

# Wyoming Department of Corrections Annual Report

**REPORT PERIOD:** FY2019 (July 1, 2018 through June 30, 2019)

## GENERAL INFORMATION:

**Agency:** Wyoming Department of Corrections

**Director:** Robert O. Lampert, Director

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

**Contact Phone:** (307) 777-5889

**Mailing Address:** 1934 Wyott 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, Central Services, Quality and Compliance, and Human Resources), 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 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 HSEC, 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.

**FY2019 Staffing**

1,226 FTEs  
 3 part-time employees  
 11 AWECs

**1,240 Total Staff\***

**FY2019-20 Budget**

General Funds	\$260,280,460
Federal Funds	\$401,896
Other Funds	\$16,008,373

<b>Total</b>	<b>\$276,690,729</b>
--------------	----------------------

*\* The staffing total does not include contracted service providers such as medical and mental health staff, substance abuse 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 FY19 was 2,525, an increase from 2,476 in FY18. Approximately 493 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 FY19 is 6,950, an increase from an ADP of 6,636 in FY18. For FY19, there were 1,056 inmate intakes with 937 inmate terminations (release of all types); 2,876 probation intakes with 2,599 probation terminations; and 672 parole intakes with 670 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)

**STRATEGIC GOALS AND OBJECTIVES:**

*The Department’s primary responsibility is to contribute to public safety. This is accomplished through the prioritized goals.*

*Note, all indicators with the data N/A are a result of the agency developing new performance indicators during FY18, therefore data was not collected for the noted measures in FY18.*

**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	Goal for annual performance
Percentage of employees who remain employed. (Uniform, Non-uniform facilities; Field Services)	Uniform Staff Retention Rate: <b>73%</b>	<b>Increase by 2%</b>
	Non-Uniform Staff Retention Rate: <b>82%</b>	
	Field Services Agents Retention Rate: <b>86%</b>	
	Overall Retention Rate: <b>78%</b>	

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

Measure for performance indicator 1.b.	FY19	Goal for annual performance
Percentage of WDOC facilities’ capacity.*	<b>84.1%</b>	<b>95%</b>

**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	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: <b>99.8%</b>	<b>100%</b>
	Probationer/Parolee Assessment Rate: <b>96.9%</b>	<b>100%</b>

*\* 154 inmates are currently housed in contract facilities this number does not include inmates housed at Adult Community Corrections facilities or under interstate compact.*

**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 but retention of staff continues to be a challenge as noted in the data provided above. In comparing FY18 to FY19 the numbers show uniform staff (uniform staff are all staff with the job classification of CORP05, CORP06, CORP08, or CORP09) and probation and parole agents (probation and parole agents are those with the job classification SOAP08 or SOAP09) maintain; as for non-uniform staff (non-uniform staff are all other job classifications not included in the uniform staff or probation and parole agent) the data shows a slight increase. Retention rates continue to be a priority for the agency but recruiting remains a challenge; as a result the agency has been faced with staffing issues.

Performance indicator **1.b.** outlines the agency's ability to house inmates based on its total capacity. Total capacity is the total number of beds available in all WDOC facilities. This percentage will always be below 100% due to special housing cells which are used for temporary housing needs. In addition to special housing cells impacting the percentage of cells occupied, WDOC staffing issues and physical plant issues at the Wyoming State Penitentiary (WSP) reduce the capacity by approximately 246 beds.

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 that this assessment be completed for all offenders and inmates under the supervision and custody of the WDOC. While data shows the agency is not at 100% for completion of this assessment there are errors in the data collection process which partially contribute to this goal not being met. The field services division has begun utilizing alternative assessments for the varying populations under supervision and some of these assessments are not being captured in the data; therefore, a higher percentage of assessments are completed than what is reflected in this number.

(Remainder of page intentionally left blank)

**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	Goal for annual performance
Percentage of WDOC facilities using a scheduled preventative maintenance program.	Data being developed.	100%
The percentage of identified and corrected preventative maintenance issues.	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	Goal for annual performance
The number of assaults on WDOC staff resulting in serious injury.	0	0

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

Measures for Performance Indicator 2.c.	FY19	Goal for annual performance
The percentage of WDOC facilities that are Prison Rape Elimination Act (PREA) certified.	100%	100%
The percentage of WDOC facilities and functions which maintain American Correctional Association (ACA) accreditation.	100%	100%
The percentage of WDOC facilities accredited by the National Commission of Correctional Health Care (NCCHC).	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 FY19, 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 third performance indicator **2.c.** focuses on the department's national accreditations. The first measure is regarding 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. 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

(Remainder of page intentionally left blank)

**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	Goal for annual performance
Percentage of offenders (includes inmates, probationers and parolees) with case plans.	Probationers and Parolees: <b>94.6%</b> Inmates: <b>99.5%</b>	<b>100%</b>

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

Measures for Performance Indicator 3.b.	FY19	Goal for annual performance
Percentage of <b>inmates</b> 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: <b>92.3%</b>	<b>Increase by 1% per year</b>
	Inmates who did not return for any reason: <b>67.9%</b>	<b>Increase by 2% per year</b>
Percentage of <b>probationers and parolees</b> who successfully complete supervision and do not return to WDOC within three (3) years of discharge.	Parole Success Rate: <b>48.8%</b>	<b>Increase by 2% per year</b>
	Felony Probation Success Rate: <b>58.8%</b>	<b>Increase by 2% per year</b>
	Misdemeanor probation Success Rate: <b>50.1%</b>	<b>Increase by 2% per year</b>

