

THE STATE



OF WYOMING

Department of Corrections

Mark Gordon
Governor

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Daniel Shannon
Director

January 2, 2024

Wyoming State Legislature
Joint Appropriations Committee
The Honorable Tara Nethercott, Wyoming State Senator, Chairman
The Honorable Bob Nicholas, Wyoming State Representative, Chairman
Wyoming Legislative Services Office
200 West 24th Street
Cheyenne, WY 82002

RE: Requested documents

Dear Co-Chairs Nethercott and Nicholas,

The purpose of this letter is to provide the Joint Appropriations Committee (JAC) with information requested during the meeting December 19, 2023. Senator Mike Gierau requested information showing how the Wyoming Department of Corrections compares to other states relative to our inmate success rates. While the information provided during the December 19, 2023, JAC Budget Hearing were specific to the Prison Division, (please see page three (3) of the attached document). I would like to take this opportunity to provide comparable data for the Field Services Division as well. I have also included a copy of the WDOC Annual Report (July 1, 2022 through June 30, 2023).

Sincerely,

A handwritten signature in cursive script that reads "Daniel Shannon".

Daniel Shannon
Director

Cc: The Honorable Mike Gierau, Wyoming State Senator

WDOC Data Comparisons

The below table provides comparisons for the year 2021 success rates for parolees (second column) and felony probationers (third column). These statistics come from the US Department of Justice (DOJ) Bureau of Justices Statistics, <https://bjs.ojp.gov/sites/g/files/xyckuh236/files/media/document/ppus21.pdf>. 2021 is the most recent published data; the US DOJ publishes this data one year behind. Therefore in a couple months the WDOC should be able to provide 2022 data comparables.

Please note, "success rate" for this data metric is determined by the US DOJ; this metric is slightly different from Wyoming's methodology for calculating success rates. The purpose of the below table is to provide a comparison for how Wyoming is performing compared to surrounding states and states with similar populations. The (*) indicates states with similar populations as Wyoming; all other states are surrounding states.

| State | Immediate Success Rates Parolees 2021 | Immediate Success Rates Felony Probationers |
|-----------------------|---------------------------------------|---|
| Wyoming | 74.6% | 68.6% |
| Colorado | 76.7% | 60.9% |
| North Dakota* | 69.5% | 57.2% |
| District of Columbia* | 53.1% | 53.8% |
| Nebraska | 62.6% | 70.1% |
| South Dakota | 56.6% | 71.8% |
| Montana | 51.6% | 48.5% |
| Idaho | 33.1% | 31.1% |
| Utah | 22.2% | 43.7% |
| New Hampshire* | 5.3% | 38.4% |

As noted above the most recent published data for immediate success rates is annual year 2021. But the Wyoming Department of Corrections is able to provide up-to-date data to show the direction it is trending for success rates. Below are immediate success rates for felony probationers and parolees for FY2021 through FY2023. These success rates are calculated slightly differently as failures from supervision include all types of failures even those who abscond from supervision are considered a failure; whereas the above percentages may exclude absconders.

WDOC Parolee Immediate Success Rates by Fiscal Year

| FY2021 | FY2022 | FY2023 |
|---------------|---------------|---------------|
| 79.5% | 71.3% | 70.3% |

WDOC Felony Probationer Immediate Success Rates by Fiscal Year

| FY2021 | FY2022 | FY2023 |
|---------------|---------------|---------------|
| 66.4% | 63.6% | 70.9% |

Below are comparisons for recidivism rates (i.e. opposite of success rates). The WDOC was unable to find data comparisons for the same year and similar methodology for other surrounding states; therefore the only comparisons provided are for Colorado and South Dakota Department of Corrections. Both Colorado and South Dakota define recidivism as a return to prison or offender status within three (3) years of release for a new criminal activity or a technical violation of parole, probation or non-departmental community placement; not included are deaths during incarceration, escapes, sentence vacations or inactivations, or offenders who release to a detainer or pending charges.

| State | Recidivism Rate for Inmates who discharged in FY2020 |
|----------------|---|
| Wyoming | 22.9% |
| Colorado | 31% |
| South Dakota | 40.3% |

Performance Measure #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 Performance Measure #3:

3.a. Offender and inmate success rates.

