

Wyoming Department of Corrections Annual Report

REPORT PERIOD: FY2014 (July 1, 2013 through June 30, 2014)

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.

FY2014 Staffing:

1,273 FTEs
 3 part-time employees
 10 AWECs

1,286 Total Staff*

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

BY13-14 Budget:

General Funds	\$274,039,841
Federal Funds	\$958,023
Other Funds	\$21,784,927
Total	\$296,782,791

FY13 Expenditures:

General Funds	\$129,109,265
Federal Funds	\$94,412
Other Funds	\$8,931,765
Total	\$138,135,442

The average daily population (ADP) for WDOC inmates for FY14 was 2,352 a slight increase from 2,234 in FY13. Approximately 284 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 FY14 is 6,376. For

FY14, there were 959 inmate intakes with 916 inmate terminations (release of all types); 2,830 probation intakes with 2,513 probation terminations; and 605 parole intakes with 528 parole terminations. In addition to offenders, WDOC serves victims, families, and the public. The entire state of Wyoming is potentially served by WDOC.

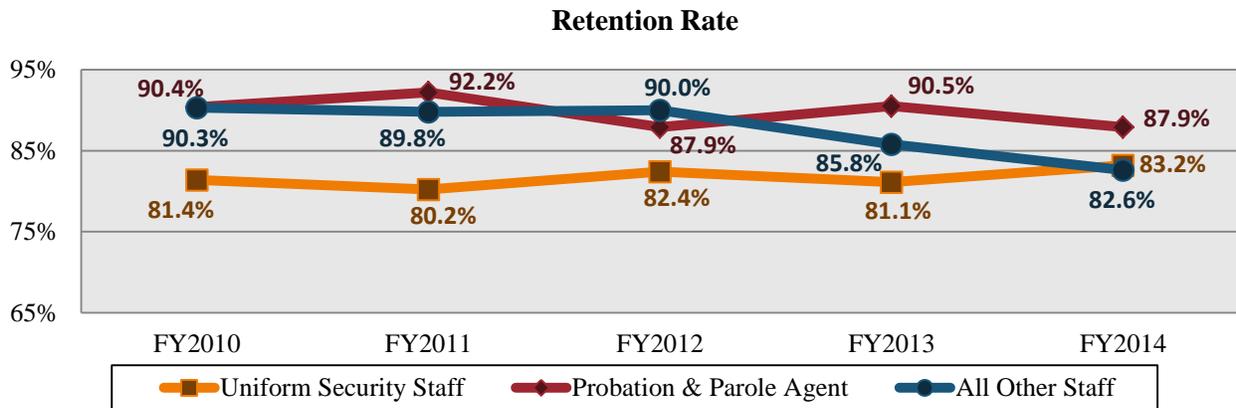
PRIMARY FUNCTIONS OF THE WYOMING DEPARTMENT OF CORRECTIONS:

- **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 average retention rate for FY14 is 84.6 percent this is a slight decrease from FY13 which averaged 85.8 percent. Traditionally, the retention rate for uniform security staff is the lowest; however, FY14 has resulted in the retention rate for uniform security staff to be above the retention rate for all other staff. All other staff includes those who do not qualify as uniform security staff or probation and parole agents. The most common reason that all other staff leave is because of other employment opportunities beyond the State of Wyoming. The retention rate for uniform security staff in FY14 continues to show a relatively stable trend in the past 4 years, but has slightly increased since FY13. The range of retention with this group is from 80 percent to about 83 percent. The most common reasons for uniform security staff leaving are because of the nature of the work, other employment opportunities, and issues related to relocation and family. Additionally, the economy improved nationwide allowing individuals to have greater opportunities outside of state government. The higher wages in the extraction industries compounds corrections’ retention results.

