

Wyoming Department of Corrections

2006 Annual Report

Director Robert O. (Bob) Lampert

Wyoming Quality of Life Result

The Wyoming Department of Corrections (WDOC) contributes to the following:

#1 Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.

The WDOC provides for the safety of Wyoming families and individuals by effectively managing offenders in prison and in the community.

#6 Wyoming state government is a responsible steward of State assets and effectively responds to the needs of residents and guests.

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

- Total number of staff: 823
- Budget Information:

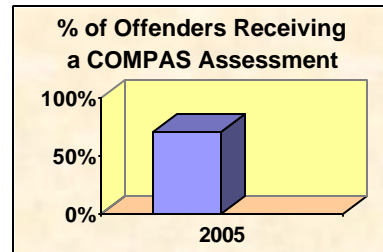
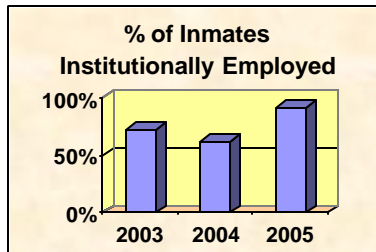
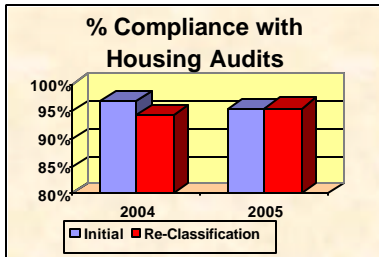
General Funds	\$85,112,262
Federal Funds	1,903,261
Other	5,906,232
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Total	\$92,921,755

Primary Functions of the Wyoming 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.

As of June 30, 2006, the WDOC served 2,129 inmates; 5,570 probationers in-state and 446 probationers out-of-state; and 534 parolees in-state and 114 parolees out-of-state.

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



Story Behind the Performance

This performance measure essentially addresses the department's efforts at appropriately assessing inmates, making work and program assignments based on the assessments, and following through to completion. Given the fact that most inmates are eventually released from prison, it is important to address risk and criminality factors. Determining the criminogenic risks and needs of offenders and then adequately addressing those needs to increase prosocial behaviors is key to the department's mission and future success.

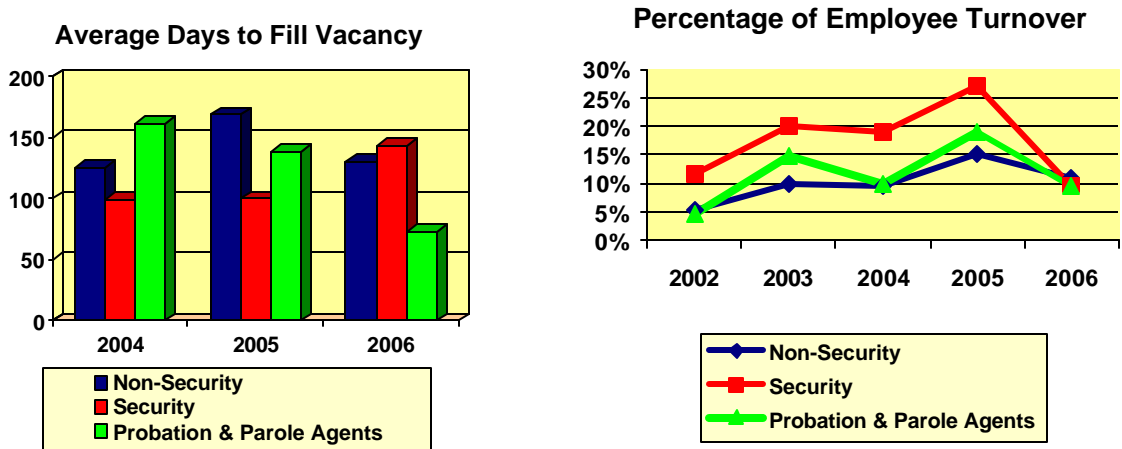
The most recent audits indicate the department continues to maintain a high level of accuracy in housing inmates according to the level of risk they pose in the institution. The first graph tracks the results of annual classification audits conducted to ensure that inmates are housed according to the level of risk they pose in the institution. Housing and managing inmates using objective measures of institutional risk is critical to ensure a safe and well managed institution.

Full-time employment opportunities for inmates continue to be somewhat limited but the agency strives to give the majority of inmates some work opportunities. The second graph tracks the number of inmates employed in WDOC institutions. Working while incarcerated provides a way for inmates to practice responsible prosocial behavior, learn skills and work ethics and contribute to the overall operation of the facilities. This number provides a basic indicator of how well we are meeting one of the common "need" areas for inmates that has been proven to reduce recidivism.