3.b. Success rates for inmates completing identified programming.

Performance indicator 3.a. Offender and inmate success rates.

| Measures for Performance Indicator 3.a. | FY23 | Goal for annual performance (FY24) |
|---|--|------------------------------------|
| 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: 91.9% | Increase by 1% per year |
| | Inmates who did not return for any reason: 77.1% | Increase by 1% 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: 56.0% | Increase by 2% per year |
| | Felony Probation Success Rate: 62.2% | Increase by 2% per year |
| | Misdemeanor Probation Success Rate: 59.4% | Increase by 2% per year |

Wyoming Department of Corrections Annual Report

REPORT PERIOD: FY2023 (July 1, 2022 through June 30, 2023)

GENERAL INFORMATION:

Agency: Wyoming Department of Corrections

Director: Daniel Shannon, Director

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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, and 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 previously 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 (the Board) 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; 7-13-1801 through 1803; 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: The Department of Corrections has **three** divisions which are supported by administrative operations within the Director's office. The Director's office comprises of: fiscal operations; policy and planning; legislative and community affairs; and the investigative services unit. The **Field Services Division** includes adult Probation and Parole services, Adult Community Corrections centers, Interstate Compact, Addicted Offender Accountability Act, Field Training, and Reentry. The **Prison Division** includes five correctional facilities, medical & mental health services, rehabilitative services, case management, classification, substance abuse and sex offender treatment, religious services, vocational and educational services, and Victim Services. The **Support Services Division** includes quality and compliance, safety, construction and maintenance, the training academy, industries, records, and research.

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 the 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.

FY2023 Staffing:

1,054 FTEs
 3 part-time employees
 6 AWECs

1,063 Total Staff*

**Note: This staffing total is for funded and unfunded positions; this total does not include contracted service providers such as medical and mental health staff.*

BFY2022-2023 Budget:

| | |
|-------------------|----------------------|
| General Funds/ARP | \$247,145,278 |
| Federal Funds | \$456,3989 |
| Other Funds | \$21,192,1598 |
| Total | \$268,793,835 |

FY23 Expenditures (Actual expenses as of June 30, 2023):

| | |
|---------------|-------------------------|
| ARP Funds | \$134,313,260.96 |
| General Funds | \$148,631.41 |
| Federal Funds | \$105,743.97 |
| Other Funds | \$10,430,812.78 |
| Total | \$144,998,449.12 |

BASIC FACTS ABOUT THE WYOMING DEPARTMENT OF CORRECTIONS:

WDOC operates five (5) adult prisons (four male facilities: the Wyoming Honor Conservation Camp 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 (1) female facility: the Wyoming Women's Center (WWC) in Lusk. The department also contracts with three (3) adult community corrections centers (Casper, Cheyenne, and Gillette). WDOC is responsible for the statewide supervision of adult probation and parole offenders with 23 field offices in every county across the state.

The average daily population (ADP) for WDOC inmates for FY23 was 2,208, a slight increase from 2,180 in FY22. Approximately 345 of those inmates were housed in non-department facilities, including adult community corrections centers, county jails, as well as the secure treatment facility in Casper (i.e. Therapeutic Community). The ADP for offenders currently under WDOC supervision for probation and parole for FY23 is 6,102, a decrease from an ADP of 6,524 in FY22. For FY23, there were 752 inmate intakes with 808 inmate terminations (release of all types); 2,116 probation intakes with 2,289 probation terminations; and 602 parole intakes with 467 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 national 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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PERFORMANCE MEASURES AND OBJECTIVES: *The Department's primary responsibilities are to contribute to public safety; to provide for rehabilitation; to allow for effective case management; to adhere to and uphold correctional standards; and to place an emphasis on good stewardship. These responsibilities are accomplished through the following prioritized performance measures and monitoring of the identified performance indicators. Performance measures and indicators are evaluated and adjusted regularly to ensure the Department is monitoring the best possible indicators to allow for growth and change.*

Those data in red indicate a decline in improvement for the Fiscal Year (FY); those in green indicate an increase in improvement for the FY; if there is no color there is no significant measure of improvement.

