

**STATE OF WYOMING**  
**DEPARTMENT OF CORRECTIONS**

# **STRATEGIC PLAN**

Results Based Accountability

Fiscal Years 2012-2014  
Submitted July 13, 2011

**WYOMING QUALITY OF LIFE RESULTS STATEMENTS:**

- Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- Students are successfully educated and prepared for life’s opportunities.
- Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.
- Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences.
- Advanced technologies and quality workforce allow Wyoming business and communities to adapt and thrive.

**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.
- WDOC provides a livable income and ensures wage equality by ensuring that staff salaries are competitive when compared to the market and by providing offenders with education and job skills necessary to obtain employment.
- WDOC promotes educational opportunities for offenders, including GED, vocational training, and college classes, to ensure students are successfully educated and prepared for life’s opportunities.
- 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.
- WDOC values the unique aspect of Wyoming’s western heritage and provides inmates and staff access to cultural, historical and recreational experiences, perhaps best exemplified through the agriculture and forestry programs at Wyoming Honor Farm and Wyoming Honor Conservation Camp.
- WDOC is committed to a quality workforce and regular partnerships with Wyoming communities that help those communities to thrive. As a steward of State resources, WDOC is committed to prudent use of technology to ensure efficient and effective government.

**BASIC FACTS ABOUT THE WYOMING DEPARTMENT OF CORRECTIONS:** WDOC operates five adult prisons (the Wyoming Honor Conservation Camp and Boot Camp in Newcastle, the Wyoming Honor Farm in Riverton, the Wyoming Medium Correctional Institution in Torrington, the Wyoming State Penitentiary in Rawlins and the Wyoming Women’s Center in Lusk), oversees three adult community corrections centers (Casper, Cheyenne, and Gillette), and is responsible for the supervision of adult probation and parole offenders statewide.

**FY2011 Staffing**

1,288 FTEs  
 3 part-time employees  
 10 AWECs

**1,301 Total Staff\***

**BY2011-12 Budget**

General Funds	\$278,771,567
Federal Funds	\$316,307
Other Funds	\$21,335,158

<b>Total</b>	<b><u>\$300,423,032</u></b>
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\*Staff total does not include contracted service providers such as medical staff

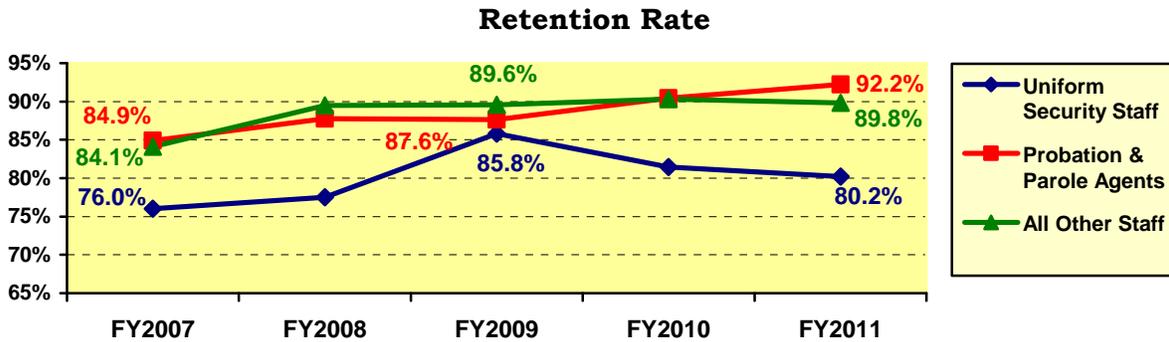
The average daily population (ADP) for WDOC inmates for FY11 was 2,115- a slight increase from 2,058 in FY10. Approximately 220 of those inmates were housed in non-department facilities, including adult community corrections centers, county jails, as well as a 100-bed secure treatment facility in Casper. The ADP for offenders currently under WDOC supervision for probation and parole for FY11 is 6,318. For FY11, there were 864 inmate intakes with 835 inmate terminations; 2,854 probation intakes with 2,844 probation terminations; and 384 parole intakes with 433 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 employees who remain employed by the department.**

