

Wyoming Department of Corrections Annual Report

REPORT PERIOD: FY2012 (July 1, 2011 through June 30, 2012)

GENERAL INFORMATION:

Agency: Wyoming Department of Corrections

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Other Locations: Afton, Buffalo, Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Green River, Jackson, Kemmerer, Lander, Laramie, Lusk, Lyman, Newcastle, Pinedale, Powell, Rawlins, Riverton, Rock Springs, Sheridan, Sundance, Torrington, Wheatland, Worland

Year Established and Reorganized: The Wyoming Department of Corrections (WDOC) was established in 1991 as part of the reorganization of Wyoming state government. WDOC assumed management of the four state penal institutions that had previously been under the administration of the Board of Charities and Reform, which was created in 1889, and the Department of Probation and Parole, which was created in 1941. WDOC continued to provide support to the Board of Parole until 2003 when the Board became a separate operating agency.

Statutory References: W.S. §§ 9-2-2012; 25-1-104; 25-1-105

Additional references at: W.S. §§ 7-13-103 through 108; 7-13-301 through 307; 7-13-401 through 411; 7-13-418 through 424; 7-13-501 through 504; 7-13-701 through 702; 7-13-801 through 807; 7-13-901 through 915; 7-13-1001 through 1003; 7-13-1101 through 1107; 7-13-1301 through 1304; 7-13-1401; 7-13-1501; 7-15-101 through 105; 7-16-101 through 7-16-311; 7-18-101 through 115; 7-19-101 through 7-19-603; 7-22-101 through 115; 9-1-701 through 9-1-710; 9-2-2701 through 2706; 25-1-201; 25-2-101 through 104

Organizational Structure: Division of Central Services, Division of Field Services, Division of Prisons, Administration, Investigations, and Policy and Planning

Clients Served: Offenders sentenced by the courts to serve prison sentences, released to parole by the Parole Board, or placed on probation by the courts (including offenders from other states who transfer to Wyoming under the standards of the Interstate Commission on Adult Offender Supervision)

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.

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 (four male facilities: the Wyoming Honor Conservation Camp and Boot Camp (WHCC) in Newcastle, the Wyoming Honor Farm (WHF) in Riverton, the Wyoming Medium Correctional Institution (WMCI) in Torrington, and the Wyoming State Penitentiary (WSP) in Rawlins; and one female facility: the Wyoming Women’s Center (WWC) in Lusk). The department also contracts with three adult community corrections centers (Casper, Cheyenne, and Gillette). WDOC is responsible for the statewide supervision of adult probation and parole offenders with 25 field offices in every county across the state.

FY2012 Staffing:

1,288 FTEs
 3 part-time employees
 10 AWECs

1,301 Total Staff*

**Note: The staffing total does not include contracted service providers such as medical staff, substance abuse treatment providers, and chaplains.*

BY11-12 Budget:

General Funds	\$278,374,386
Federal Funds	\$916,029
Other Funds	\$21,183,336
Total	\$300,473,751

FY12 Expenditures:

General Funds	\$136,818,874
Federal Funds	\$75,730
Other Funds	\$6,571,267
Total	\$143,465,871

The average daily population (ADP) for WDOC inmates for FY12 was 2,166- a slight increase from 2,115 in FY11. Approximately 231 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 FY12 is 6,388.

For FY12, there were 899 inmate intakes with 787 inmate terminations; 2,958 probation intakes with 2,916 probation terminations; and 502 parole intakes with 437 parole terminations. In addition to offenders, WDOC serves victims, families, and the public. The entire state of Wyoming is potentially served by WDOC.