The department has made substantial progress by performing a risk/needs assessment on 4,478 individuals. The department had 3,633 probationers, 677 parolees and 2,100 inmates who needed to be assessed at the beginning of FY2006. The third graph, which was under development in 2005, will be used to chart an intermediate measure of the percentage of offenders who have now been assessed using the COMPAS computer-based risk/needs tool. COMPAS helps identify the areas an offender must focus on to successfully rehabilitate.

As a result of the risk/needs tool, the department has established a more robust sex offender management process during the past year. The department has begun to offer sex offender programming in all facilities to help reduce an offender's risk of committing future sex offenses upon release. The department implemented a mandatory process to screen sex offenders and refer higher risk sex offenders eligible for housing in a minimum security facility. The referral leads to evaluation to ensure that precautions specific to that offender are identified and followed and the offender participates in sex offender programs. The change has provided the department with more objective and individualized recommendations for managing sex offenders.

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



Story Behind the Performance

The average number of days to fill a vacancy for probation and parole agents was reduced. There has also been a slight decrease in the average number of days to fill vacancies for non-security staff. However, the time to fill a vacancy in the institutions for security staff increased.

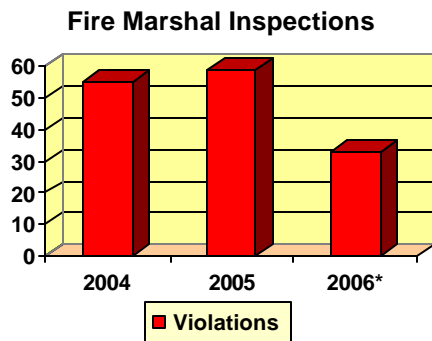
WDOC has regularly experienced a high rate of turnover and continued that trend in 2006. However, the turnover rate in 2006 represented an improvement from previous years.

The American Correctional Association reported a national average of 15.52% turnover for correctional staff in adult prisons in 2006. Comparatively speaking, WDOC experienced an average of 27.04% in turnover among correctional staff in its four adult institutions. The Division of Field Services (Probation and Parole) has also experienced an increased rate of turnover among agents during the past three years.

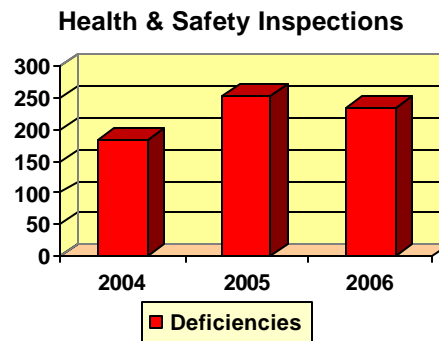
We believe the reasons for continued high turnover and difficulty in filling jobs may be related to the general state of the economy within Wyoming, small labor pool, low unemployment, shortage of available housing, and salary competition due to the energy boom within the State.

Improvements, however, may be the result of several factors. Department recruiting efforts increased substantially, including a focus in multiple states. The department also obtained Legislative approval for a 20-year retirement benefit for probation and parole agents. This likely has positively impacted the retention of agents. Additionally, the department implemented a \$5,000.00 hiring and retention bonus for security staff of the Wyoming State Penitentiary in the last half of this year. We anticipate that continued efforts will positively influence the turnover and vacancy rates.

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



Note: the average number of days for corrective action per deficiency is as follows:
FY04 – 5.685; FY05 – 3.398; FY06 – 2.564



Note: The average number of days for corrective action per violation is as follows:
FY04 – 120; FY05 – 94; FY06 – 57

Story Behind The Performance

The four WDOC institutions, (Wyoming Honor Conservation Camp/Wyoming Boot 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 is to ensure:

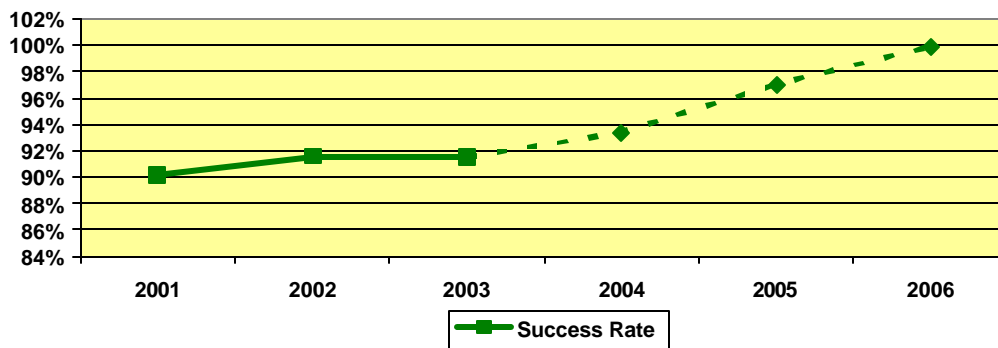
- 1) Inmates, staff and visitors are provided a safe and secure environment.
- 2) Compliance with established life/safety standards, as regulated and monitored by several regulatory agencies to include the Wyoming Department of Health, OSHA, and the State Fire Marshal.

