

STATE OF WYOMING
DEPARTMENT OF CORRECTIONS

STRATEGIC PLAN
EXECUTIVE SUMMARY

Results Based Accountability

Fiscal Years 2006-2009
Submitted July 1, 2005

WYOMING DEPARTMENT OF CORRECTIONS 2006 AGENCY PLAN

RESULTS STATEMENTS

- Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.

OUR CONTRIBUTIONS TO THE WYOMING QUALITY OF LIFE

- Provide for the safety of Wyoming families and individuals by effectively managing offenders in prison and in the community.
- In as cost-effective manner as possible, using research-based approaches, offenders are given opportunities to become law-abiding citizens, while the department addresses the needs of victims and the public.

BASIC FACTS ABOUT THE WYOMING DEPARTMENT OF CORRECTIONS

WDOC operates four adult prisons (one for females and three for males), oversees three adult community corrections centers, and is responsible for the supervision of adult probation and parole offenders statewide. A fifth prison is currently being designed and scheduled to open at the end of 2007.

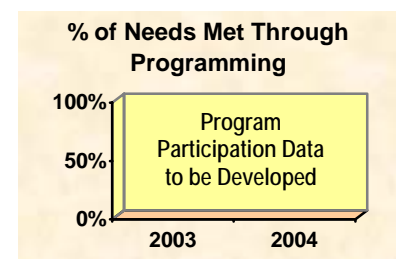
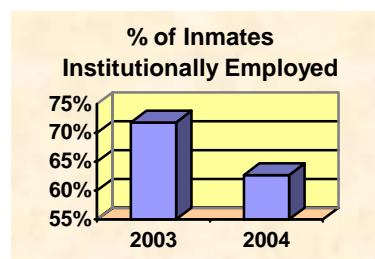
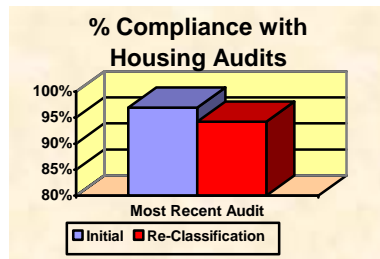
The department has 806 employees and the 2005 – 2006 biennial budget is \$177,526,630. Services, such as inmate medical services, are delivered by contracted employees and are not included in the department figure.

Approximately 2,100 adult inmates are in the custody of WDOC, though due to a current shortage of housing space, nearly 800 of those inmates are housed in non-department facilities. These include adult community corrections centers, out-of-state facilities, county jails, as well as a 100-bed secure treatment facility in Casper. Nearly 5,500 offenders are being supervised in the communities on probation or parole.

PRIMARY FUNCTIONS OF THE DEPARTMENT OF CORRECTIONS

- Contribute to safer communities.
- Effectively and efficiently house and manage inmates.
- Effectively and efficiently supervise probationers and parolees.
- Using research-based, “best practices,” assist offenders to become law-abiding citizens.
- Develop partnerships with victims, community members, public and private agencies to better meet the department’s mission in a meaningful and cost-effective manner.

PERFORMANCE MEASURE #1: The percentage of inmates assigned to housing, work and programming during incarceration appropriate with assessments.



Story Behind The Performance

This measure is of critical importance to the department's mission and success. It is also the measure which is the most difficult to develop and quantify. The department will aggressively pursue a data development agenda for this measure. Given the fact that most inmates are eventually released from prison, it is important to address risk and criminality factors. This is done by using a select group of assessments for key areas, i.e., risk and criminal need areas; substance abuse; educational/vocational needs; and mental/medical health; and determining how best to address those areas.

The graph addressing compliance with housing audits focuses on accurate assessment using the current tool. Housing decisions are based on the external and internal classification systems designed to predict, with consistency, an inmate's threat to the safety and security of the institution, staff, and other inmates.

The graph addressing inmates institutionally employed focuses on the percentage of inmates employed in the WDOC institutions. Employment opportunities have been somewhat limited in the past, but greater opportunities will become available with increased work programs and space currently being developed by the department.

Effective treatment and rehabilitation of offenders hinges on individualized identification of the inmate's risks and needs. The graph addressing needs met through programming is incomplete because the complete data is not available. It is the department's goal to assess the critical areas, develop a case plan identifying the areas to address, and track completion data. Inmates will spend time focused on these areas of identified concern, in rehabilitative programs, and in work programs.