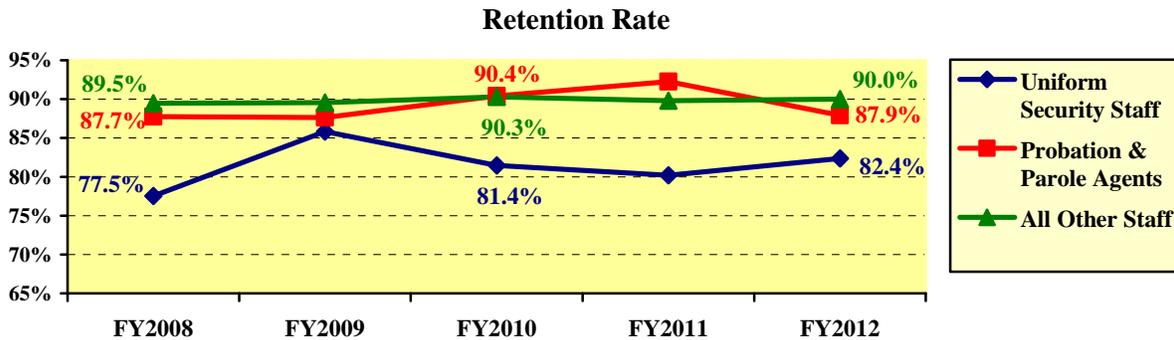
PRIMARY FUNCTIONS OF THE WYOMING DEPARTMENT OF CORRECTIONS:

- **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.

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PERFORMANCE MEASURE #1: The percentage of employees who remain employed by the department.

PRIMARY FUNCTIONS: Public Safety; Correctional Standards; Good Stewardship



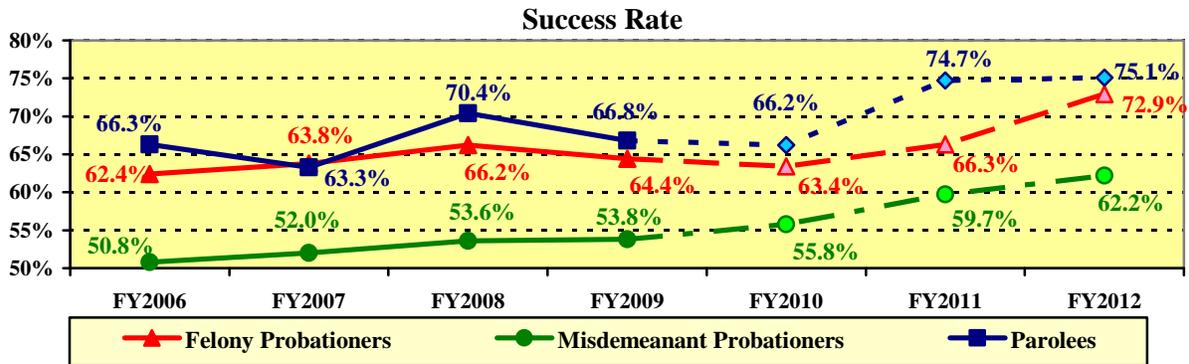
Story Behind the Performance: WDOC's staff is its strength and the major reason for achieving its objectives. As such, WDOC is committed to the continued training, recognition, and retention of staff. The retention rate is the opposite of a turnover rate and reflects WDOC's ability to keep staff. The overall retention rate has ranged from a low of 83.2 percent in FY08 to a high of 87.4 percent in FY09 and currently sits at 85.7 percent. Traditionally, the retention rate for uniform security staff is the lowest. The retention rate for this group in FY12 shows an upswing in the trend and the first increase since FY09. The most common reasons that uniform security staff leave are because of the nature of the work, other careers in law enforcement, and issues related to relocation and family. The retention rate for probation and parole agents is relatively stable over time, though FY12 saw a slight decline. Agents are relatively satisfied and, generally, only leave for career advancement. The retention rate for all other staff is relatively stable over time and is currently better than the statewide average of 87.4 percent. Recruitment and retention of staff is critical for the safe and efficient operation of correctional facilities, field offices, and department operations. Department success can be attributed to enterprising recruitment and retention efforts (largely enabled by an appropriation from the Legislature) and the downturn in the economy, which makes stable jobs desirable employment. The general trends for FY12 show relative stability, maintaining high retention rates.

What has been accomplished? Recruitment and retention of staff has remained a high priority. Full staffing at the largest correctional facilities is a major challenge and recruiting efforts over the past year focused heavily on exiting military members and experienced corrections professionals. The department conducted 16 recruiting trips in 10 states in FY12, hosted more than 50 testing sessions in Wyoming, and has hired 176 new employees, including 115 uniform security staff.