The past year has seen a decline in deficiencies and violations as a result of increased emphasis on safety through committee process and education.

The length of time (in days) to correct noted deficiencies and violation has also declined.

In 2004, WDOC 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.

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: Full data is available for 2001-2003. The following data points will be adjusted accordingly with time to meet the measure: 2004 reflects inmates not returning to prison within two years of release from the institution; 2005 reflects inmates not returning to prison within one year of release from the institution; 2006 reflects inmates not returning to prison with less than one year of release from the institution.

Story Behind The Performance

The WDOC was able to positively reduce recidivism by 1.4% in 2002 as measured against 2001. There was little change from 2002 to 2003, however, which was noted as less than .01%.

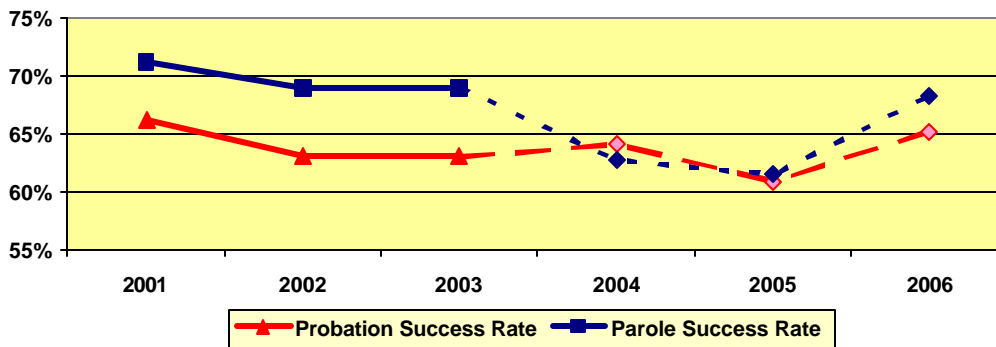
Recidivism is the reoccurrence of criminal behavior by offenders after intervention by the criminal justice system. If an offender does not return to WDOC within three years of release, that individual is considered successfully rehabilitated.

The WDOC strives to reduce recidivism. The department uses evidence-based crime prevention and risk/needs assessment that focus on individual needs.

By developing “best practices” program opportunities for inmates, the department can better target the inmate’s criminality.

A uniform case planning process for each inmate began this year, though multiple steps are still necessary to make it fully operational. This should increase the likelihood of reduced recidivism.

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: Full data is available for 2001-2003. The following data points will be adjusted accordingly with time to meet the measure: 2004 reflects probationers and parolees not returning to the WDOC within two years of release from supervision; 2005 reflects probationers and parolees not returning to the WDOC within one year of release from supervision; 2006 reflects probationers and parolees not returning to the WDOC after a current successful termination.

Story Behind The Performance

Successful community supervision of offenders has remained relatively constant for this 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, criminogenic risk/needs-driven case planning and community partnerships focusing on resource development. Failure within the community for both probation and parole offenders is mainly a result of substance abuse behaviors.

Recognizing the increased needs of and challenges faced by offenders transitioning from prison to communities, the department participated in the federal Serious and Violent Offender Re-entry Initiative (SVORI). Research is clear regarding recidivism. By targeting specific needs and risks leading to criminality, recidivism can be reduced. WDOC anticipates that increased efforts toward transitioning offenders from prison to community, more detailed criminality factor assessments, and partnerships expanding substance abuse treatment will decrease recidivism over the long term.

Wyoming Department of Corrections

Supplemental Budget Implications

Anticipated Supplemental Budget Request for Agency	\$3,411,508.00
Anticipated Supplemental Construction Request for Agency	<u>\$30,000,000.00</u>
Total Anticipated Request for Agency	\$33,411,508.00
Total Anticipated FTE request for Agency	21 FTE

