

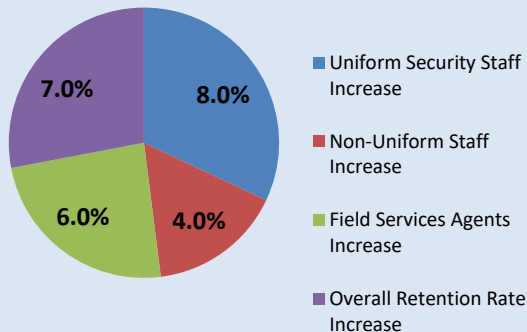
WDOC Executive Summary for FY2020 Annual Report

The following is a brief summary of the agency's performance in FY20 compared to FY19. The data below outlines increases and/or decreases in the identified performance indicators.

Goal #1: The Department of Corrections will manage the offender population to ensure the safety and security of the public, the staff and the offenders. Performance indicators for goal #1:

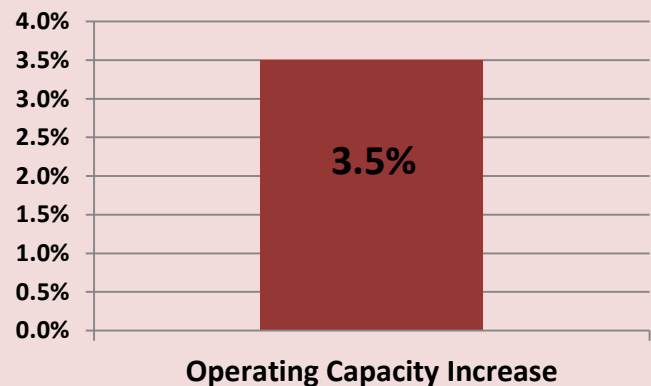
- 1.a.** Ensure facilities and field offices are fully staffed.
- 1.b.** Ensure there is sufficient facility space at the appropriate security levels.
- 1.c.** Ensure all offenders are assessed and managed for behavior and criminal risk levels using validated evidence-based assessments.

Performance Indicator 1.a. Staff Retention FY2019-FY2020 Comparison



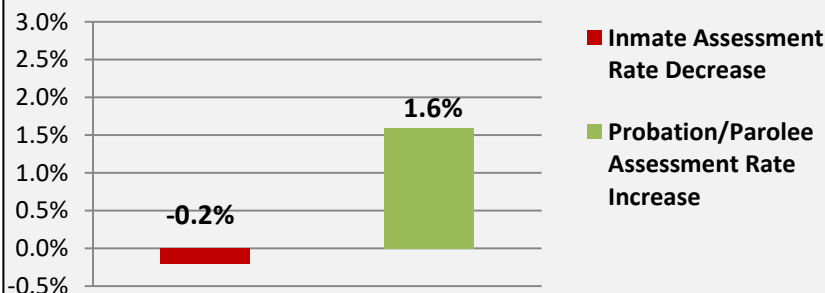
Performance indicator **1.a.** increased overall staff retention by 7%. The agency did meet its goal. For details about the data and the exact retention rates see pages 4-5 of the annual report.

Performance Indicator 1.b. WDOC Facilities' Operating Capacity FY2019-FY2020 Comparison



Performance indicator **1.b.** showed a 3.5% increase in operating capacity, the agency is still not at its goal of 100%. For details about this data see pages 4 and 5 of the annual report.

Performance Indicator 1.c. Completion of Risk/Need Assessments FY2019-FY2020 Comparison



Performance indicator **1.c.** showed a decrease in assessment completion rates for inmates and an increase for probationers and parolees. The agency is still not at its goal of 100%. For details about this data see pages 4 and 5 of the annual report.