**PRIMARY FUNCTIONS:** Public Safety; Correctional Standards; Good Stewardship

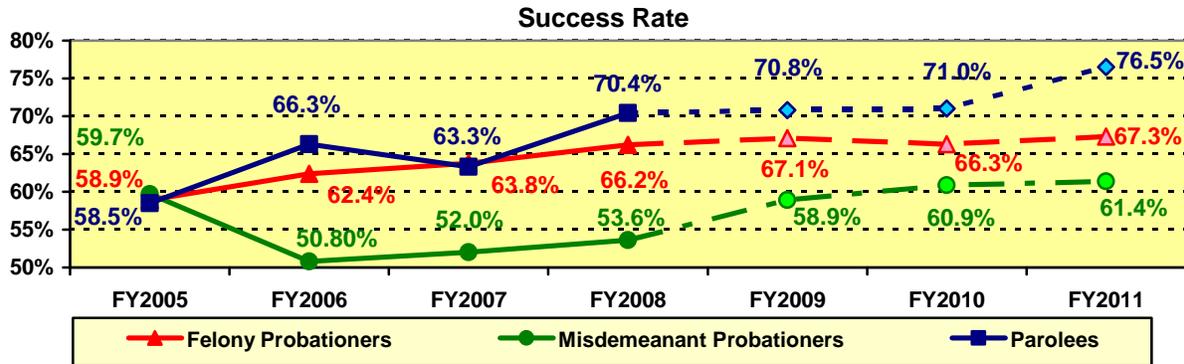


**Story Behind the Performance:** WDOC recognizes the importance of our staff as being our strength and a major resource in achieving our objectives. As such, we commit to the continued training, recognition, and retention of staff. The retention rate is the opposite of a turnover rate and reflects WDOC’s ability to keep staff. The overall retention rate for the department has ranged from a low of 80.1% in FY07 to a high of 87.4% in FY09 and currently sits at 84.9%. Traditionally, the retention rate for uniform security staff has been lower than that of other groups. The peak in FY09 may have been a reflection of a challenging economy. The drop-off since then is largely due to the opening of the new prison in Torrington and the fact that a greater degree of turnover is common in the opening of a new facility. The most common reasons that uniform security staff leave are because of the nature of the work itself, pursuit of other careers in law enforcement, and issues related to relocation and family. The retention rate for probation and parole agents has been relatively stable over time and is currently very high. Agents tend to be relatively satisfied with their jobs and generally only leave for career advancement. For example, the vast majority of Federal probation agents in Wyoming once worked for WDOC. The retention rate for all other staff has been relatively stable over time and is currently better than the statewide average of 89.4%, reflecting WDOC’s commitment to our staff. The ability to attract and retain staff is necessary for the safe and efficient operation of correctional facilities, field offices, and department operations. Both the aggressive recruitment and retention efforts of the department (largely enabled by an appropriation from the Legislature) and the downturn in the economy, which makes stable jobs desirable employment, contribute to the success of this measure.

**Improving Performance in the Next Two Years:** WDOC will continue to focus on the recruitment and retention of quality employees. Efforts will concentrate on the positive aspects of WDOC positions with particular emphasis on employee satisfaction and career opportunities. The department retention committee will continue to direct strategies based on employee feedback. WDOC will continue to aggressively recruit staff with prior correctional experience from other states, especially those where layoffs occur. Welcoming efforts will continue to assist new employees with acclimating to their communities. Department emphasis will shift somewhat toward increased retention efforts, focused by employee surveys, such as implementation of initiatives like the Field Training Officer program, the mentorship program, and employee recognition. 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. Enhanced management training and analysis is also expected to help our retention efforts.

**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



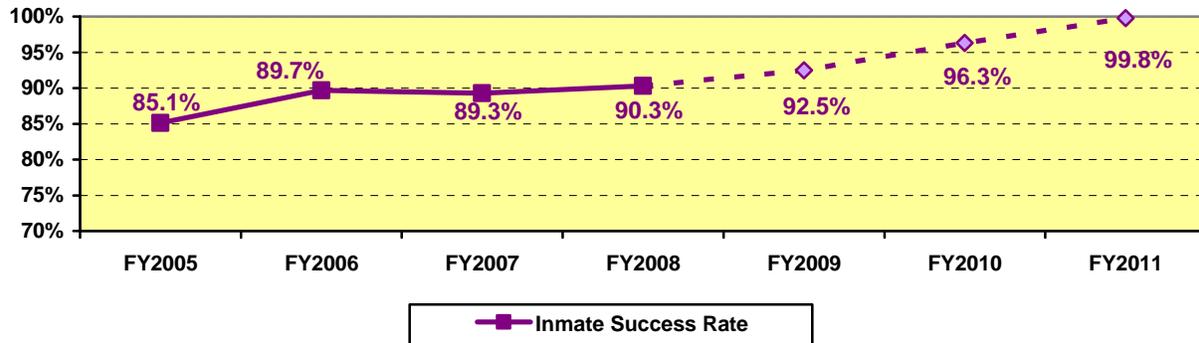
**Note:** Data points for FY2009 through FY2011 are subject to revision and will be adjusted accordingly with time to reflect the percentage of offenders who do not return to WDOC within 3 years of release from supervision.