**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	Goal for annual performance
Percentage of <b>probationers and parolees</b> who completed a 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.	Cognitive Behavioral Intervention Completion rate: <b>72.2%</b>	<b>Increase by 2% per year</b>
	Substance Abuse Treatment Completion Rate: <b>79.0%</b>	<b>Increase by 2% per year</b>
	Sex Offender Treatment Completion Rate: <b>61.3%</b>	<b>Increase by 2% per year</b>
	Employment: <b>79.3%</b>	<b>Increase by 1% per year</b>
Percentage of <b>inmates</b> who completed a cognitive-behavioral intervention; substance abuse treatment; sex offender treatment; and/or education	Cognitive Behavioral Intervention Completion rate: <b>93.8%</b>	<b>Increase by 2% per year</b>

programs at the appropriate level consistent with the assessed needs prior to release.	Substance Abuse Treatment Completion Rate: <b>46.9%</b>	<b>Increase by 5% per year</b>
	Sex Offender Treatment Completion Rate: <b>30.9%</b>	<b>Increase by 5% per year</b>
	GED Completion Rate: <b>67.2%</b>	<b>Increase by 2% per year</b>
Percentage of inmates participating in industries work with an assessed need**	Industries Rate: <b>33.3%</b>	<b>Increase by 5% per year</b>

*\*\*41.4% of inmates who discharged from prison during FY19 scored probable or highly probable for Vocational Education.*

**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, this is 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. Because COMPAS is the tool used to help guide the case planning process the same data collection errors noted in the COMPAS completion rate impact the completion rates for case planning.

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 and 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. 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.

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. This measure shows that there is a decrease in success rates for misdemeanors and parolees, while felony probationer success rates maintained for FY18 and FY19. Felony probationer and parolee success rates

have an impact on the inmate population, as a result these rates continue to be monitored closely and efforts to seek improvement are being implemented.

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 criminal thinking have improved slightly for FY19 while substance abuse treatment and sex offender treatment completion rates show decreases. Agents continue to work diligently on referrals for offenders to address the identified needs.

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. The last part of the measure identifies inmates with an assessed vocational need and participating in industries program. FY19 shows a significant improvement in providing cognitive behavioral intervention programming to inmates with an assessed need but both substance abuse treatment and sex offender treatment completion rates continue to decrease.

(Remainder of page intentionally left blank)

**Goal #4:** *The Department of Corrections will use collaboration and partnerships with its constituents and customers to achieve its mission and goals.*

**Performance indicators for Goal #4:**

- 4.a. Ensure the department is a good steward of its resources.
- 4.b. Ensure the department meets its obligations to the victims of crime.
- 4.c. Ensure the department is collaborating with the University of Wyoming, community colleges, community customers/stakeholders, and utilizing grant opportunities to further meet the mission of the agency.

<b>Performance indicator 4.a. <i>Ensure the department is a good steward of its resources.</i></b>		
<b>Measure for performance indicator 4.a.</b>	<b>FY19</b>	<b>Goal for annual performance</b>
The percentage of custodial sanction options used for probation and parole violators within the appropriation.	Data being developed	100%
<b>Performance indicator 4.b. <i>Ensure the department meets its obligations to the victims of crime.</i></b>		
<b>Measure for performance indicator 4.b.</b>	<b>FY19</b>	<b>Goal for annual performance</b>
Percentage of ordered victim restitution paid by inmates, probationers and parolees at discharge.	Data being developed	To be determined
<b>Performance indicator 4.c. <i>Ensure the department is collaborating with the University of Wyoming, community colleges, community customers/stakeholders, and utilizing grant opportunities to further meet the mission of the agency.</i></b>		
<b>Measure for performance indicator 4.c.</b>	<b>FY19</b>	<b>Goal for annual performance</b>
The number of university, community colleges, local initiatives and prison/community partnerships (to include grant opportunities) involving the department.	Data being developed	To be determined

**Story Behind the Goal and Performance Indicators:** The purpose of this goal is to determine how well the agency utilizes partnerships and community resources to accomplish its Mission. This is a newly added goal to the department’s revised strategic plan. As a public entity being a good stewardship of the public trust and resources is important. This goal is being measured in four performance indicators the percentage of custodial sanction options used for probation and parole violators within the appropriation (4.a.); the percentage of ordered victim restitution being paid by inmates, probationers, and parolees (4.b.); and the number of university and community college, local initiatives and community partnerships (to include grant opportunities) the department is involved in (4.c.). As these are new indicators data for tracking are being developed. Performance indicator 4.a. focuses on newly passed legislation targeted at less costly and more efficacious options to address violating probationers and parolees. This goal also includes the department’s stated responsibility, within its Core Values, to victims of crime, performance indicator 4.b. Additionally, this goal reflects the importance of collaboration among other entities to more effectively meet the department’s Mission; both in terms of monetary resources, but also in the sense of efficacy, performance indicator 4.c.

(Remainder of page intentionally left blank)

# The Wyoming Department of Corrections