| | | |
|--|--|--|
| Performance Measure #1: <i>The Department of Corrections will manage the offender population to ensure the safety and security of the public, the staff, and the offenders.</i> | | |
| Performance Indicators for Performance Measure #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. | FY23 Performance | Goal for annual performance (FY24) |
| *Percentage of employees who remain employed. (Uniform; Non-uniform facilities; Field Services) | Uniform Staff Retention Rate: 84% | Increase by 1% |
| | Non-Uniform Staff Retention Rate: 84% | Increase by 1% |
| | Field Services Agents Retention Rate: 82% | Increase by 1% |
| | Overall Retention Rate: 84% | Increase by 1% |
| <i>*Note staff retention rates are calculated only using authorized funded positions. Therefore, positions that were removed due to budget cuts are not included in the calculation for staff retention.</i> | | |
| Performance indicator 1.b. Ensure there is sufficient facility space at the appropriate security levels. | | |
| Measure for performance indicator 1.b. | FY23 Performance | Goal for annual performance (FY24) |
| WDOC facilities' rated capacity. | Male Facilities (WSP, WMCI, WHCC, WHF) and Female ITU at WHCC: 93.1% Total Female Facility (WWC): 60.9% | Agency will strive to not exceed rated capacity while still maximizing facility bed space. |

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. | FY23 Performance | Goal for annual performance (FY24) |
|---|---|------------------------------------|
| 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: 93.6% | 100% |
| | Probationer/Parolee Assessment Rate: 98.2% | 100% |

Explanation of Performance Measure and Indicators: The purpose of this performance measure is to assess the agency’s ability to manage 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, reflecting WDOC’s ability to keep staff. Staff members are WDOC’s greatest asset in regards to the performance of the agency; therefore performance indicator 1.a. is prioritized as the most important indicator for the Agency. The WDOC is committed to continued training, recognition, and retention of staff. The WDOC experienced an increase in retention rates for FY23 but it is important to note that retention rate is looking at the number of employees WDOC retained at the start of FY23 through the end of FY23. As a result, retention rates do not account for the positions the WDOC has not been able to fill for over a year. Data shows the WDOC is improving on retaining employees; compared to FY22, retention of uniform staff (staff with job classifications of CORP05, CORP06, CORP08, or CORP09) increased by 3%; retention of non-uniform staff (all other job classifications not included in uniform staff and excluding probation and parole agents) increased by 6%; and retention of probation and parole agents (staff with job classifications of SOAP08 or SOAP09) increased by 5%. Overall the Department experienced a 5% increase in retention rates. This improvement may be accredited to efforts put in place by Department leadership to develop processes that improve safety and wellbeing of staff and foster an enjoyable work environment. Additionally, efforts have been put in place to improve data collection of reasons why staff leave. Specifically, surveys are requested prior to staff leaving and surveys have transitioned to electronic format. Due to these changes, the WDOC is seeing an increase in exit survey completions resulting in readily available data on reasons staff leave. As noted earlier, retention measures the Department’s ability to retain employees. The Department continues to experience significantly high vacancy rates and difficulties with the recruiting and filling of vacant positions. During this fiscal year, the Department received very few applications for correctional officers. Staffing in corrections is a nationwide issue; other States are experiencing similar staffing shortages and difficulties recruiting in law enforcement.

Performance indicator 1.b. outlines the agency’s ability to house inmates based on its rated capacity. Rated capacity is the total number of beds available to house inmates in general population, program services, and treatment locations operated similar to that of general population housing. Specialty beds may only be utilized when restrictions are needed for a particular inmate and/or there is a medical necessity. Therefore, specialty beds are not included in this calculation. FY23 shows rated capacity decreased at all facilities. These decreases are a direct reflection of efforts put in place by the agency to manage inmates in a more effective and efficient manner. Specifically, the Male and Female Inpatient Treatment Units (ITU) were moved to the Wyoming Honor Conservation Camp (WHCC) over the past two (2) years. The Prison Division improved abilities to regularly track rated capacity via daily reports. Additionally, the Field Services Division has impacted this number by reducing revocation rates by

twenty-five percent (25%). Revocation rates are those offenders who have failed under supervision and, as a result, are sentenced to a WDOC facility. This reduction has a direct impact on inmate capacity.