Goal #2: The Department of Corrections will ensure facilities and field offices are in compliance with safety and security requirements. Performance indicators for goal #2:

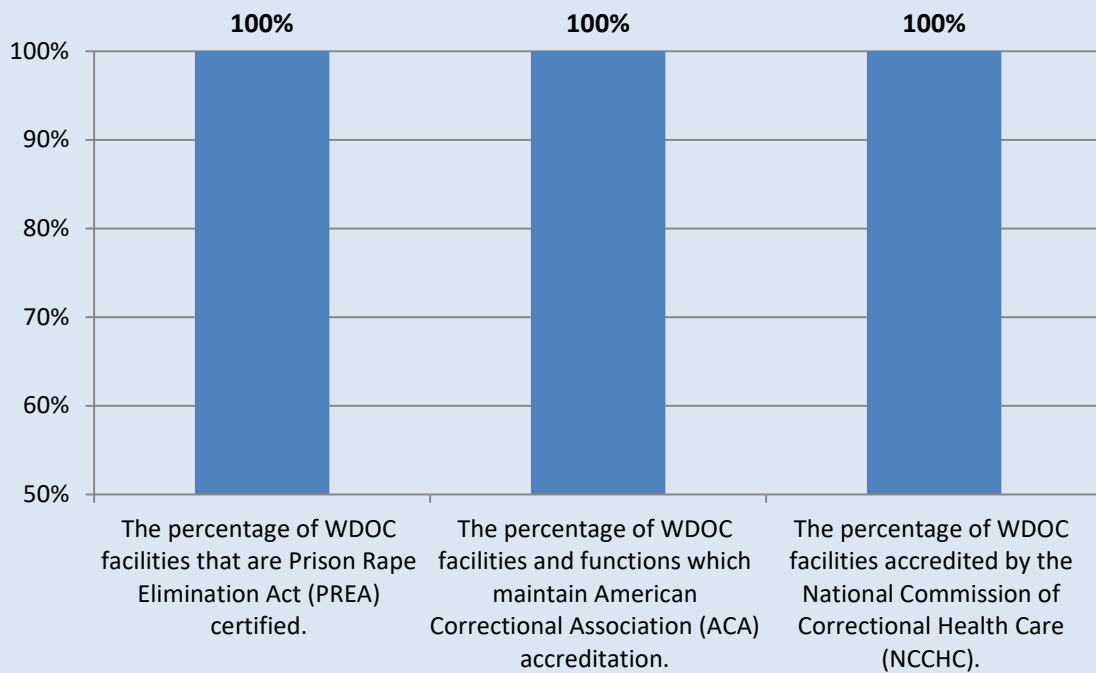
- 2.a.** Ensure the physical integrity of the facilities.
- 2.b.** Ensure the safe operation of all facilities and field offices.
- 2.c.** Maintain national accreditations of all facilities and functions.

Data for performance indicator **2.a.** is still being developed as a result there is no data to report at this time.

Performance indicator **2.b.** showed the agency has had zero assaults on staff which resulted in serious injury for its second year in a row. Meeting the identified goal set for the agency. For details about this data see pages 6 and 7 of the annual report.

Reporting Year	Number of Assaults
FY19	0
FY20	0

Performance Indicator 2.c. Facilities, field offices and applicable divisions that maintain required certifications



Performance indicator **2.c.** showed the agency has met its goal of maintaining national accreditations of all facilities and functions. For details about this data see pages 6 and 7 of the annual report.

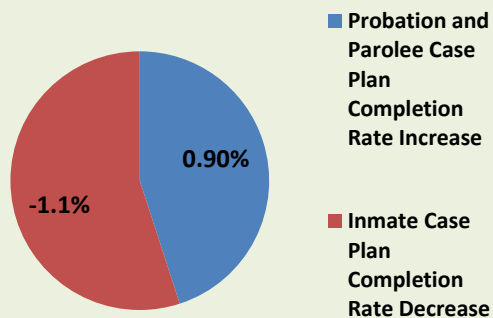
Goal #3: The Department of Corrections, using evidence-based assessments and interventions, will provide offenders the opportunity to successfully reenter society upon release from prison; as well as provide probationers and parolees the opportunity to succeed. Performance indicators for goal #3:

3.a. Ensure all offenders have an individualized case plan informed by the appropriate evidence-based assessment(s).