WDOC continues to emphasize retention of staff and has developed a Retention Initiative Committee. It has focused on three areas as developed from regular staff surveys. Those areas are training, community welcoming for new staff, and a mentorship program. Recognizing that many staff losses occurred in the first one to three years of tenure, one key element of that training was the development and start of a Field Training Officer program, which provides additional one-on-one on-the-job training for staff's first year of employment. The National Institute of Corrections (NIC) has been engaged to provide continuing education and training to the department's mid-level managers and supervisors and the department has started an additional leadership and retention effort to further identify causal factors that impact employee retention. There has also been expanded supervisory training, including the development of customized management competencies. In addition, a mentor program, to include an extensive program manual, specialized training for mentors and mentees and an evaluation, has been developed and will start in the coming months.

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 FY2010 through FY2012 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.

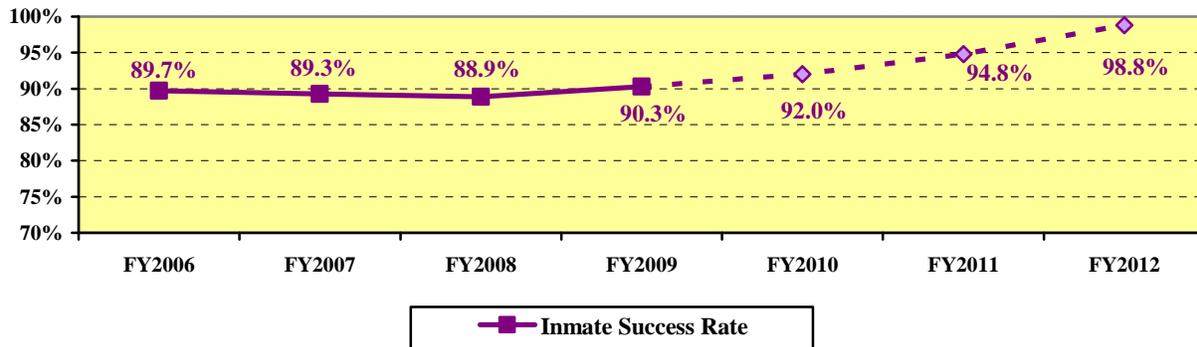
Story Behind the Performance: While trend data from FY10 through FY12 cohorts is informative, the focus is on FY09 cohort as these offenders have completed three years since release from supervision. The success rates for all offender groups fluctuate between 51 to 70 percent after three years release from supervision. Specifically, parolees demonstrate the most success at remaining in the community. There are two significant reasons for this success. First, parolees are provided a number of programming opportunities while they are incarcerated that target individual criminogenic needs of the offender. Second, the agency focuses on reentry services by identifying medium and high risk inmates preparing for release and providing Enhanced Case Management (ECM) services to these offenders. These services focus on education, employment, housing, mental health, substance abuse and sex offender treatment needs. These efforts have become more focused in the past two years and are expected to increase success rates. Success rates for felony probationers have remained relatively flat. With increased focus on probationers, success rates ideally should increase. The third group highlighted above is the misdemeanor probationers who continue to present the most challenges for improving success rates. There are a number of reasons for their lower success rates. This group is typically supervised for a short period of time and there are less opportunities to impact offender behavior.

What has been accomplished? In the past year, the Field Services Division has focused on standardization throughout the division which has included a review and update of the policy and procedures regarding supervision strategies, training, auditing, and upgrades to both the case management system and the risk/needs assessment instrument. Additionally, the division continues to incorporate evidence-based practices focusing on positive reinforcements and graduated sanctions to encourage short-term and long-term behavioral change. Further, specialized supervision strategies for sex offenders were developed and trained department wide. Motivational Interviewing (MI) techniques and strategies remained an important part of the approach to working with offenders and during the past 12 months, more than 20 staff in the division were trained to become trainers of the MI curriculum in the agency.

As noted above, reentry efforts continued to play an integral role in the division’s focus on providing the best opportunities for inmates leaving prison and returning to the community. Improved collaboration with prison substance abuse and medical/mental health providers has assisted in the coordination of seamless transition to the community. Overall, communication between the Field Services Division and the Prison Division has improved substantially and this has likely minimized the duplication of services, or in some cases services not being provided to offenders who now have benefited greatly from the collaboration between the two divisions.