Performance indicator **1.c.** focuses on ensuring the agency is using validated risk/needs assessments to manage both the inmate and offender populations. These assessment tools are also utilized to determine supervision level for offenders and to address identified needs during the case planning process. It is imperative these assessments be completed for all offenders and inmates under the supervision and custody of the WDOC. The Department selected a new assessment tool in FY21 and in FY22 focused on implementing efforts to ensure quality assurance regarding the new tool. As the data indicates, the agency is approaching the goal of administering risk/needs assessments to 100% of its offenders. There is reason to believe that this goal would be at, or closer to, 100% were it not for errors in the data collection process.

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Performance Measure #2: *The Department of Corrections will strive to operate safe and humane facilities and provide opportunities for rehabilitation of offenders by providing evidence-based interventions.*

Performance Indicators for Performance Measure #2:

- 2.a. Ensure the facilities are maintaining high standards of safe operations.
- 2.b. Ensure all offenders have completed an evidence-based intervention which corresponds with the assessed treatment need.
- 2.c. Ensure all offenders have an individualized case plan informed by the appropriate evidence-based assessment(s).

Performance indicator 2.a. *Ensure all WDOC facilities are maintaining high standards of safe operations.*

| Measures for Performance Indicator 2.a. | FY23 | Goal for annual performance (FY24) |
|--|------|------------------------------------|
| The number of assaults on WDOC staff resulting in serious injury. | 0 | 0 |
| The percentage of WDOC facilities that are Prison Rape Elimination Act (PREA) certified. | 100% | 100% |

Performance indicator 2.b. *Ensure all offenders have completed an evidence-based intervention which corresponds with the assessed treatment need.*

| Measures for performance indicator 2.b. | FY23 | Goal for annual performance (FY24) |
|---|---|------------------------------------|
| Percentage of probationers and parolees 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: 57.6% | Increase by 2% per year |
| | Substance Abuse Treatment Completion Rate: 78.7% | Increase by 2% per year |
| | Sex Offender Treatment Completion Rate: 74.6% | Increase by 2% per year |
| | Employment: 78.3% | 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: 92.2% | Increase by 1% per year |
| | Substance Abuse Treatment Completion Rate: 70.1% | Increase by 10% per year |
| | Sex Offender Treatment Completion Rate: 68.9% | Increase by 10% per year |
| | GED/HISEC Completion Rate: 53.9% | Increase by 2% per year |

| | | |
|--|---|---|
| Percentage of successful completions from the Youthful Offender Transition Program (YOTP). | YOTP Completion Rates: 56.3% | Increase by 2 % per year. |
| Percentage of successful completions from the Adult Community Corrections (ACC) Programs. | CRC: 69.8% | Increase by 2 % per year. |
| | CTC: 76.9% | |
| | VOA: 70.5% | |
| Performance indicators 2.c. Ensure all offenders have an individualized case plan informed by the appropriate evidence-based assessment(s). | | |
| Measure for Performance Indicator 2.c. | FY23 | Goal for annual performance (FY24) |
| Percentage of offenders (includes inmates, probationers and parolees) with case plans. | Probationers and Parolees: 95.3% Inmates: 96.9% | 100% |

Explanation of Performance Measure and Indicators: The purpose of this performance measure is to ensure the agency is maintaining safe and humane facilities and providing opportunities for the rehabilitation of offenders. The performance indicators which impact this goal are: ensuring facilities are maintaining safe and humane operations (2.a.); tracking completion rates of evidence-based interventions which correspond with the assessed treatment need or court ordered requirement (2.b.); and ensuring all offenders have an individualized case plan informed by the appropriate evidence-based assessment(s) (2.c).

Performance indicator 2.a. focuses on ensuring WDOC facilities are maintaining safe operations by prioritizing staff safety and monitoring staff assaults that result in serious injury. The Department defines serious bodily injury as any injury involving 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. In FY22, there was one (1) staff assault which resulted in serious injury; for FY23 the WDOC was able to see a reduction in this number to zero (0). Staff safety remains the top priority and is of the utmost importance to the Agency. As such, WDOC continues to focus on improving staff safety by regularly auditing and obtaining feedback from staff on how the agency can improve.

