

STATE OF WYOMING
DEPARTMENT OF CORRECTIONS

STRATEGIC PLAN

Results Based Accountability

Fiscal Years 2014-2016
Submitted August 2, 2013

WYOMING QUALITY OF LIFE RESULTS STATEMENTS:

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

OUR CONTRIBUTION TO THE WYOMING QUALITY OF LIFE:

- The Wyoming Department of Corrections (WDOC) contributes to the Wyoming quality of life by providing for the safety of families and individuals through effective management of offenders in prison and in the community.
- WDOC provides a livable income and ensures wage equality by ensuring that staff salaries are competitive when compared to the market and by providing offenders with education and job skills necessary to obtain employment.
- WDOC promotes educational opportunities for offenders, including GED, vocational training, and college classes, to ensure students are successfully educated and prepared for life's opportunities.
- In as cost-effective manner as possible, using research-based approaches, offenders are given opportunities to become law-abiding citizens, while the department addresses the needs of victims and the public.
- WDOC values the unique aspect of Wyoming's western heritage and provides inmates and staff access to cultural, historical and recreational experiences, perhaps best exemplified through the agriculture and forestry programs at Wyoming Honor Farm and Wyoming Honor Conservation Camp.
- WDOC is committed to a quality workforce and regular partnerships with Wyoming communities that help those communities to thrive. As a steward of State resources, WDOC is committed to prudent use of technology to ensure efficient and effective government.

BASIC FACTS ABOUT THE WYOMING DEPARTMENT OF CORRECTIONS: WDOC operates five adult prisons (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 (WMCII) 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.

FY2013 Staffing

1,288 FTEs
3 part-time employees
10 AWECS

1,301 Total Staff*

BY2013-14 Budget

| | |
|---------------|---------------|
| General Funds | \$274,830,548 |
| Federal Funds | \$829,256 |
| Other Funds | \$18,173,093 |

| | |
|--------------|----------------------|
| Total | \$293,832,896 |
|--------------|----------------------|

*Staff total does not include contracted service providers such as medical staff

The average daily population (ADP) for WDOC inmates for FY13 was 2,234- a slight increase from 2,166 in FY12. Approximately 247 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 FY13 is 6,328. For FY13, there were 965 inmate intakes with 853 inmate terminations; 2,882 probation intakes with 2,754 probation terminations; and 593 parole intakes with 494 parole terminations. In addition to offenders, WDOC serves victims, families, and the public. The entire state of Wyoming is potentially served by WDOC.

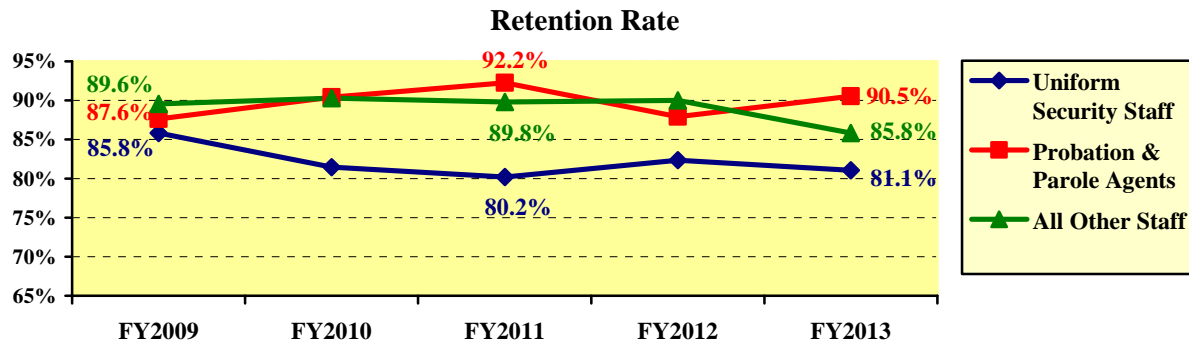
PRIMARY FUNCTIONS OF THE WYOMING DEPARTMENT OF CORRECTIONS:

- **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.

