and should include an objective assessment of the offender’s criminal thinking and lifestyle. Programs considered most effective in reducing future criminal behavior focus on criminal thinking; substance abuse treatment; education services; sex offenses and developing positive work skills. Research shows a strong correlation between targeted interventions and reduced recidivism (Andrews, et al., 1990). WDOC recently standardized our battery of assessments to better focus program and treatment efforts. The graph shows the effectiveness of WDOC in targeting program and intervention resources to offenders in order to promote long term change.

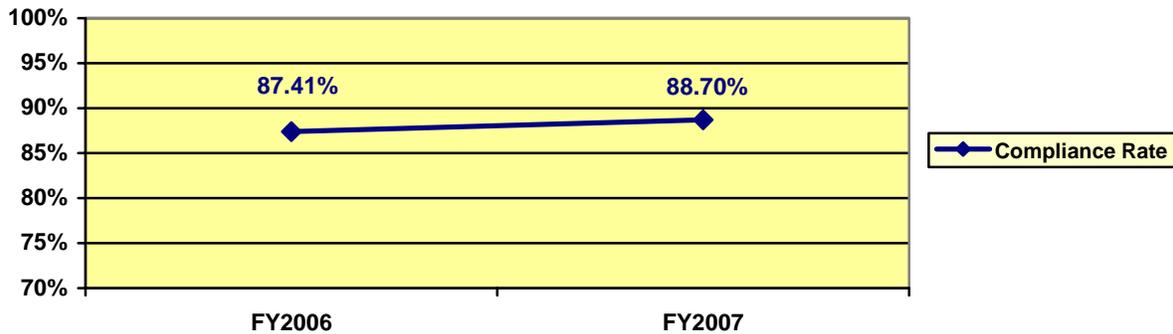
Some of the data is incomplete as the department is in the process of implementing more effective tracking procedures to measure offenders who received appropriate assessments, were then recommended for programming, and completed the treatment or intervention. The identified treatment areas are all addressed for offenders under probation and parole supervision. However, data are not currently in the same assessment/instrumentation format to allow for equal comparisons.

Improving Performance in the Next Two Years: The department has now implemented case management procedures that will improve the ability to match individual offenders with assessed needs and track the completion of programming. Next steps will include ensuring adequate programs are made available in the right locations to meet the assessed needs. Quality assurance processes that routinely review the assessments and program or treatment delivery will be implemented during the next year to promote best practice. To improve the accuracy of data, written procedures for capturing critical data will also be established and updated as progress is made in our data development agenda.

Data Development Agenda: There are currently five separate data systems that capture different parts of these measures. The department is currently working to expand and integrate its data systems to simplify management and reporting and improve accuracy. This will require a substantial redesign of our main database (WCIS) or the purchase of a more sophisticated system to allow integration with the COMPAS Case Management System, the DENS Substance Abuse Assessment database and the new Field Services offender management system.

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 is not ACA accredited at this time and, thus, is not subject to ACA audits. However, WDOC does engage in numerous internal/external audits that measure department progress toward meeting various correctional standards. Due to the nature of the department audits, the actual list of audits may vary from year to year. 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.

Internal audits conducted by WDOC have been sporadic in the past. However, the department has recently begun a more uniform application of auditing. The audits undertaken may include custody level audits, health and safety inspections, Fire Marshall inspections, security audits, emergency preparedness audits, audits of the 100-bed treatment facility in Casper, community corrections audits, audits of health care, case reviews, PSI audits, financial audits, and programming audits. For this period, community corrections audits, custody level audits, and health and safety audits were compared from FY06 to FY07, showing slight improvement. The average compliance rate for health and safety audit was around 90%, approximately 97% for custody level audits, and around 77% for community corrections audits.

Improving Performance in the Next Two Years: WDOC will explore the ACA accreditation process in the next biennium. ACA accreditation would provide for a comprehensive assessment of correctional standards. Meanwhile, the department will review existing internal audits, ensuring meaningful assessment of correctional standards. Audits conducted by the department help to identify areas for improvement in the safety, security, and good order of our facilities, offices, and programs. WDOC will use audit results to identify areas for improvement. Some results may require policy changes or amendments to professional service contracts. Internal audits presently conducted will be reviewed to determine if the methodology used lends itself to an overall compliance rating of the various areas.

Data Development Agenda: The department will establish a regular schedule of internal audits. Audits will also be examined to ensure that compliance rates provide for a meaningful comparison. The department will work toward uniform data collection and reporting for internal audits.