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 FY2010 through FY2012 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 inmate success rate reflects stability over time, demonstrating a high rate of success. While the trend data from the FY10 through FY12 cohorts is informative, focus is on the FY09 cohort as these inmates have completed three years since release from prison. Success rates for the FY10 through FY12 cohorts will be adjusted as some inmates recently released from prison are returned under a new felony conviction. The success rate is the opposite of a recidivism rate (*i.e.*, reoccurrence of criminal behavior after intervention by the criminal justice system). WDOC uses the Association of State Correctional Administrator’s measure of recidivism 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. With many different definitions of recidivism used, care should be taken in comparison of such rates to ensure that they reflect similar conditions of success.

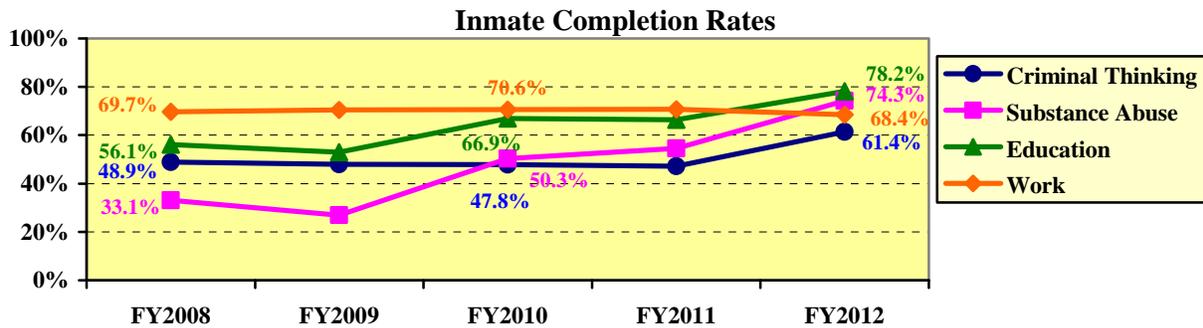
The FY09 rate reflects stability in the success rate over time. While this stability may appear unremarkable, it is significant to maintain such rates in the face of a growing inmate population and in the midst of an economic downturn, which is typically accompanied by higher crime rates. With greater inmate populations and more difficult conditions upon return to the community, stability in the success rate is not as easy to maintain. Such stability is the result of the enhanced ability of inmates to return to the community as law abiding citizens.

What has been accomplished? WDOC’s ability to provide individualized case planning and targeted interventions based on assessed risks has the greatest impact on the inmate’s chance of success. By pairing inmate needs, in areas such as criminal thinking, substance abuse, education/vocational, and work, with the appropriate treatment or intervention, WDOC has positively impacted inmate success. Work continues in providing intensive outpatient substance abuse treatment, thereby reducing incarceration periods and associated costs. Continued alignment of substance abuse treatment beds based on housing needs is ongoing and allows for improved case management and focused intervention.

A growing trend in corrections is the focus on reentry which has shown to be one of the most significant factors in recidivism reduction. Such efforts are quickly emerging as a best practice standard in the industry. Through a technical assistance grant awarded to the department from the National Institute of Corrections, reentry services have been refined and enhanced. Staff roles and responsibilities have been defined, assisting the offender’s transition from prison to the community. Through this effort, community stakeholders will have an increased role in transition services that support offender success. A statewide task force has been established and is working toward greater collaboration of services to facilitate offender community opportunities.

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 shows targeted interventions based on individual risk/need assessments are most effective. WDOC employs several strategies to facilitate change in behavior based on these assessments. Effective programs in reducing future criminal behavior focus on criminal thinking, substance abuse treatment, education services, and developing positive work skills. This performance measure is a reflection of inmates who were assessed as having specific risks/needs, who completed programming or interventions, and who exited prison. It does not include those inmates who are still in prison, receiving treatment, or awaiting placement in treatment.

Completion rates for FY12 are remarkable. While the rate for inmates completing assessed work needs has remained stable over time, the rates for those completing all other recommended treatment or intervention significantly exceed those of the prior year. Inmates completing criminal thinking interventions increased by 14.2 percent; those completing substance abuse treatment improved by 19.8 percent; and the completion rate for education rose by 11.8 percent. Over time, the number of inmates completing needed programming has increased considerably. The numbers would be higher if inmates receiving some treatment were counted as there are some inmates who receive some treatment but do not complete the full program and are not counted as successful completion. These improved completion rates should reduce the risk of future criminal behavior.