(Remainder of page intentionally left blank)

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

PRIMARY FUNCTIONS: Public Safety; Correctional Standards; Good Stewardship

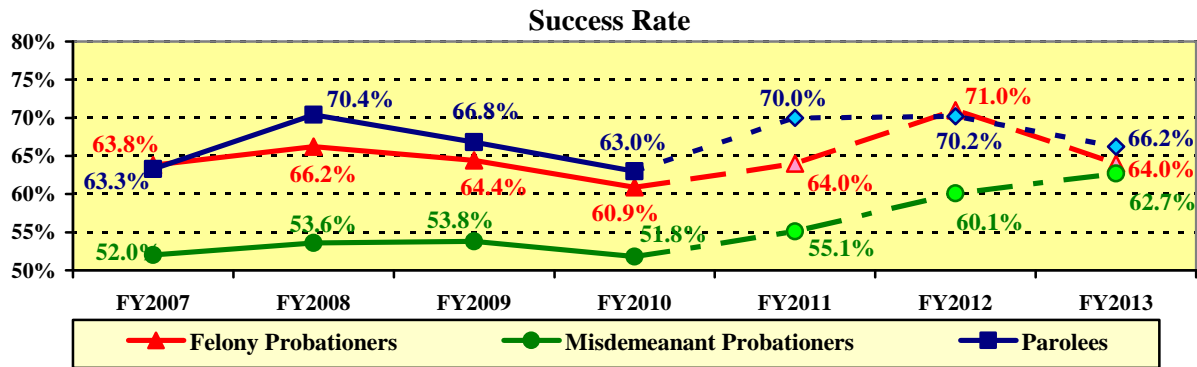


Story Behind the Performance: WDOC recognizes the importance of our staff as being our strength and a major resource in achieving our objectives. As such, we commit to the continued training, recognition, and retention of staff. The retention rate is the opposite of a turnover rate and reflects WDOC's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

Improving Performance in the Next Two Years: WDOC will continue to focus on the recruitment and retention of quality employees. Efforts will concentrate on the positive aspects of WDOC positions with particular emphasis on employee satisfaction and career opportunities. Department retention efforts will continue to direct strategies based on employee feedback. WDOC will continue to aggressively recruit staff with prior correctional experience from other states, especially those where layoffs occur in addition to a more robust recruitment campaign in the Intermountain West region. Welcoming efforts will continue to assist new employees with acclimating to their communities. Department emphasis will shift somewhat toward increased retention efforts, supported by the Response-Ability Initiative Team (RAIT) which will implement business best-practices regarding employee engagement, supervisory development, employee on-boarding and increased communication with staff. WDOC will also utilize the performance management system to improve the effectiveness and efficiency of staff performance which is anticipated to have a direct impact on retaining quality staff. WDOC will continue to seek to improve employee training and will continue to implement research-based best practices and correctional standards that improve department operations and employee working conditions.

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



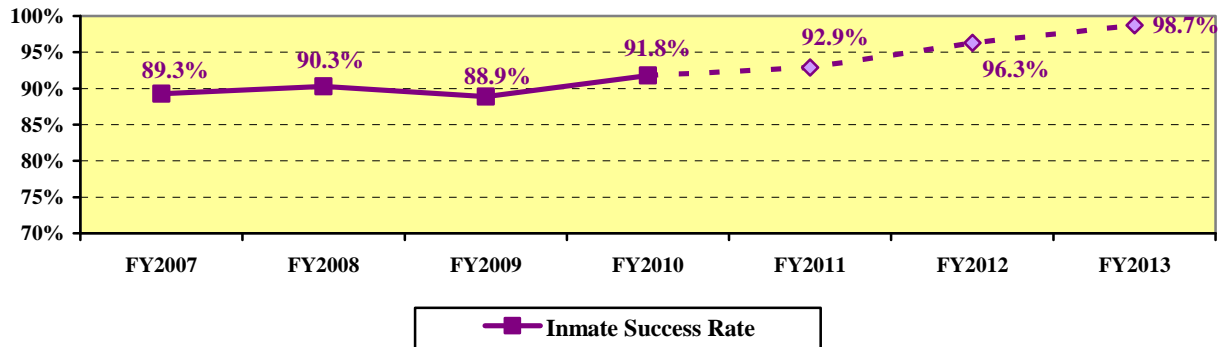
Note: Data points for FY2011 through FY2013 are subject to revision and will be adjusted accordingly with time to reflect the percentage of offenders who do not return to WDOC within 3 years of release from supervision.