3.b. Offender and inmate success rates.

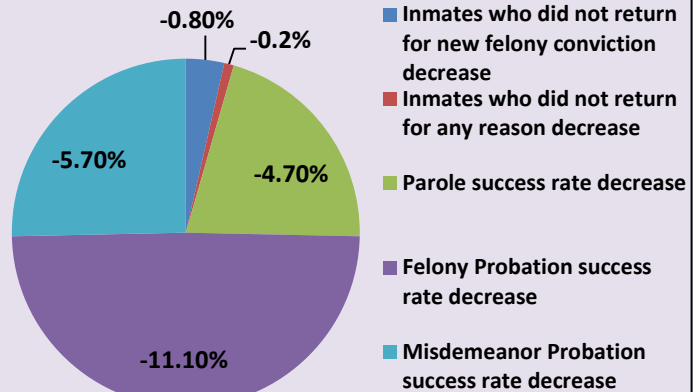
3.c. Ensure all offenders have completed an evidence-based intervention which corresponds with the assessment treatment need.

Performance indicator 3.a. Case Plan Completion Rates FY2019-FY2020 Comparison



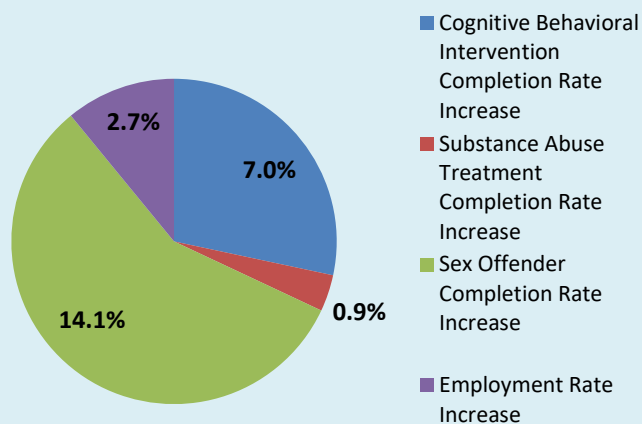
Performance indicator **3.a.** showed a slight increase for case plan completions for probationers and parolees but a slight decrease for inmates, the agency is still not at its goal of 100%. For details about this data see pages 8-11 of the annual report.

Performance indicator 3.b. Offender and Inmate Success Rates FY2019-FY2020 Comparison



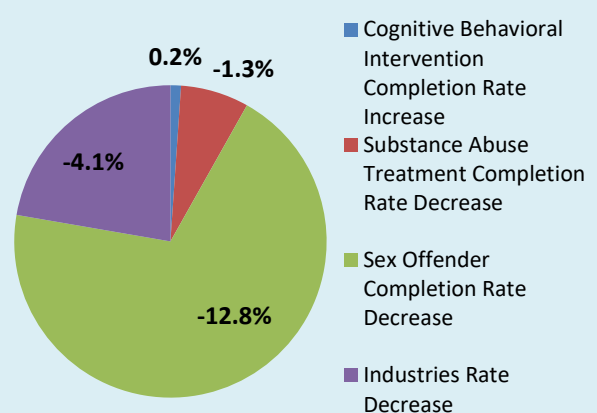
Performance indicator **3.b.** showed decreases in all success rates for FY20. The agency did not meet its goal to improve these rates. For details about this data see pages 8-11 of the annual report.

Performance indicator 3.c. percentage of probationer and parolee completion rates FY2019-FY2020 comparison



Performance indicator **3.c.** showed improvements in completion rates for probationers and parolees but there were decreases in these rates for inmates. The agency met its goal of increasing completion rates in some areas. For details about this data see pages 8-11 of the annual report.