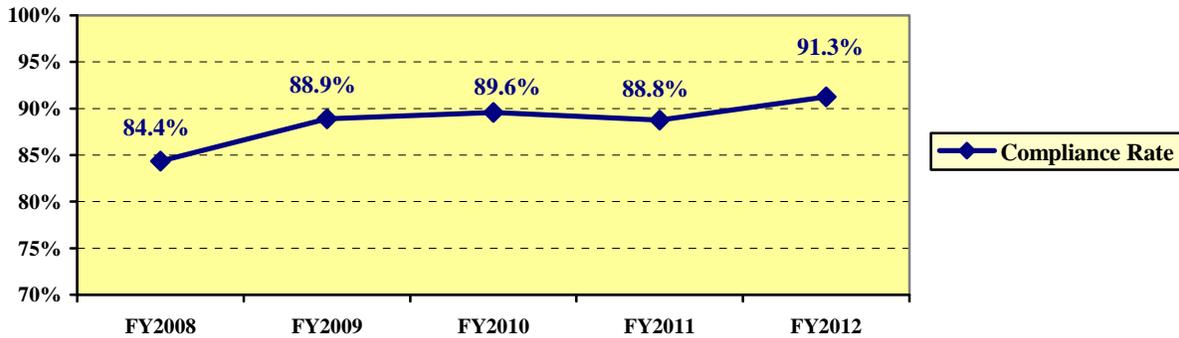
What has been accomplished? WDOC continues to build capacity to provide appropriate interventions, including expanded work opportunities, vocational/educational opportunities, and expanded program opportunities. Improved fidelity in connecting assessed inmate needs with appropriate programs or interventions and completion of those is an ongoing effort.

There continues to be a significant number of inmates in need of substance abuse treatment. In fact, the number of inmates currently in the system needing substance abuse treatment continues to strain WDOC's capacity to deliver needed services. To better meet the need, the number of substance abuse treatment beds for female inmates was increased by 50 percent for a total of 54 beds. A critical analysis of program availability is underway to ensure consistent compliance with best practice standards.

Based on a review of treatment needs for the inmate population, WDOC is now able to focus on enhanced interventions and reentry services for those inmates who are at greater risk for recidivism. WDOC's education equivalency ratings continue to exceed the national average for correctional systems. Education, along with focused vocational aptitude testing and training opportunities, has increased successful job placements at reentry. WDOC continues to provide inmate training in Wyoming specific job opportunities such as welding, waste water certification, heavy equipment operation, and construction trades. By combining all components of these targeted inventions, a seamless transition back into society is possible.

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 an increase for FY12. Multiple audits are conducted at each facility annually. Audits focus on safety and security, emergency preparedness, classification and housing, case management, education, and industries. In addition, physical plant safety inspection results are evaluated. While all audit results generally show a high rate of compliance, the most significant increase noted in FY12 was in case management audits where the average score increased from 86.2 percent to 90.2 percent.

The identification of corrective actions across all audits is an important part of remedying deficiencies and changing culture to foster best practices. The number of deficiencies identified in physical plant safety inspections that were not corrected within 30 days decreased from 68 in FY11 to 2 in FY12, demonstrating a commitment to continuous improvement. Compliance with correctional standards is a cultural norm within the WDOC and contributes to the overall success of the department.

What has been accomplished? ACA accreditation processes have begun at all facilities within WDOC. The first facilities are anticipated to achieve accreditation in FY13. In preparation for the ACA accreditation process, WDOC has conducted staff training, made extensive efforts in policy review and development, established accreditation coordinators at each facility, and conducted internal reviews to assess readiness for accreditation. WDOC continues to develop policies and practices that demonstrate compliance with ACA standards prior to requesting accreditation.

Through internal and external auditing the department’s performance in demonstrating correctional best practices continues to improve. In order to maintain compliance with correctional standards, WDOC utilizes an extensive tracking system of deficiency items discovered during the audit process. This system focuses on staff development and identifies crucial accomplishments and deficiencies. The result of the audit information provides greater compliance with nationally recognized correctional practices thereby reducing required corrective actions. All facilities continue to make safety a top priority as demonstrated by their achievement of SHARPS certification. Such measures should reduce liability, enhance safety for staff and inmates, and promote the successful inmate reentry process in cost effective manner. Though the percentage of growth in the compliance rate appears minimal, the standards by which it is measured have substantially increased.

Wyoming Department of Corrections Organizational Chart

August 2012