Story Behind the Performance: The success rates for all offenders are continuing to be reviewed throughout the year to evaluate those that successfully release from supervision versus those who have revocations and the reasons for the revocation. A staff work group has been developed which is reviewing those offenders being revoked to ensure appropriate graduated sanctions, consistent with public safety, were utilized prior to the revocation. The Field Services Division has also developed a uniform instrument that audits the work of agents with the use of criminal risk/needs assessment and case plan development; the case management system and required documentation; and the use of techniques such as motivational interviewing. These reviews ensure supervision of caseloads are managed appropriately and done uniformly across the State. The success rates for completing supervision continue to be affected by offender substance abuse as indicated by the increased amount of required assessments and the treatment necessary to address this need.

Improving Performance in the Next Two Years: The Field Division is committed to improving success rates for those offenders under community supervision. This will be done through an additional focus on staff training with the continued risk/needs assessments and case planning development; evidence based practices which will be taught to staff during in-service training; and revised pre-service training for all new staff. There has been and will continue to be Manager training on all updates with agency technical systems to ensure agents are documenting their work effectively and efficiently. A review of the required supervision standards has been and will continue to be evaluated. Modifications will be made to ensure agents focus on the moderate to high risk offenders and areas of need that are identified are appropriately addressed. WDOC's strategy will be to continue to review the use of an offender behavior intervention matrix. This approach provides methods of rewarding positive behavior and utilizing graduated sanctions for addressing negative behaviors with offenders to ensure a more consistent and uniform response to negative or illegal behavior. The Division is working to ensure the case management system is effective in collecting the daily data required for supervision but is also able to pull strategic data on recidivism rates along with many other areas such as caseloads, enrollments and completions of programs, and meeting statutory requirements. The use of these evidence based practices assists the Department in addressing the risk to the community by these supervision methods.

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 FY2011 through FY2013 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.

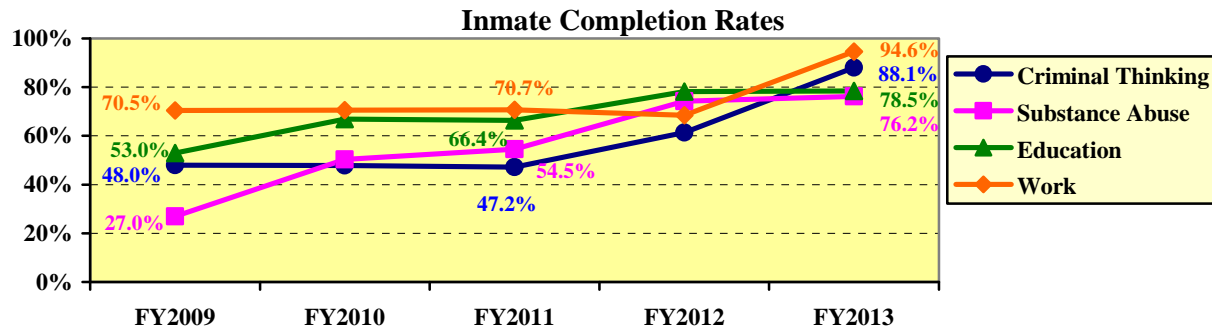
Story Behind the Performance: The inmate success rate is stable over time and reflects few offenders returning to prison for new convictions. The 2010 percentage reflects the highest percentage the Department has recorded thus far. It is important to remember that measures are incomplete until the inmate has passed the three year mark of release from prison. It is anticipated the success rates for FY11-13 will decrease over the coming years as some of those inmates recently released from prison are likely to return under a new felony conviction. WDOC uses a nationally standardized measure of recidivism (*i.e.*, reoccurrence of criminal behavior after intervention by the criminal justice system) as an indicator of inmate rehabilitation. Most offenders returning to prison are returning due to technical violations of parole and not as a result of a new felony conviction. Those offenders who return for non-felony violations of parole are reflected in performance measure #2 and represent a more common reason for return to prison.

The success rate for FY10 should be considered as a formal record of performance. The trend shows relative stability in the success rate over time. The low point in FY09 is likely a result of a large portion of inmates being housed out-of-state. WDOC continues to focus efforts on ensuring inmates are able to return to society with the skills necessary to be law-abiding citizens.