Performance indicator 3.c. percentage of inmate completion rates FY2019-FY2020 comparison



Wyoming Department of Corrections Annual Report

REPORT PERIOD: FY2020 (July 1, 2019 through June 30, 2020)

GENERAL INFORMATION:

Agency: Wyoming Department of Corrections

Director: Daniel Shannon, Interim Director

Agency Contact: Mark Horan
Public Information Officer
mark.horan@wyo.gov

Contact Phone: (307) 777-5889

Mailing Address: 1934 Wyatt Drive, Suite 100
Cheyenne, WY 82002

Web Address: <http://corrections.wy.gov/>

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: Director's Office (Investigations Service Unit and Human Resources), Transparency Division, Division of Field Services, and Division of Prisons.

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 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 High School Equivalency Certification, 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 program at 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 24 field offices in every county across the state.

FY2019 Staffing

1,226 FTEs
3 part-time employees
11 AWECS

1,240 Total Staff*

FY2019-20 Budget

General Funds	\$265,101,397
Federal Funds	\$401,599
Other Funds	\$16,265,700

Total	\$281,768,696
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** The staffing total does not include contracted service providers such as medical and mental health staff, substance abuse and sex offender treatment providers, and religious coordinators. Additionally, 122 FTE of these positions have been frozen and defunded.*

The average daily population (ADP) for WDOC inmates for FY20 was 2,497, a slight decrease from 2,525 in FY19. Approximately 532 of those inmates were housed in non-department facilities, including adult community corrections centers, county jails, as well as a 150 bed secure treatment facility in Casper.

The ADP for offenders currently under WDOC supervision for probation and parole for FY20 is 7,074, an increase from an ADP of 6,950 in FY19. For FY20, there were 829 inmate intakes with 976 inmate terminations (release of all types); 2,691 probation intakes with 2,693 probation terminations; and 700 parole intakes with 649 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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STRATEGIC GOALS AND OBJECTIVES:

The Department's primary responsibility is to contribute to public safety. This is accomplished through the prioritized goals. Those data in red indicate the goal for the FY was not met; those in green indicate the goal for the FY was met; if there is no color the data was not collected for the FY.

Goal #1: *The Department of Corrections will manage the offender population to ensure the safety and security of the public, the staff, and the offenders.*

Performance Indicators for Goal #1:

- 1.a.** Ensure facilities and field offices are fully staffed.
- 1.b.** Ensure there is sufficient facility space at the appropriate security levels.
- 1.c.** Ensure all offenders are assessed and managed for behavior and criminal risk levels using validated evidence-based assessments.

Performance indicator 1.a. *Ensure facilities and field offices are fully staffed.*

Measure for performance indicator 1.a.	FY19	FY20	Goal for annual performance
Percentage of employees who remain employed. (Uniform, Non-uniform facilities; Field Services)	Uniform Staff Retention Rate: 73%	Uniform Staff Retention Rate: 81%	Increase by 2%
	Non-Uniform Staff Retention Rate: 82%	Non-Uniform Staff Retention Rate: 86%	
	Field Services Agents Retention Rate: 86%	Field Services Agents Retention Rate: 92%	
	Overall Retention Rate: 78%	Overall Retention Rate: 85 %	

Performance indicator 1.b. *Ensure there is sufficient facility space at the appropriate security levels.*

Measure for performance indicator 1.b.	FY19	FY20	Goal for annual performance
Percentage of WDOC facilities' operating capacity.	84.1%	87.6%	95%

Performance indicator 1.c. *Ensure all offenders are assessed and managed for behavior and criminal risk levels using validated evidence-based assessments.*

Measure for performance indicator 1.c.	FY19	FY20	Goal for annual performance
Percentage of all offenders in prison or on supervision (i.e. probation and parole) that have been assessed for criminogenic risk/need.	Inmate Assessment Rate: 99.8%	Inmate Assessment Rate: 99.6%	100%
	Probationer/Parolee Assessment Rate: 97.9%	Probationer/Parolee Assessment Rate: 98.5%	100%

Story Behind the Goal and Performance Indicators: The purpose of this goal is to measure the agency's ability to manage all offenders and inmates while primarily focusing on the safety and security

of the public. The performance indicators which impact this goal are staff retention (**1.a.**), management of inmates in appropriate custody levels (**1.b.**), and the utilization of risk/needs assessments for offender management (**1.c.**).