The retention rate for probation and parole agents is relatively stable over time, ranging from about 88 percent to about 92 percent. Agents are relatively satisfied and, generally, only leave for career advancement. FY14 has shown the retention rates of probation and parole agents to decline because of other employment opportunities beyond the state of Wyoming. Recruitment and retention of staff is vital for the safe and efficient operation of correctional facilities, field offices and department operations. Department success can be attributed to enterprising recruitment and retention and focusing on areas that continue to have a downturn in the economy, which makes job stability desirable. The general trends for FY14 show a slight decrease in terms of probation and parole agents and all other staff which is cause for concern; however, it is promising to see that uniform security staff has slightly increased.

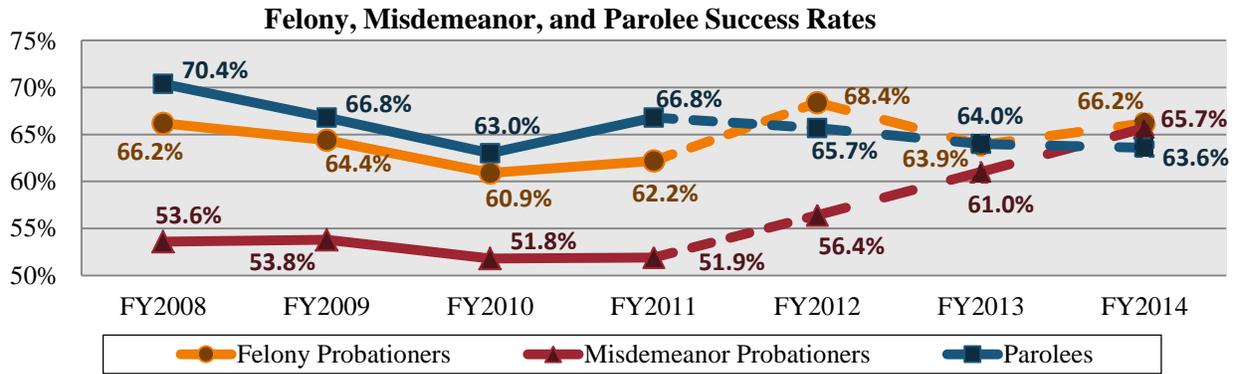
What has been accomplished? Recruitment and retention of staff has continued to remain a high priority for WDOC. Full staffing at the largest correctional facilities continues to be a major challenge and recruiting efforts over the past fiscal year have been focused heavily on exiting military members and experienced corrections professionals. Recruiting has focused on areas with very high unemployment rates. In FY14 the department conducted 21 recruiting trips in 10 states, hosted more than 80 testing sessions in Wyoming, and has hired 229 new employees, including 140 uniform security staff. The department has also promoted 78 staff members with 42 of those promotions being uniformed staff.

WDOC continues to put emphasis on retention of staff and has continued to grow the Response-Ability Initiative; this initiative is focusing on new employee onboarding, supervisor training and development, mentoring, leaders as teachers and employee recognition. WDOC is concluding the first year of its mentoring program in which there were 26 participants. Four staff involved in the mentoring program promoted into other positions within the agency. The onboarding program, which focuses on new employees, is in the final stages of development and will kick-off by January 1, 2015, along with the supervisory training and development program.

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 FY2012 through FY2014 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.



Note: Success rate is the opposite of a recidivism rate (i.e., reoccurrence of criminal behavior after intervention by the criminal justice system).

Story Behind the Performance: While trend data from FY12 through FY14 cohorts is informative, the focus is on FY11 cohort as these offenders have completed three years since release from supervision. The success rates for all offender groups fluctuate between about 52 percent to about 67 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 are expected to increase success rates. Success rates for felony probationers have remained relatively flat. The department continues to evaluate its case management approach with felony probationers to best ensure public safety and offender success. This continued evaluation should cause success rates to increase. The third group highlighted above is the misdemeanor probationers who continue to present the most challenges for improving success rates. This group is typically supervised for a short period of time with fewer opportunities to impact offender behavior.