Anticipated Agency Request

Priority	Request	Funding	Information
1	Medical care and Treatment Services for Inmates	\$200,000.00	Increased cost of health care
2	1.0 FTE CW07 Casework Specialist (Field Services)	\$66,384.00	Supervision for Natrona County felony drug court
3	Additional funding for utilities	\$53,433.00	Increased utility costs (WHCC - propane)
4	1.0 FTE TR02 Trades Specialist (WWC)	\$64,665.00	To meet agency wide staffing standard baselines
5	Surveillance camera system	\$21,050.00	Increased security for WHF
6	Additional funding for utilities	\$575,000.00	Increased utility costs (WSP - electricity, sewer, water)
7	11.0 FTE (WWC - 10.0 FTE LE92 Officer, 1.0 FTE LE94 Sergeant)	\$700,021.00	To meet agency wide staffing standard baselines
8	Additional funding for utilities	\$33,571.00	Increased utility costs (WHF - electricity, sewer, water)
9	Additional funding for utilities	\$133,497.00	Increased utility costs (WWC - electricity, sewer/sanitation, water)
10	Transfer of position #6179 AD03 to WHF (Field Services)	(\$105,060.00)	Transfer to conform with agency wide staffing standard baselines
10	Transfer of position #6179 AD03 to WHF (WHF)	\$65,800.00	Transfer to conform with agency wide staffing standard baselines
11	2.0 FTE (Field Services - CW07 Casework Specialist)	\$159,518.00	Supervision for increased number of offenders in Cheyenne and Casper
12	5.0 FTE (WWC - 2.0 CW07, 1.0 ED44, 1.0 AD03, 1.0 FS07)	\$284,003.00	To meet agency wide staffing standard baselines
13	1.0 FTE (WSP - TH12 Recreation Specialist)	\$66,975.00	To meet agency wide staffing standard baselines
14	1.0 FTE AWEC position (Central Office)	\$40,038.00	On-site security and supervision of offenders at the Wind River Mushroom Farm
15	Sex Offender Treatment	\$778,848.00	New treatment program for offenders
16	Vehicle and ongoing maintenance (Field Services)	\$49,832.00	Two vehicles for increased supervision
17	Vehicle and ongoing maintenance (Field Services)	\$24,916.00	One vehicle for increased supervision
18	Increase daily rate paid to county jails (split sentences)	\$175,542.00	Increase daily rate from \$45 to \$60/day
19	Increase daily rate paid to county jails (jail sanctions)	\$23,475.00	Increase daily rate from \$45 to \$60/day

Contribution to Agency Performance

- Agency Priority (AP) #2 will contribute to a new program that was not in place at the time of the biennial budget. It will help in reducing offender recidivism and contribute to the success rate of performance measure (PM) #4.
- AP #4, AP #7, AP #10, AP #12, and AP #13 are part of the agency wide staffing standard baselines. This concept was presented to the Legislature with the biennial budget and this request phases in the staffing necessary at Wyoming correctional facilities. Adequate staffing contributes to PM #1 by ensuring sufficient staff is available to assess inmate needs. It contributes to PM #2 by creating an improved work environment for staff and reducing turn-over. Most importantly, it contributes to PM #4 by ensuring that inmates are safe and that they are given opportunities to become law abiding citizens.
- AP #5 is a part of the continued effort to improve safety and security at WHF. This item could be viewed as continued maintenance of the agency, but may also contribute to PM #2 by making the institution safer for staff. It may also contribute to PM #3 by allowing for greater monitoring of safety issues.
- AP #11 is the result of continually increasing numbers of offenders under supervision. Like other staffing issues, it contributes to PM #1 by ensuring adequate staff for assessments, and potentially PM #2 by addressing staff concerns with high offender to staff ratios. Most importantly, it contributes to PM #5 by ensuring adequate staff resources to assist offenders in becoming law abiding citizens.
- AP #14 is the result of recent events at the Wind River Mushroom Farm. WDOC believes that it is necessary to provide a greater agency presence at the farm to monitor inmates and act as a liaison for the agency. This position will contribute to the success/viability of the industry. This will impact PM #1 in terms of inmate jobs. It may also impact PM #4 as industries teach inmates skills to help them become law abiding citizens.
- AP #15 is a new program that has been proposed by WDOC's current medical and mental health contractor. It would contribute to PM #1 in terms of the appropriate programming available to inmates. It may also contribute to PM #4 by helping inmates to become law abiding citizens upon release from prison.

Continued Maintenance of the Agency

- Agency Priority (AP) #1 represents the increased cost of inmate health care that could not reasonably be anticipated by the agency. These costs are for the on-going maintenance of the agency.
- AP #3, AP #6, AP #8, and AP #9 represent increases in utility costs that could not reasonably be anticipated by the agency. These costs are for the on-going maintenance of the agency.
- AP #16 and AP #17 are the result of increased supervision for Field Services. The increased number of offenders requires greater resources in order for staff to continue to meet offender needs. These costs are for the on-going maintenance of the agency.
- AP #18 and AP #19 are the result of request from county sheriffs. WDOC periodically houses inmates in county jails as an alternative to incarceration in a prison facility. County sheriffs have requested to increase the rates that WDOC pays for such placements. These costs are for the on-going maintenance of the agency.