Performance indicator **1.a.** focuses on the retention rate of staff; retention rate is the opposite of a turnover rate and reflects WDOC's ability to keep staff. This performance indicator is the most important indicator for this goal; staff are WDOC's greatest assets to the performance of the agency. The WDOC is committed to the continued training, recognition, and retention of staff. In comparing FY19 to FY20 the numbers show uniform staff (uniform staff are all staff with the job classification of CORP05, CORP06, CORP08, or CORP09); non-uniform staff (non-uniform staff are all other job classifications not included in the uniform staff or probation and parole agent); and probation and parole agents (probation and parole agents are those with the job classification SOAP08 or SOAP09) all had an increase in retention rates and the agency was successful in meeting its identified goal. Efforts which may attribute to this success were increasing the pay rate for staff and placing a priority on recruiting. The agency took a more targeted approach to its recruitment efforts and has started to see an increase in new hires. Overall, these efforts appear to have been successful.

Performance indicator **1.b.** outlines the agency's ability to house inmates based on its operating capacity. Normal operating capacity is the number of actual cells inmates can be housed in long-term; this excludes cells such as segregation, specialty medical or other temporary housing locations. The specialty beds may only be utilized when inmates are found in need of a restriction and/or a medical necessity. As the percentage shows the agency is not meet its identified goal but efforts are in place to reach maximum operational capacity through exploring opportunities to better utilize available housing in WDOC facilities.

Performance indicator **1.c.** focuses on ensuring the agency is using risk/needs assessments to manage both the inmate and offender populations. The agency currently uses COMPAS; COMPAS is an actuarial risk assessment tool to determine risk and needs for offenders and inmates. This tool is also used to determine supervision level of offenders and used during the case planning process to address the identified needs. It is imperative this assessment be completed for all offenders and inmates under the supervision and custody of the WDOC. Errors in the data collection process partially contributes to this goal not being met at 100% but as the data shows the agency is very close to the goal and efforts are in place to improve the data collection process for these assessments.

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Goal #2: *The Department of Corrections will ensure facilities and field offices are in compliance with safety and security requirements.*

Performance indicators for Goal #2:

2.a. Ensure the physical integrity of the facilities.

2.b. Ensure the safe operation of all facilities and field offices.

2.c. Maintain national accreditations of all facilities and functions.

Performance indicator 2.a. *Ensure the physical integrity of the facilities.*

Measures for Performance Indicator 2.a.	FY19	FY20	Goal for annual performance
Percentage of WDOC facilities using a scheduled preventative maintenance program.	Data being developed.	Data being developed.	100%
The percentage of identified and corrected preventative maintenance issues.	Data being developed	Data being developed	100%

Performance Indicator 2.b. *Ensure the safe operation of all facilities and field offices*

Measures for Performance Indicator 2.b.	FY19	FY20	Goal for annual performance
The number of assaults on WDOC staff resulting in serious injury.	0	0	0

Performance indicator 2.c. *Maintain national accreditations of all facilities and functions.*

Measures for Performance Indicator 2.c.	FY19	FY20	Goal for annual performance
The percentage of WDOC facilities that are Prison Rape Elimination Act (PREA) certified.	100%	100%	100%
The percentage of WDOC facilities and functions which maintain American Correctional Association (ACA) accreditation.	100%	100%	100%
The percentage of WDOC facilities accredited by the National Commission of Correctional Health Care (NCCHC).	100%	100%	100%

Story Behind the Goal and Performance Indicators: The purpose of this goal is to ensure the agency is providing appropriate means to maintain safety and security of its facilities and field offices. The performance indicators which impact this goal are ensuring the physical integrity of the facilities (**2.a.**); ensure the safe operation of all facilities (**2.b.**); and maintain national accreditation of all facilities and functions (**2.c.**).

The data for performance indicator **2.a.** are still under development. The current preventative maintenance program is in the infancy stages of data input and development.