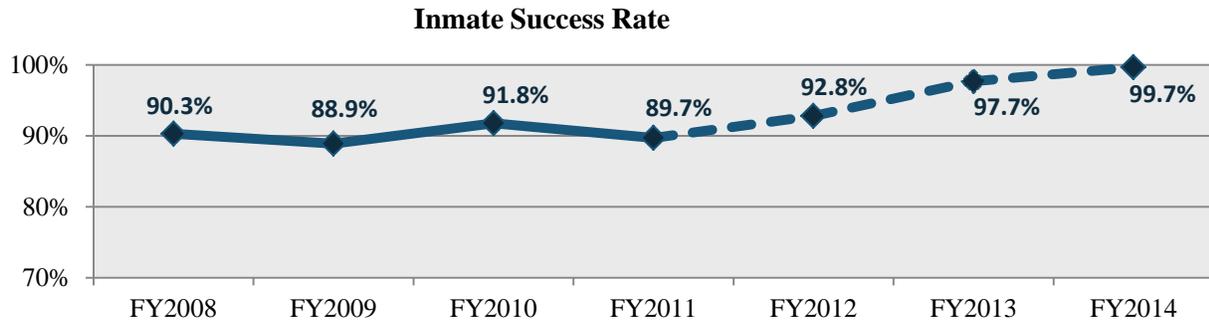
What has been accomplished? In the past year, the Field Services Division focused on revising policies to ensure compliance with American Corrections Association (ACA) standards and evidence based practices. This required more oversight from the supervisors to review all pre-sentence investigations, case plans and parolee placements prior to submission to the appropriate entity. This oversight should provide for more consistency across the state in the management of offenders. The Field Services training division has ensured all lesson plans used for training incorporated ACA standards and are in line with updated policies. All staff who have regular contact with offenders and managers completed at least 40 hours of annual training, while support staff completed at least 16 hours this last year. The Field Training Officer program was developed a year ago and requires all new staff to have consistent, targeted training within their first 10 weeks of employment. This requirement provides that new employees have the knowledge and skills to be successful while doing their jobs. Increased training efforts and consistent training allows the Division to provide quality evidence based skills to staff so the management of offenders is done professionally and consistent with policy to ensure public safety.

When working with offenders the Division incorporates evidence based practices, focusing on positive reinforcements and graduated sanctions to encourage short-term and long-term behavioral change. Reviews of this process continue to ensure that rewards and sanctions are utilized as needed to reinforce positive behavior and redirect negative behavior. Motivational Interviewing (MI) and case planning both have been a focus for staff to demonstrate how to use these skills to address ambivalence with offenders and work towards long-term positive behavioral change which ultimately leads to success. Reentry efforts continue to play an integral-role in the division and take a coordinated effort between the prison and field divisions to ensure all areas are addressed prior to release.

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 FY2012 through FY2014 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.



Note: Success rate is the opposite of a recidivism rate (i.e., reoccurrence of criminal behavior after intervention by the criminal justice system).

Story Behind the Performance: The inmate success rate reflects stability over time, demonstrating a high rate of success. While the trend data from the FY12 through FY14 cohorts is informative, focus is on the FY11 cohort as these inmates have completed three years since release from prison. Success rates for the FY12 through FY14 cohorts will be adjusted as some inmates recently released from prison are returned under a new felony conviction. 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.