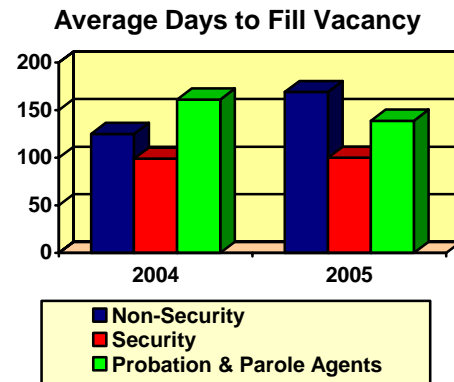
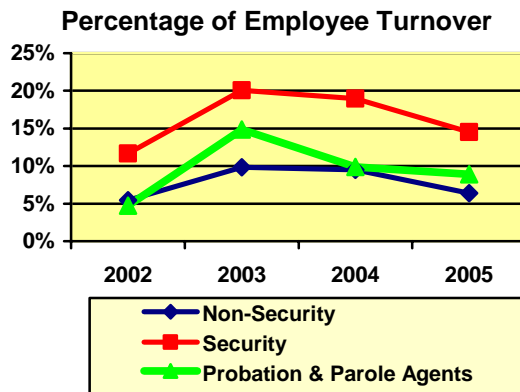
Improving Performance In the Next 2 Years

A uniform case management system is being implemented throughout the department. The assessments to be utilized with offenders are being finalized. Two new assessment tools, the Static-99 (for sex offenders) and the COMPAS System (which is an improved risk and needs assessment), will improve decisions regarding the classification and housing of inmates based on criminogenic needs. Facility expansions will provide increased program and work/industry space for inmates. Audits will be performed regularly to ensure that this process is effective and efficient.

Data Development Agenda

WDOC will need to institute or enhance its current data system to ensure that assessment completion and case plan completion can be tracked for each inmate.

PERFORMANCE MEASURE #2: The Percentage of Employee Turnover and Length of Vacancy.



Story Behind the Performance

The Wyoming Department of Corrections, on a historical basis, has regularly experienced a high rate of turnover. According to the American Correctional Association, the average correctional staff turnover in adult prisons in the United States in 2003 was 13.7%. The State of Wyoming reported in 2003 an average correctional staff turnover in the four adult institutions of 20.05%. The Division of Field Services (Probation & Parole) has also experienced an increased rate of turnover over the past 24 months.

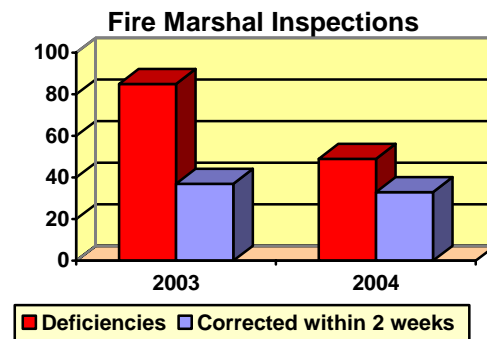
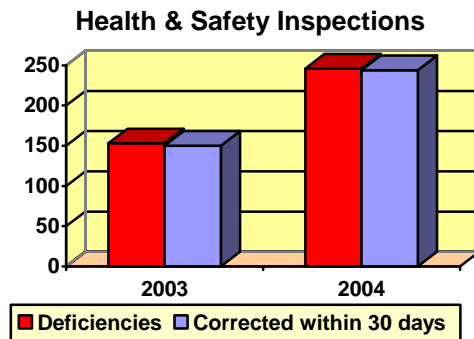
There are multiple reasons for the higher turnover rates including changing the State's compensation plan in 2003, difficulty in recruiting and hiring due to a state and national shortage of applicants, housing costs and availability in energy boom areas, and competition in wages with construction and energy trades.

Improving Performance in the Next Two Years

The department will continue to work with the Compensation Commission to develop on-going and predictable salary increases. The recent adoption of Peace Officer Standards and Training (POST) for security staff will aid in developing a professionalized career ladder. The passage by the legislature in 2005 of 20-year peace officer retirement for probation and parole agents will aid in recruitment and retention of agents. The department will continue development of community partnership committees in communities which have a prison; development of partnerships with other State agencies, higher education and community colleges; increased management training for mid-level managers; and expanded recruiting efforts.