Safe and humane operations of the facility are also measured by ensuring the facility is maintaining Prison Rape Elimination Act (PREA) standards and accreditation. The second metric within performance indicator 2.a. shows the percentage of WDOC facilities that are PREA certified. As demonstrated above, the WDOC has maintained 100% certification.

Performance indicator 2.b. focuses on ensuring all offenders have completed an evidence-based intervention which corresponds with their assessed treatment need(s). This performance indicator measures the following completion rates for offenders in the community: Cognitive Behavioral Intervention; Substance Abuse Treatment; Sex Offender Treatment; and Employment Rates. In an effort to increase success rates and reduce recidivism, probation and parole agents utilize several best practices

to facilitate change in offender behaviors while on supervision. Programs that have been proven effective in reducing future criminal behavior focus on criminal thinking, substance abuse treatment, sex offender treatment, and employment. To calculate the criminal thinking, substance abuse, and sex offender rates, WDOC divided the total number of probationers and parolees who were assessed with a need for treatment or cognitive programming by the total number of those who successfully completed the identified program upon completion of supervision. Currently, only those with a supervision term of three (3) months or more who successfully completed supervision are included in this calculation. 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. Cognitive intervention completion rates for probationers and parolees in FY23 saw a slight decrease compared to FY22. Upon review of this data, it appears a portion of this decrease can be attributed to errors in data entry. The Field Services Division continues to focus on cognitive intervention efforts and is working on training in an effort to improve these data errors. Specifically, field staff went through training on a new research-based intervention program, Core Correctional Practices (CCP). Staff completed this training in January of 2022. Managers are familiarizing themselves with the new process and are becoming comfortable utilizing this new intervention. Additionally, the Division continues to use Carey Guides and other cognitive groups, such as Thinking for a Change, as alternative interventions. Recently, a new case plan module was implemented to guide staff towards identifying various cognitive interventions that may be utilized. As a result, the Department expects to see a significant improvement in FY24 with this specific completion rate. Staff refer offenders to community providers as needed.

Substance abuse treatment completion rates had a slight decrease in FY23. Agents have been working diligently on referrals for offenders to address this identified need but completion rates are often impacted by offenders willingness and desire to participate in treatment. For FY23 there is a noticeable increase in sex offender treatment completion rates. As noted in past years, agents have always prioritized this population for referrals to community providers but providers for this specialized treatment are limited. As a result, there were efforts in place prior to the COVID Pandemic (such as utilizing video conferences for groups) which has allowed for improved access to this specialized treatment. Lastly, it should be noted the community treatment providers ultimately determine if an offender successfully completes a program during their supervision term. Therefore, these success rates may be influenced when an independent community provider does not consider an offender to have fully completed treatment before the supervision period expires. The WDOC works closely with the Wyoming Department of Health on multiple efforts to improve offenders' access and quality for treatment in the community.

The second metric in performance indicator 2.b. focuses on ensuring all inmates have completed an evidence-based intervention which corresponds with the assessed treatment need. This performance indicator measures the following completion rates for inmates: Cognitive Behavioral Intervention; Substance Abuse Treatment; Sex Offender Treatment; and general educational development test (GED) high school equivalency certificate (HiSEC). The data shows significant improvements in the areas of Substance Abuse Treatment and Sex Offender Treatment for FY23. In FY22 the agency realigned resources to ensure contract oversight is a priority resulting in improvements of monitoring facility contracted services. Additionally the Department moved inpatient treatment units for both male and female inmates to the Wyoming Honor Conservation Camp (WHCC) while this move occurred in FY22 the agency is now able to look closely at the participation rates in this specific program and is seeing a trend towards improvement. There are additional efforts in place to work on improving referrals to the specialized program and efforts to engage inmates earlier in treatment. Inmates have the right to refuse treatment participation and the prison division administration has implemented a process to analyze why inmates are refusing. In FY23 contract providers have been held accountable to provide regular performance reports, due to these reports the Prison Division is able to make any necessary adjustments to improve these rates. For example, to improve the sex offender treatment completion rates of the Prison Division moved the low intensity sex offender treatment program to the Wyoming Honor Farm (WHF) in

March 2023. Additionally, the contract provider for sex offender treatment implemented providing treatment to the Youthful Offender Transition Programs starting in August. All of these modifications should impact completion rates for FY24 reporting. For GED/HISEC completion rates there was a slight decrease. The prison division administration conducted a thorough review of this data and much of the cause of this decrease was due to staffing. Teachers in the facilities experienced a significant vacancy rate in FY23 along with difficulty recruiting these positions.