Performance indicator **2.b.** focuses on ensuring the agency maintains safe and secure facilities. The first measure in this performance indicator focuses on identifying the number of staff assaults which resulted in serious injury. This number is obtained through review of incidents which resulted in staff assaults that occurred in FY20, the number only captures those assaults which resulted in a serious bodily injury. The department defines serious bodily injury as an injury which involves a substantial risk of death,

unconsciousness, extreme physical pain, protracted and obvious disfigurement, or protracted loss or impairment of the function of a bodily member, organ, or mental faculty. The agency is pleased to report a zero in this performance indicator for its second year in a row.

The third performance indicator **2.c.** focuses on the department's national accreditations. The first measure is regarding the Prison Rape Elimination Act (PREA) certification for all facilities; all WDOC facilities are PREA certified. The next measure in this performance indicator focuses on the agency maintaining national accreditations through American Correctional Association (ACA) and National Commission of Correctional Health Care (NCCHC). 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. In February 2015 the WDOC was recognized for receiving the Golden Eagle Award; this award recognizes the agency's achievement in accrediting every component within their area of responsibility. In January 2019 the WDOC received the Lucy Webb Hayes award, this award is recognition for achieving ACA Accreditation and PREA certification for every component within their area of responsibility. The Lucy Webb Hayes award represents the highest commitment to excellence in correctional operations and the dedication of these agencies to enhancing public safety and the well-being of those in their care. Due to the COVID-19 pandemic the scheduled ACA audits for FY20 did not occur but the agency is currently still accredited through ACA. The agency did continue with its scheduled PREA audits in June 2020; both the Wyoming Women's Center and the Wyoming Honor Farm passed their PREA audits. The NCCHC accreditation is a process where external peers review to determine whether correctional institutions meet these standards in their provision of health services. While the agency contracts health care services, WDOC still requires the contract provider to obtain and maintain NCCHC accreditation.

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Goal #3: *The Department of Corrections, using evidence-based assessments and interventions, will provide offenders the opportunity to successfully reenter society upon release from prison; as well as provide probationers and parolees the opportunity to succeed.*

Performance indicators for Goal #3:

- 3.a.** Ensure all offenders have an individualized case plan informed by the appropriate evidence-based assessment(s).
- 3.b.** Offender and inmate success rates.
- 3.c.** Ensure all offenders have completed an evidence-based intervention which corresponds with the assessment treatment need.

Performance indicators 3.a. *Ensure all offenders have an individualized case plan informed by the appropriate evidence-based assessment(s).*

Measure for Performance Indicator 3.a.	FY19	FY20	Goal for annual performance
Percentage of offenders (includes inmates, probationers and parolees) with case plans.	Probationers and Parolees: 94.6% Inmates: 99.5%	Probationers and Parolees: 95.4% Inmates: 99.4%	100%

Performance indicator 3.b. *Offender and inmate success rates.*

Measures for Performance Indicator 3.b.	FY19	FY20	Goal for annual performance
Percentage of inmates who do not return to WDOC within three (3) years of release for a new felony or any other reason.	Inmates who did not return for new felony: 92.3%	Inmates who did not return for new felony: 91.5%	Increase by 1% per year
	Inmates who did not return for any reason: 67.9%	Inmates who did not return for any reason: 67.7%	Increase by 2% per year
Percentage of probationers and parolees who successfully complete supervision and do not return to WDOC within three (3) years of discharge.	Parole Success Rate: 48.8%	Parole Success Rate: 44.1%	Increase by 2% per year
	Felony Probation Success Rate: 58.8%	Felony Probation Success Rate: 47.7%	Increase by 2% per year
	Misdemeanor Probation Success Rate: 50.1%	Misdemeanor Probation Success Rate: 44.4%	Increase by 2% per year

Performance indicator 3.c. *Ensure all offenders have completed an evidence-based intervention which corresponds with the assessment treatment need.*