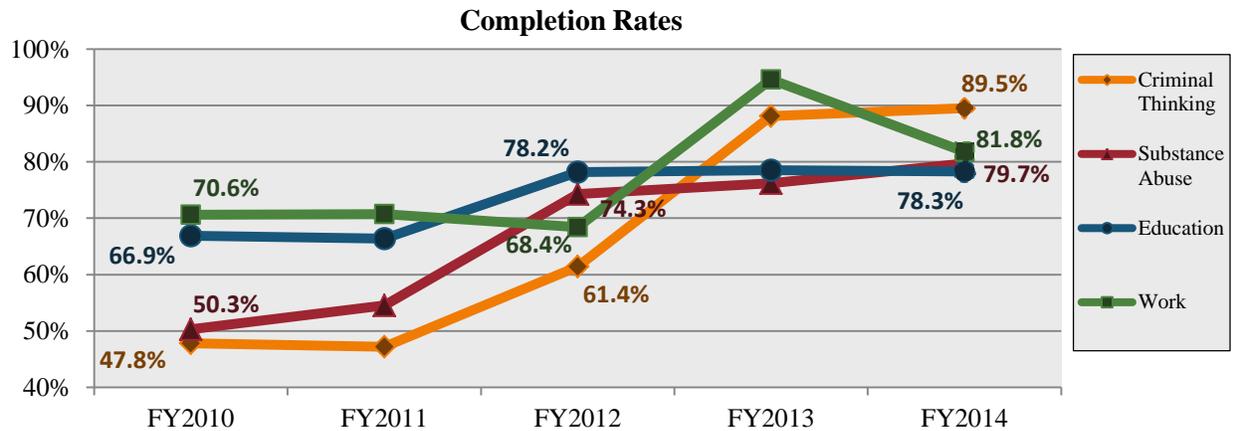
The FY11 rate reflects stability in the success rate over time although there is some degree of decrease in success this rate still remains fairly stable. While this stability may appear consistent, it is significant that such rates have been achieved in the face of an economic downturn, which is typically accompanied by higher crime rates. These results are due in part to enhanced efforts toward Reentry which assists inmates in returning to the community thereby increasing their ability to become 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. The results of the work that came from a technical assistance grant awarded to the department from the National Institute of Corrections, allowed for staff roles and responsibilities to be defined more clearly when assisting with the offender's transition from prison to the community. This last year reentry efforts focused heavily on community stakeholder's role in transition services. Community stakeholders from all over the state are regularly participating in resource fairs at institutions allowing for inmates to have more involvement in reentry planning. In addition to the focus on reentry, all WDOC facilities have worked towards becoming nationally accredited through the American Correctional Association (ACA). This accrediting body employs the best correctional practices in the development of its standards. Efforts to meet such standards cause for more consistent operations across the facilities.

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



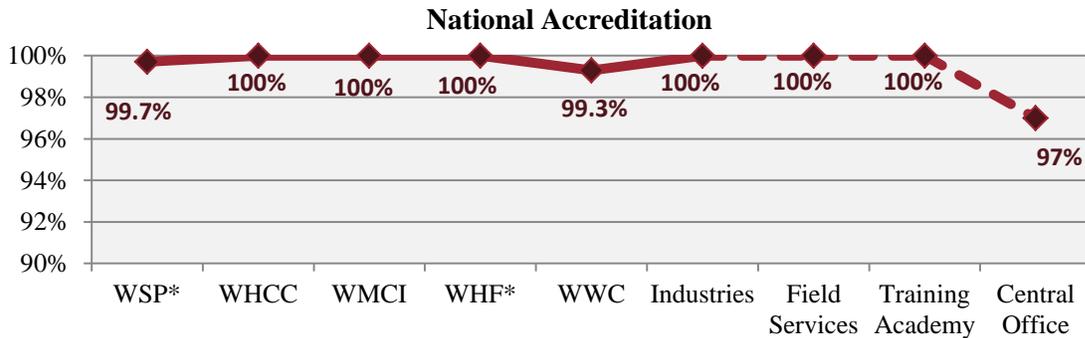
Story Behind the Performance: Research shows targeted interventions based on individual risk/need assessments are most effective. WDOC employs several strategies to facilitate change in behavior based on these assessments. Effective programs in reducing future criminal behavior focus on criminal thinking, 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. Field services program data continues to be developed.