The third metric in performance indicator **2.b.** focuses on completion rates for the Youthful Offender Transition Program (YOTP). This program underwent legislative changes during the 2021 Legislative Session. Effective July 1, 2021, the WDOC moved the YOTP from the Wyoming Honor Conservation Camp (WHCC) in Newcastle to the Wyoming State Penitentiary (WSP) in Rawlins. Additionally, the Wyoming Women's Center (WWC) in Lusk implemented a YOTP for females. The change in location paired with statutory changes shifted the focus of YOTP from military-style exercises to a more therapeutic approach to treatment. Although the focus on discipline and wellness remains, evidence-based programming has increased significantly to address specific issues which led to the inmates' incarceration. Programming within the YOTP includes increased therapeutic interventions, gender-specific programming, and trauma-informed treatment, in an effort to address the offenders' needs in a more holistic approach. FY23 this is the second year the department is able to report on the successful completion rate of this program and, as noted above, the Department experienced a slight decrease in completion rates compared to FY22. For FY23 data there was a significant increase in number of participants compared to FY22; therefore the agency is seeing more referrals which has an impact on program operations. Also due to the increase in participation, the prison division assessed the type of offenders being referred from the Courts to the YOTP and determined a need to add sex offender treatment in this program. As a result, effective August 2023 the WDOC contracted sex offender treatment program provider began providing treatment to this population in addition to the other programming offered.

The fourth metric in performance indicator **2.b.** focuses on completion rates in relation to the Adult Community Corrections (ACC) Programs. FY23 is the second year of reporting this data. The ACC programs take place in contracted facilities and the criteria for completion are dependent upon each facility's requirements. The Department is pleased to see improvements in two of the three programs and only a slight decrease in one program. Several efforts have been put in place contractually to hold the ACCs accountable. Specifically the implementation of performance-based practices within each contract has allowed WDOC contract monitoring to focus on successful program completions and encouraging the ACCs to work towards long term behavior change with the offenders.

Performance Indicator **2.c.** provides the percentage of offenders who have an individualized case plan informed by the appropriate evidence-based assessment. Case planning is an 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 while housed as an inmate. Similar data collection errors were noted in this performance indicator as in performance indicator 1.c. as the same system is used to capture this data. After a thorough review of the data, it appears that data collection errors account for the agency not meeting the goal of 100%. As noted in performance measure 1.c., the Department has moved to using one system for risk assessments and case planning. This transition has streamlined the case planning process and, while the goal is to have 100% completion, the data shows case management and probation staff prioritize case planning with offenders but there is room for improvement. As a result the Department recently developed a comprehensive case planning training and made significant changes to the case planning document.

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Performance Measure #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 Performance Measure #3:

3.a. Offender and inmate success rates.

3.b. Success rates for inmates completing identified programming.

Performance indicator 3.a. Offender and inmate success rates.

| Measures for Performance Indicator 3.a. | FY23 | Goal for annual performance (FY24) |
|---|--|---|
| 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: 91.9% | Increase by 1% per year |
| | Inmates who did not return for any reason: 77.1% | Increase by 1% 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: 56.0% | Increase by 2% per year |
| | Felony Probation Success Rate: 62.2% | Increase by 2% per year |
| | Misdemeanor Probation Success Rate: 59.4% | Increase by 2% per year |
| Measures for Performance Indicator 3.b. | FY23 | Goal for annual performance (FY24) |
| Percentage of inmates who successfully completed substance abuse treatment programming and do not return to WDOC within three (3) years of release for any reason. | 71.4% | Increase by 2% per year |
| Percentage of inmates who successfully completed sex offender treatment programming and do not return to WDOC within three (3) years of release for any reason. | 86.7% | Increase by 2% per year. |
| Percentage of inmates who received specialized reentry services and do not return to WDOC within three (3) years of release for a new felony or any other reason. | To have the data in place to track inmates who successfully completed the identified program in FY22. | To report success rates in FY24. |

| | | |
|---|--|---|
| Percentage of inmates who successfully completed the Youthful Offender Transition Program and do not return to WDOC within three (3) years of release for any reason. | To have the data in place to track inmates who successfully completed the identified program in FY22. | To report success rates in FY24. |
| Percentage of offenders (this includes inmates probationers and parolees) who successfully completed the adult community corrections programs and do not return to WDOC within three (3) years of release for any reason. | 74.5% | Increase by 2% per year. |