Measures for performance indicator 3.c.	FY19	FY20	Goal for annual performance
Percentage of probationers and parolees who completed a	Cognitive Behavioral	Cognitive Behavioral	Increase by 2% per year

cognitive-behavioral intervention; substance abuse treatment; and/or sex offender treatment program at the appropriate level consistent with assessed needs by discharge and were employed or primarily employed during supervision.	Intervention Completion rate: 72.2%	Intervention Completion rate: 79.2%	
	Substance Abuse Treatment Completion Rate: 79.0%	Substance Abuse Treatment Completion Rate: 79.9%	Increase by 2% per year
	Sex Offender Treatment Completion Rate: 61.3%	Sex Offender Treatment Completion Rate: 75.4%	Increase by 2% per year
	Employment: 79.3%	Employment: 82%	Increase by 1% per year
Percentage of inmates who completed a cognitive-behavioral intervention; substance abuse treatment; sex offender treatment; and/or education programs at the appropriate level consistent with the assessed needs prior to release.	Cognitive Behavioral Intervention Completion rate: 93.8%	Cognitive Behavioral Intervention Completion rate: 94%	Increase by 2% per year
	Substance Abuse Treatment Completion Rate: 46.9%	Substance Abuse Treatment Completion Rate: 45.6%	Increase by 5% per year
	Sex Offender Treatment Completion Rate: 30.9%	Sex Offender Treatment Completion Rate: 18.1%	Increase by 5% per year
	GED Completion Rate: 67.2%	GED Completion Rate: 69.2%	Increase by 2% per year
Percentage of inmates participating in industries work with an assessed need	Industries Rate: 33.3%	Industries Rate: 29.2%	Increase by 5% per year

Story Behind the Goal and Performance Indicators: The purpose of this goal is to evaluate how well the agency contributes to inmate's successful reentry into society along with rehabilitation of offenders, measured by determining the completion of case plans for inmates and offenders (3.a.); the success rates of offenders and inmates (3.b.); and inmate and offender completion rates for specified programming (3.c.).

Performance indicator 3.a. measures the percentage of case plans that have been developed for offenders and inmates. Case planning is evidence based best practice and an integral piece of offender and inmate success, case plans provide offenders and inmates with a guide towards success while under supervision or housed as an inmate. In comparing FY19 there was a slight increase for case plan completions for probation and parole; for inmate case plan completions the rate was almost the same. Similar data collection errors noted in performance metric 1.c. will occur in this metric as the same system is used to capture this data.

Performance indicator **3.b.** measures success rates, WDOC uses the Association of State Correctional Administrators' measure of recidivism as an indicator of inmate rehabilitation. This performance indicator measures inmate and offender success rates, success rates are the opposite of recidivism. The first measure is focused on those individuals who left a WDOC facility (either on parole or discharged his/her sentence while incarcerated, discharges include boot camp participants who discharged to probation) who did not return for new felony convictions. As noted in the chart the agency did not reach its identified goal. There are many factors that impact crime including the economy and Wyoming suffered a significant decline in the economy during the reporting time frame, which also translated to decrease in funding for the substance abuse treatment program. In FY17 (which is the cohort for this performance measure) the agency saw an 8% decrease in substance abuse completions for inmates. Though those funds have been restored, the cohort reflects the result of the loss of treatment programming available in the facilities.

The second part to this performance measure is the success rate for those who left a WDOC facility (either on parole or discharged his/her sentence while incarcerated, discharges include boot camp participants who discharged to probation) and did not return for any reason, a return for any reason may include a violation while on supervision which resulted in a revocation of supervision. As noted above, the agency did not reach this goal. In general, this first measure shows that most offenders returning to prison are returning due to technical violations of parole and not as a result of a new felony conviction. As the agency continues to put forth efforts to improve success rates this performance measure should also improve.