Completion rates for FY14 remain favorable. The method of calculating these rates varied slightly this year as we only counted those inmates who were assessed with a need and eligible to participate in the required intervention. Other changes are the result of increased efforts at providing targeted interventions. Over time, the number of inmates completing needed programming has increased considerably. The success rates would be even higher if all inmates receiving some level of treatment were counted. We currently only credit those who complete the full program. These improved completion rates should reduce the risk of future criminal behavior. In addition, the substance abuse treatment program was reassigned to assist with the appropriate classification of inmate housing. The WHF now has a full time in-patient substance abuse program which allows minimum custody level inmates to participate.

What has been accomplished? The WDOC increased the number of cognitive behavioral program offerings; thereby, resulting in increased treatment participation. The increased percentages over the years are due in part to the staff's diligent efforts to identify criminogenic needs and facilitate targeted interventions. In addition, increased staff efforts to ensure inmate participation and completion of the necessary program requirements were achieved.

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 during reentry. WDOC continues to provide inmate training in Wyoming specific job opportunities such as welding, waste water certification, 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



Note: (*) Means the institution has been audited by ACA and received a score but is pending accreditation until the official panel hearing, which is scheduled 6 months after the audit.

Story Behind the Performance: The American Correctional Association (ACA) is a nationally recognized certification process which is based on “best practice” standards designed to measure the performance of an agency against the industry standards. The WDOC uses the rigorous national accreditation process along with a series of annual internal audits to ensure that the agency meets all accepted standards. The first two WDOC facilities accredited in FY13 were the WHCC and WWC which received a 100% and 99.7% respectively on their audit. In FY14 WMCI and Correctional Industries obtained accreditation receiving 100% on their audits. The remaining institutions, WSP and WHF, received a 99.7% and 100% respectively and will receive the official accreditation at the ACA panel hearing, scheduled for August 16, 2014. Both WWC and WSP did not receive a 100% due to circumstances out of their control. For the WWC there were physical plant issues, in order to meet the standard there would need to be constructional changes to the institution. For the WSP the standard required a vacancy rate that was unattainable in 2013.

Field Services Division, Training Academy and Central Office all have their audits scheduled for September 2014. In July 2014 all three entities underwent a technical assistance visit from ACA, as a result of this visit there was a self-evaluation completed by each entity. This self-evaluation provided a projected score for the audit in September 2014. Central Office is projecting to obtain a 97% in the audit; whereas, the Training Academy and Field Services Division are projecting 100%.

The overall success rates clearly indicate that the WDOC is highly committed to achieving and maintaining national standards in its effort to become a benchmark agency for others to follow. These national standards have become the cultural norm within the agency thereby contributing to the overall success of the agency.

What has been accomplished? ACA accreditation has been accomplished for almost half of the agency and will be completed by the start of 2015. Once the WDOC receives full accreditation across the department, it joins only 13 other state departments of correction in receiving the Golden Eagle Award for accrediting every component within the agency. This award is perhaps the most prestigious level of recognition utilized by ACA to validate an agency’s accomplishment. WDOC has made extensive efforts in policy review and development as well as the establishment of accreditation coordinators in each area. ACA standards continually evolve and WDOC must adapt its policies and practices to maintain compliance with these standards.

Internal reviews continue to assess the agency’s performance necessary to ensure accreditation is achieved and maintained. These internal reviews occur across the agency. Field Services Division completes a comprehensive audit from intake to release of supervision. The audit reviews assessments, case management standards, and proper documentation. Prison Division audits focus on safety and security, emergency preparedness, classification and housing, case management, reentry, education, and industries. In addition, physical plant safety inspection results are evaluated across the department. Through internal and external auditing, the department’s performance in demonstrating correctional best practices proves to be at one of its highest points. Results from audits provide greater compliance with nationally recognized correctional practices thereby reducing required corrective actions.

**Wyoming Department of Corrections
Organizational Chart**
July 2014