**Story Behind the Performance:** The success rates for all offender groups have improved over time. However, it is important to note that success rates continue to be subject to revision until the offender has passed three years after release from supervision without returning to the WDOC. Generally, parolees have greater success rates than do probationers – presumably because they have already been incarcerated. In the same vein, felony probationers tend to have greater success than do misdemeanor probationers. The number of offenders under community supervision continues to remain relatively constant and the basic focus remains the same – utilizing validated assessments which drive supervision strategies, enforcing the granting authority’s conditions, and targeting criminal risks to enhance public safety and improve the likelihood of offender success. Success rates within the community for both probation and parole offenders are mostly impacted by offender substance abuse behaviors (*i.e.*, approximately 80% of offenders under supervision have substance abuse issues). Few violations involve new felonies, but rather substance use, misdemeanors, absconding, and technical infractions.

**Improving Performance in the Next Two Years:** In order to ensure continued and improved success rates for those under community supervision, WDOC must maintain the use of risk/need assessment driven supervision strategies, long range planning for transition from institutions to communities, and community resources/partnerships. Staff training opportunities, including specialized management skill building, are anticipated to increase. Field staff trainings will focus 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 and polygraphs used with higher risk sex offenders to elevate victim/community protection. WDOC’s initiative to implement an offender behavior intervention matrix that provides direction for positive reinforcement and negative sanctions will persist. This allows for more consistent and uniform responses to negative or illegal behavior, as well as positive or pro-social behavior. Offender communication strategies will continue to focus on internal motivation to facilitate positive behavioral change. Evidence-based and research-proven approaches will continue to be used. 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 FY2009 through FY2011 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.

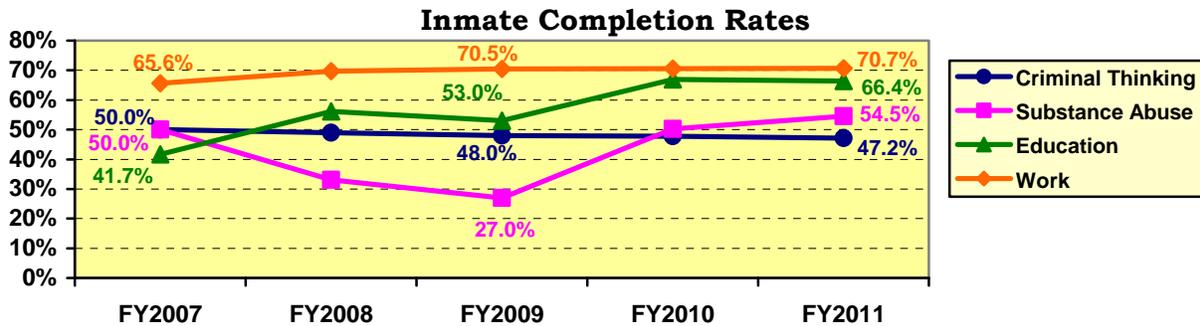
**Story Behind the Performance:** The rate is relatively stable over time and reflects a high rate of success. It is important to remember that measures are incomplete until the inmate has passed the three year mark of release from prison. It is anticipated that the success rates for FY09-11 will decrease over the coming years as some of those inmates recently released from prison are likely to return under a new felony conviction. 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. Most offenders returning to prison are returning due to technical violations of parole and not as a result of a new felony conviction. Those offenders who return for non-felony violations of parole are reflected in performance measure #2 and represent a more common reason for return to prison.

The success rate for FY08 should be considered at this time as this measure becomes fixed this year. The trend shows relative stability in the success rate over time. The low point in FY05 is likely an anomaly and possibly the result of increasing inmate population levels, greater instability in staffing, movement of inmates out-of-state, and reduced work and program opportunities. As improvements continue to be made in those areas, rehabilitation may potentially be affected. It is remarkable that WDOC has been able to maintain high success rates from FY06 through FY10 despite the challenges associated with housing of inmates out-of-state.

**Improving Performance in the Next Two Years:** Ongoing efforts have resulted in a lower recidivism rate as demonstrated in the 2011 Pew Report. Rehabilitation efforts shall continue to reduce the risk of recidivism by focusing 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). Efforts will focus on higher risk offenders, utilize evidence-based practices and programs shown to be effective, and utilize methods which match the offender’s learning style. WDOC will continue to enhance an individualized case planning process for each inmate, helping to reduce recidivism through targeted interventions. Focus on staff development and retention remains a priority which will increase stability and continuity within our correctional setting. WDOC will continue to emphasize educational, vocational, and work opportunities for inmates. The department will also continue to implement correctional standards that reflect best practices.