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

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

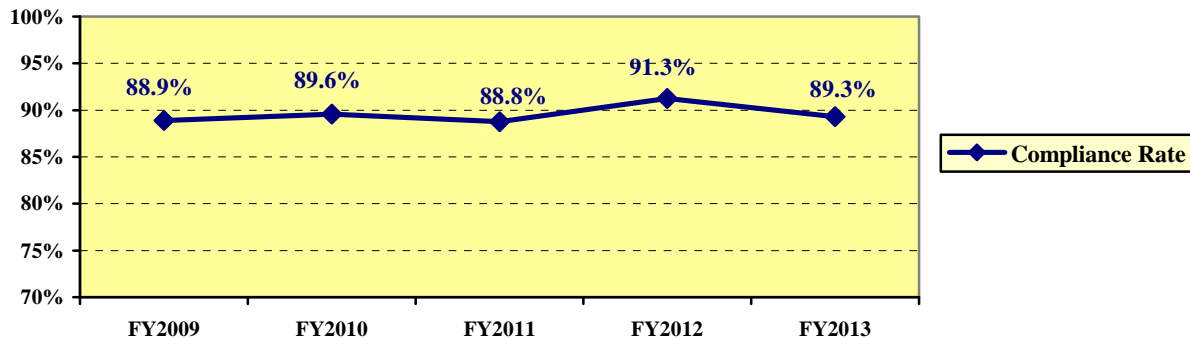
PRIMARY FUNCTIONS: Rehabilitation; Case Management



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

The FY13 rates for work and criminal thinking reflect slight changes in the computation method. For the work measure, inmates who were not eligible to work were removed from calculations. The criminal thinking measure also counted those inmates who completed cognitive-based substance abuse treatment in FY13. The other measures show steady improvement in the rates of inmates who completed the recommended treatment or intervention. There are still some inmates who do receive some treatment but do not complete the full program that are not included in the completion rates. Overall, the number of inmates completing needed programming has increased. Effective July 1, 2013, the department reassigned a portion (74 beds) of the inpatient treatment therapeutic community for male inmates to the Wyoming Honor Farm. This permits the department to assign inmate housing based on the assessed classification and treatment need. Improved fidelity in connecting assessed inmate needs with appropriate programs or interventions and completion of those should reduce the risk of future criminal behavior.

Improving Performance in the Next Two Years: The department will continue to use validated assessments which identify the critical areas requiring research-based interventions. Motivational interviewing will continue to be used as an offender management tool to encourage inmates to become more involved in their treatment. Continued focus on individualized case planning with qualitative auditing will enhance program delivery. The department will also focus on matching offenders' needs with their targeted interventions as recorded. These services, in addition to education/vocational, work, cognitive behavioral education, and work-force readiness will continue to prepare offenders and provide an opportunity for a successful reentry into society. By addressing offender needs, criminal risk is reduced.

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. Currently, the WDOC has successfully achieved ACA accreditation at two facilities and anticipates all internal operations to be nationally accredited by the end of 2014. WDOC conducts multiple internal and external audits in addition to the ACA accreditation review. By continuing to compare the average compliance rate of various audits, the department is able to measure how well it is doing in meeting identified correctional standards.

The overall compliance rate shows relative stability over time at a relatively high level. The audit process involves an objective external team review of standardized audit criterion. The performance rates reflect the actual percentages of compliance within these standards. When a deficiency is noted, corrective actions are developed and are an important part of remedying deficiencies and changing culture to foster best practices. Compliance with correctional standards has become an expected norm within the culture of WDOC and contributes to the overall success of the department.

Improving Performance in the Next Two Years: WDOC will continue to pursue the ACA accreditation process for the remaining operational areas within this department. ACA accreditation will demonstrate compliance with best practice standards. Meanwhile, the department will persist in using existing internal audits, ensuring meaningful assessment of correctional standards and reflection of best practices. The department will continue to focus on corrective actions that result from audit deficiencies to ensure optimal agency operations. Attention will be given to those areas showing poorer performance to ensure that all areas continue to improve. Particular focus will be given to safety awareness to improve *Environmental Health and Safety* audits. Participation in the Department of Workforce Services’ *Safety and Health Achievement Recognition Program* (SHARP) at all facilities continues to promote safety awareness, thereby increasing performance. Through continued monitoring, all facilities will operate at a high level of compliance with best practice standards.