The second measure in this performance indicator shows the percentage of probationers and parolees who successfully complete supervision and do not return to WDOC for any reason within three (3) years of discharge. This measure is broken into three categories, parolee success rates, felony probationer success rates, and misdemeanor success rates. This separation is necessary when measuring success of offenders on supervision because the dynamics of managing these populations vary depending on these categories; for example a parolee's conditions and discharge are guided by the Wyoming Board of Parole whereas probationers (both felony and misdemeanor) conditions and discharge are guided by the Courts. As the data shows success rates continue to decrease overall, this cohort consists of those offenders who completed supervision in FY17. Since FY17 there have been several efforts put in place to improve these numbers. First, in FY19 field services division implemented alternative sanctioning options to address substance use issues with offenders; these alternative sanctioning options should decrease the amount of revocations to prison due to substance use issues. The field services division also has outlined alternative incentives when observing positive changes in offenders. These alternative sanctioning and incentive options will not show an impact on success rates until FY22 data is reported. Additionally, the field services division is modifying policies and practices to align with evidence based best practices for supervising offenders; such as placing efforts and focus on moderate to high risk offenders for case planning and supervision.

Lastly, the field services division is focusing on its hiring process and practices and amending training efforts. Specifically, the division is adjusting its hiring criteria to ensure those individuals being selected are in-line with the vision of the division. The division will also be training agents and managers on the UCCI Core Correctional Practice program. This program will educate agents and managers on how to address certain types of behaviors or thinking errors with offenders through scripted conversations and role playing that provides offenders methods for changing long term behavior in a more pro-social fashion.

Performance indicator **3.c.** captures the completion rates for specified programming for both offenders (probationers and parolees) and inmates. The first part of this performance indicator focuses on

probationer and parolee completion rates; probation and parole agents utilize several best practices to facilitate change in offender behaviors in an effort to increase success rates on supervision and decrease recidivism rates. Programs that have been proven to assist in reducing future criminal behavior focus on criminal thinking, substance abuse treatment, sex offender treatment, and employment. The method of calculating the criminal thinking, substance abuse, and sex offender rates are the total number of probationers and parolees who were assessed with a need for treatment or cognitive programming divided by those who successfully completed the identified program upon completion of supervision. Currently only those who had a supervision term of three (3) months or more and successfully completed supervision are counted. The percentage of offenders employed is a snapshot of the total number of offenders on supervision in January and July divided by those who were reported to have full time employment. Completion rates for probationers and parolees improved compared to FY19; this shows agents have been working diligently on referrals for offenders to address the identified needs. Field services division is implementing processes to monitor this data to ensure accuracy.

The second measure in performance indicator **3.c.** is a reflection of inmates who released from prison who were assessed as having specific criminal risks/needs in the identified areas and who completed programming or interventions for criminal thinking, substance abuse treatment, sex offender treatment and education, completion rates do not include those inmates who are still in prison, receiving treatment, or awaiting placement in treatment. As the data shows for FY20 there was improvement in the area of education and the agency did meet its identified goal; while criminal thinking programming saw little change and substance abuse and sex offender treatment suffered significant decline. WDOC terminated the previous sex offender treatment contract; as a result, there was no sex offender treatment available in-prison for several months of this reporting period. A new company has been selected for this service and the agency should see an increase in this rate for next year.

Substance abuse treatment rates continue to be a challenge as noted above the funding for this program was cut and later returned; since that break in service the agency has experienced challenges. For example, hiring and maintain quality substance abuse treatment professionals continues to be an issue for the contract providers which in turn limits the number of inmates we can get through treatment during the reporting period. Efforts are in place to continue to address this performance measure. The WDOC will continue to work with the contracted substance abuse provider to provide services at the highest level possible. The WDOC will also reevaluate the services required of the contract provider during the next procurement period to determine if requirements should be adjusted for greater success in specific areas, while suspending treatment in other areas. Additionally, all substance abuse contractors will be required to provide services within the same time frames (target is 6 months), this should result in increasing more program completions while still providing quality services.

The last part of the measure identifies the percentage of inmates with an assessed vocational need participating in industries program. The industries program is one of several vocational programs offered within the WDOC facilities. This rate shows that there is a need for vocational programming but the data is only providing a portion of the programming used to meet this identified need. As a result the agency is reviewing its ability to capture all vocational programming within this measure for future reports.

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The Wyoming Department of Corrections