Data Development Agenda

In order to more accurately determine causes for staff turnover, the department will develop a process (through the use of exit interviews) by which such turnover data is more accurately collected and analyzed.

PERFORMANCE MEASURE #3: The percentage of compliance with institutional health and safety standards.**Story Behind The Performance**

The four Wyoming Department of Corrections institutions, (Wyoming Honor Conservation Camp, Wyoming Honor Farm, Wyoming Women's Center, Wyoming State Penitentiary) have annual fire/safety inspections by the State Fire Marshal's office; and are inspected by the WDOC Safety Officer on a monthly basis.

The purpose of the Safety Inspections are to ensure:

- (1) Inmates, staff and visitors are provided a safe and secure environment.
- (2) Compliance with established life/safety standards is regulated and monitored by several regulatory agencies to include; the Department of Health, OSHA and the State Fire Marshal.

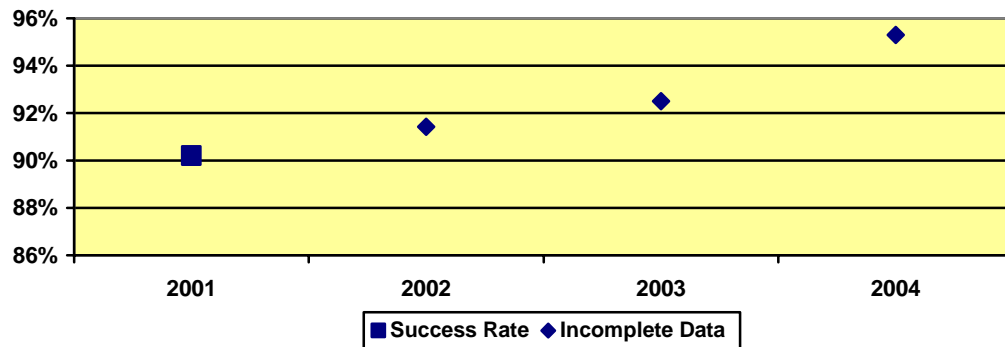
In 2004, the Wyoming Department of Corrections formed a Safety Committee at each of the four institutions. The Committees meet on a monthly basis and include institutional staff and the WDOC Facilities Manager and Safety Officer. Agenda topics include a review of accident reports, workplace safety issues, and proactive approaches to train all staff members to be safety conscious. The audit process was expanded in 2004, leading to a more thorough review of health and safety inspections.

Improving Performance in the Next Two Years

The WDOC Facilities Management/Safety staff will track and report life/safety inspections on a regular basis. Deficiencies will be assigned a dated response for correction and re-inspection within 30 days. The WDOC Safety Committee will review and note all inspections and make recommendations for future compliance.

Data Development Agenda

A database needs to be developed which automates the tracking of deficiencies noted and length of time to correct, as well as adding such components as the ability to review workers' compensation claims in an effort to lower the rates charged to the department.

PERFORMANCE MEASURE #4: Percentage of inmates who do not return to prison for a new felony conviction within three years of release from the institution.

Note: 2001 is the only year for which the full data are available. ♦ The following data points will be adjusted accordingly with time to meet the measure: 2002 reflects inmates not returning to prison within two years of release from the institution; 2003 reflects inmates not returning to prison within one year of release from the institution; 2004 reflects inmates not returning to prison with less than one year of release from the institution.

Story Behind The Performance

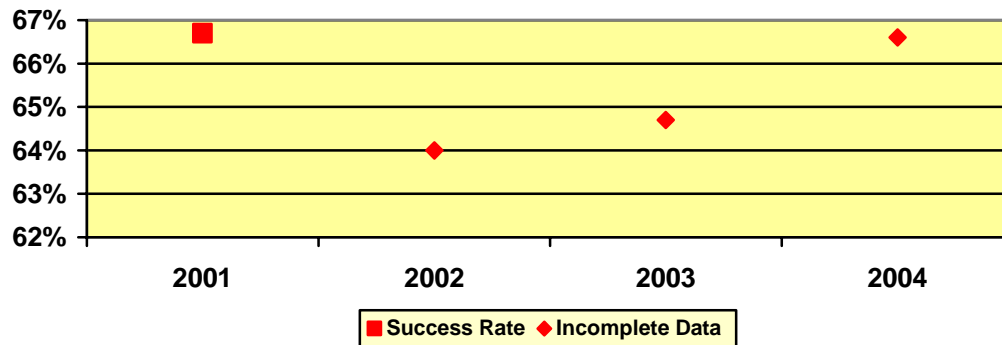
Recidivism is the reoccurrence of criminal behavior by offenders after intervention by the criminal justice system. Studies of criminal behavior consistently show that some offenders return to crime after arrests, convictions, punishments, and correctional program participation.