Explanation of Performance Measure and Indicators: The purpose of this performance measure is to evaluate how well the agency contributes to inmates’ successful reentry into society and to the rehabilitation of offenders. The performance indicators which impact this goal are the success rates of offenders and inmates (3.a.) and success rates of inmates who successfully completed identified programming (3.b.).

Performance indicator 3.a. measures inmate and offender success rates by utilizing the Association of State Correctional Administrators’ measure of recidivism as an indicator of inmate rehabilitation. This performance indicator measures inmate and offender success rates which demonstrate the opposite of recidivism rates. The first metric is focused on the percentage of **inmates** who do not return to WDOC within three (3) years of release for a new felony. The agency successfully increased this percentage by .9%. As a result, this success rate remains consistently high and demonstrates that only a small number of inmates return to WDOC custody on a new conviction. This demonstrates agency efforts in place to address long term behavior change such as treatment approaches and interventions are effective. The second part of this metric is individuals who left a WDOC facility, either on parole or discharged his/her sentence while incarcerated (discharges include YOTP participants who were discharged to probation), who did not return for any reason (this includes new felony convictions and failures on supervision). This metric indicates an increase in success rate, approximately 4.1%. This reveals Department improvements in reducing the return rates for offenders on supervision. The agency continues to put forth efforts to improve success rates related to this performance measure and efforts that have been put in place will be outlined in the below metric descriptions.