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

**PRIMARY FUNCTIONS:** Rehabilitation; Case Management



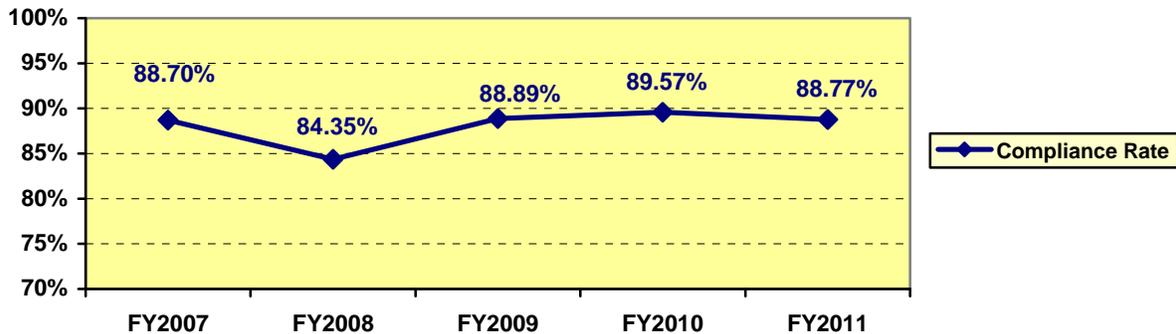
**Story Behind the Performance:** Research indicates that targeted interventions are most effective when they are based on individual risk/need assessments. WDOC employs several strategies to facilitate change in behavior based on these assessments. Programs considered most effective in reducing future criminal behavior focus on criminal thinking, substance abuse treatment, education services, and developing positive work skills. This measure is a reflection of inmates who were assessed as having specific risks/needs, who completed programming or interventions, and who exited prison in the identified fiscal year. It does not include those inmates who are still in prison, receiving treatment or awaiting placement in treatment.

The performance over time shows relative stability in the completion rates of inmates with assessed criminal thinking and work needs who completed the recommended treatment or intervention, while showing significant improvement in the rates for those inmates completing education and substance abuse interventions. There are still some inmates who do receive some treatment but do not complete the full program that are not included in the completion rates. Overall, the number of inmates completing needed programming has increased. The department continues to build capacity to provide appropriate interventions, including expanded inpatient treatment units for male and female substance abuse, expanded work opportunities, expanded vocational and educational opportunities, and expanded program opportunities. Improved fidelity in connecting assessed inmate needs with appropriate programs or interventions and completion of those should reduce the risk of future criminal behavior.

**Improving Performance in the Next Two Years:** The department will continue to use validated assessments which identify the critical areas requiring research-based interventions. 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 enhance program delivery. The department will also focus on matching offenders' needs with their targeted interventions as recorded. The addition of WMCI allows the opportunity to provide for the growth of enhanced treatment for all those confined within our state. Therapeutic communities, sexual offender, and evidence-based treatment services will continue to be provided to inmates based on classification and therapeutic needs and program availability. These services, in addition to education/vocational, work, cognitive behavioral education, and work-force readiness will continue to prepare offenders and provide an opportunity for a successful reentry into society.

**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 (ACA) has a certification process that measures the performance of an agency against the industry standards. WDOC continues to work toward the ACA accreditation process. To otherwise measure compliance with best practice standards, WDOC conducts multiple internal and external audits. By continuing to compare the average compliance rate of various audits, the department is able to measure how well it is doing in meeting identified correctional standards.

The overall compliance rate shows relative stability over time at a relatively high level. Multiple audits are conducted at each facility annually and an average compliance rate shows adherence to best practice standards. Generally speaking, compliance rates for *Classification* audits, *Education* audits, *Emergency Preparedness* audits, and *Security* audits are high. The *Case Management* audits and *Environmental Health and Safety* audits tend to score lower on average. Audit scores tend to be higher at the smaller facilities. Such result is anticipated due to the complexity and higher inmate populations at the larger facilities. While the department has not fully implemented the auditing process for WMCI, audits for all areas will be conducted in the coming year. The identification of corrective actions across all audits is an important part of remedying deficiencies and changing culture to foster best practices. Compliance with correctional standards has become an expected norm within the culture of WDOC and contributes to the overall success of the department.

**Improving Performance in the Next Two Years:** WDOC will continue to pursue the ACA accreditation process and will move toward accreditation of the first facility in 2012. Meanwhile, the department will persist in using 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 and correction. Attention will be given to those areas showing poorer performance to ensure that all areas continue to improve. Particular focus will be given to safety awareness to improve *Environmental Health and Safety* audits. Participation in the Strategic Healthcare Advanced Research Projects on Security (SHARPS) certification program at all facilities will promote safety awareness, thereby increasing performance. WDOC will continue to focus significant effort on policy revision and development to promote compliance with these standards. Through continued monitoring, all facilities will operate at a high level of compliance with best practice standards.