For the purpose of this data and utilizing a national definition, the WDOC defines and will track offender recidivism as the percent of all inmates who are discharged from a WDOC facility and return to a WDOC facility due to a new felony conviction within three years of discharge. Releases such as death, release out-of-state or to another prison system, escape, or a vacated (court removed) sentence will be excluded from the analysis. Clearly, a goal in corrections is to enhance public safety by not having offenders return as a result of new criminal activity.

Improving Performance in the Next Two Years

The research of many studies in this area comes to a clear conclusion. The risk of recidivism can be reduced by focusing efforts on specific areas which contribute to an offender's criminality. These efforts must focus on higher risk offenders, with specific programs shown to be effective, using methods which match the offender's learning style. These broad areas which need addressed include criminal thinking and peers, substance abuse, family, education/vocational training and work opportunities.

PERFORMANCE MEASURE #5: The percentage of probationers and parolees who successfully complete supervision and do not return to the WDOC within three years of release from supervision.



Note: 2001 is the only year for which the full data are available. ♦ The following data points will be adjusted accordingly with time to meet the measure: 2002 reflects probationers and parolees not returning to the WDOC within two years of release from supervision; 2003 reflects probationers and parolees not returning to the WDOC within one year of release from supervision; 2004 reflects probationers and parolees not returning to the WDOC after a current successful termination.

Story Behind The Performance

Successful community supervision of offenders on probation has remained relatively constant for the time period despite an increase in offenders measured. This reflects improved levels of agent/supervisor training, implementation of new programs which include drug court, residential treatment, re-entry, risk/need assessment driven case planning and community partnerships focusing on resource development. Failure within community for both probation and parole offenders are mainly a result of substance abuse behavior. Recognizing the increased needs of and challenges faced by offenders transitioning from prison to communities the department is involved in the federal Serious and Violent Offender Re-entry Initiative. As with prison recidivism, the research is clear. Recidivism can be reduced by targeting specific needs and risks leading to criminality on high risk offenders. This must be done with effective assessments and case management.

Improving Performance in the Next Two Years

In order to ensure the department continues to provide those community supervision services required to maintain and improve the trend for completion, it must include the use of risk/need assessment driven supervision strategies, long range planning for transition from institutions to communities, and development of an independent based data system that complements this effort.

Data Development Agenda

The department will implement a probation and parole specific data and case management tracking system. Efforts in this regard are underway.

PERFORMANCE ACCOUNTABILITY AND WDOC: As the Wyoming Department of Corrections responds to the unique mandates of prison construction and other legislative directives, there are additional actions that must be undertaken by the department.

Improving Performance Across Measures in the Next Two Years

To achieve the performance measures outlined, and meet increased workloads, requests for additional staff positions are anticipated. Allocation of these additional positions must reflect the goals to be achieved. All four correctional facilities are currently under expansion and a new prison is being planned for Torrington, allowing all Wyoming inmates to be housed in Wyoming by the end of 2007. We are also presently experiencing growth in the number of offenders under supervision in a number of counties. Some of this growth coincides with Wyoming's current mineral boom. To support the growth experienced in WDOC facilities and in the field, additional staff will be required within the Central Office to facilitate the increased demand. In addition to staff, necessary resources such as office space, vehicles, and technology will be included in any budget request.

While every effort will be made to maximize the transferability of out-of-state funding to minimize the overall growth in the WDOC budget, the number of staff positions required to meet the needs of our customers, adoption of best practices focused on evidence-based results, and the increased costs driven by changes in the economy, will result in a significant exception budget for this agency. Although WDOC's budget is presently under development, we anticipate around 520 new positions will be required in staggered increments throughout the upcoming biennium.