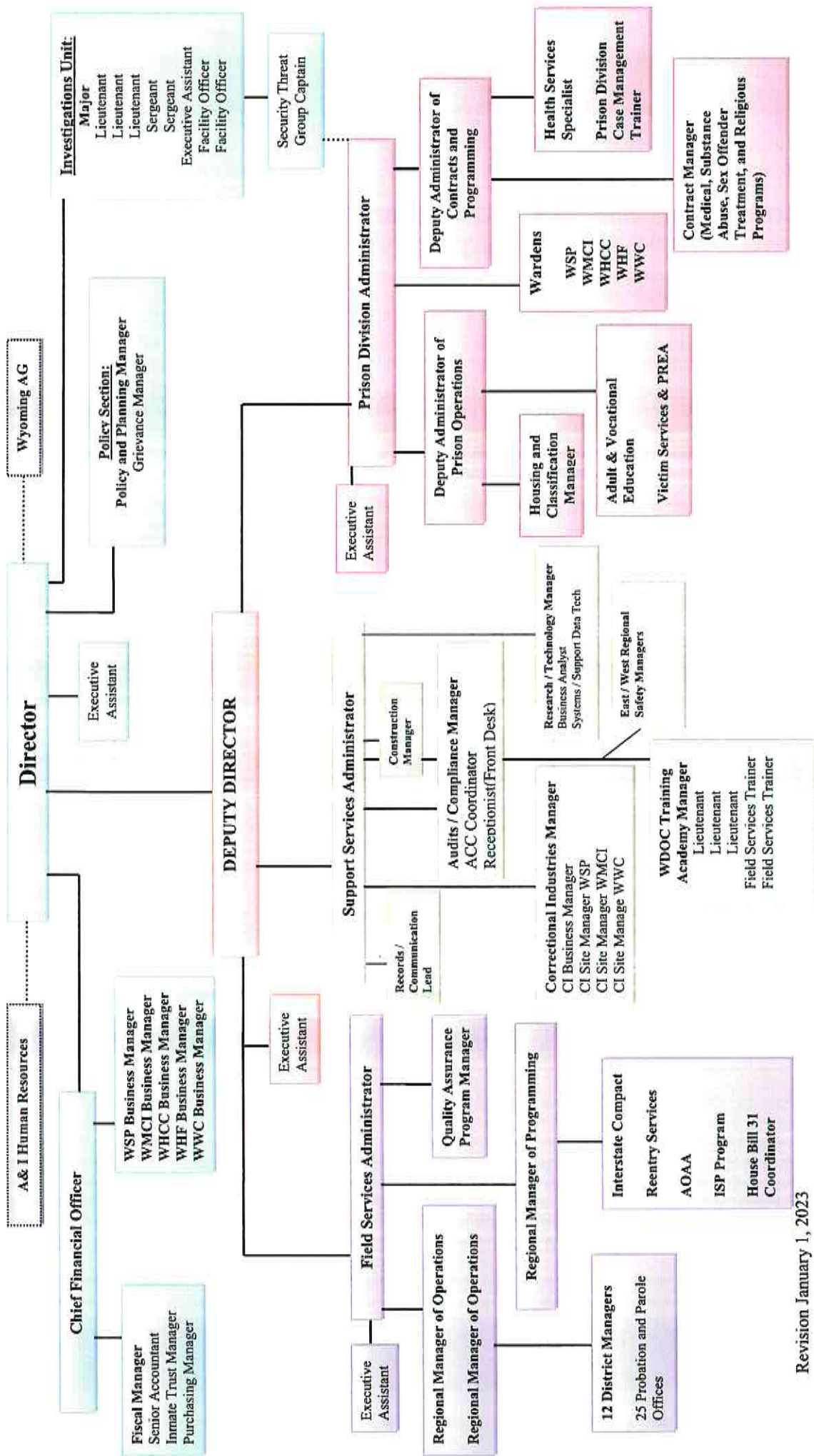
The second part of the metric for performance indicator 3.a. is the percentage of **probationers and parolees** who successfully complete supervision and do not return to WDOC within three (3) years of discharge. It is important to include a distinction between probationers and parolees for this performance indicator because a parolee’s supervision conditions and discharge are guided by the Wyoming Board of Parole whereas a probationer’s (both felony and misdemeanor) conditions and discharge are guided by District and Circuit Courts. As shown in the table above, all areas of supervision have improved significantly. Specifically, parole success rates have increased by over 11%; felony probation success rates improved by over 8% and misdemeanor probation success rates increased by almost 11%. This cohort consists of offenders who completed supervision in FY20. The increase in success rates may be attributed to efforts put in place; specifically the Field Services Division has focused on implementing and ensuring staff are following community corrections best practices by implementing a new risk assessment tool and utilizing trailer assessments such as: the DVSI-R, Static/Stable, IDA, and ASI to identify and provide risk and treatment levels for specific types of offender and offenses. The Field also utilizes Correctional Practices (CCP); CCP provides agents the ability to intervene and correct offender’s

behavior immediately. In addition to amending intervention strategies the Field revised supervision standards to focus on providing attention and support to those offenders with higher risk and less attention and support to those with lower risk levels. The Field has adopted the philosophy to prioritize community safety and, if able, to exhaust all intervention and sanctioning options prior to revocation. As a result, treatment beds used for sanction options are always filled. All of the aforementioned efforts put in place have made a direct impact on these success rates which are above the National average.

Performance indicator 3.b. is a new indicator and, as a result, data for some metrics are still being developed to accurately report success rates for those who completed the identified programming. The metrics in performance indicator 3.b. are aimed at reviewing the effectiveness of the identified programming by tracking rates of those who successfully completed each program. During FY21, the department reviewed processes regarding the tracking of this population to determine how to accurately gather this data. As seen above, WDOC can accurately report success rates for inmates who complete substance abuse treatment, sex offender treatment, and the ACCs. These metrics track inmates who successfully complete identified programming and do not return to WDOC either on a new conviction or as a result of a parole revocation for three (3) years. The data for FY23 shows significant improvements in the success rates for those who complete substance abuse (11% increase) and sex offender treatment (18.7% increase). Success rates for those who complete the ACCs was very close to last year's rate, therefore it does not have an increase or decrease. By FY24, the Department will be able calculate success rates on all identified metrics within this indicator.

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The Wyoming Department of Corrections



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