

Wyoming Board of Parole  
Strategic Plan Annual Report  
Fiscal Year 2007

General Information

Agency Name: Wyoming Board of Parole  
Director & Contact Person: Patrick M. Anderson  
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Website Address: <http://boardofparole.wy.gov>

Statutory References: W.S. §7-13-401 to 7-13-421 Duties Generally  
W.S. §1-40-112 Collection of Victim  
Compensation Debts  
W.S. §7-13-106 Restoration of Voting Rights

Budget Information: FY 2007 Budget is \$805,461 in general funds

Clients Served: General Public Safety, Victims of Felony Crimes,  
and Felony Offenders

Reporting: As gubernatorial appointees, the members of the  
Board report directly to the Governor.

Number of Members: Seven

Meeting Frequency: The Board conducts executive session inmate  
hearings at all facilities housing Wyoming felony inmates, which entails two hearings per  
month during most months of the year. Additionally, the Board conducts four public  
business meetings per year, which are scheduled in conjunction with parole hearings  
when possible. The Board's hearing calendar is posted at its website.

# Wyoming Board of Parole Strategic Plan Annual Report Fiscal Year 2007

## Agency

Wyoming Board of Parole

## Report Period

FY 2007 (July 1, 2006 through June 30, 2007)

## Wyoming Quality of Life Result

Wyoming families & individuals live in a stable, safe, supportive, nurturing, healthy environment.

## Contribution to Wyoming Quality of Life

Wyoming's Public Safety is enhanced and families are reunified through informed Wyoming Board of Parole decisions releasing inmates with adequate preparation into a supportive community environment.

The Wyoming Board of Parole, by making informed decisions about the release of inmates based on assessed risks and needs, participation in responsive programs while incarcerated, likelihood of successful adjustment to the community and other relevant factors, and by structuring release plans with conditions designed to ensure successful re-entry into the community with appropriate levels of supervision and services, makes the following contributions to the quality of life in Wyoming:

- Public safety and reduced victimization through reduction of crime
- Reduction in costs of incarceration
- Reunification of families
- Restoration of productive citizens into the community
- Involvement of Crime Victims in the parole process

## Basic Facts

The Board is a separate operating agency composed of seven (7) members appointed by the Governor to serve six (6) year terms, with an administrative staff of six (6) full time employees headed by an Executive Director who is appointed by the Board. Institutional preparation of inmates for parole, information necessary to make parole decisions and post-release supervision of parolees is provided by a separate agency, the Wyoming Department of Corrections (WDOC).

The Board acts as a decision-making authority on the following matters:

- Grants of parole releasing inmates to community supervision or to consecutive sentences or sentences in other states
- Setting of conditions of parole
- Revocations of parole based on violations of conditions

- Recommendations to the Governor for grants of commutations of sentences
- Removal and withholding of good time credits from inmates as a sanction for misbehavior or refusal to participate in rehabilitative programs
- Restoration of voting rights to qualifying felons

Additionally, the Board notifies victims of its actions and of offender status and provides them with the opportunity for input into its decisions before they are made, provides education about the parole process, enforces payment of restitution and Victim Compensation Fund obligations by parolees and makes referrals to other victim services such as advocacy and financial assistance. Victim input is factored into Board decisions regarding parole grants and special conditions of parole.

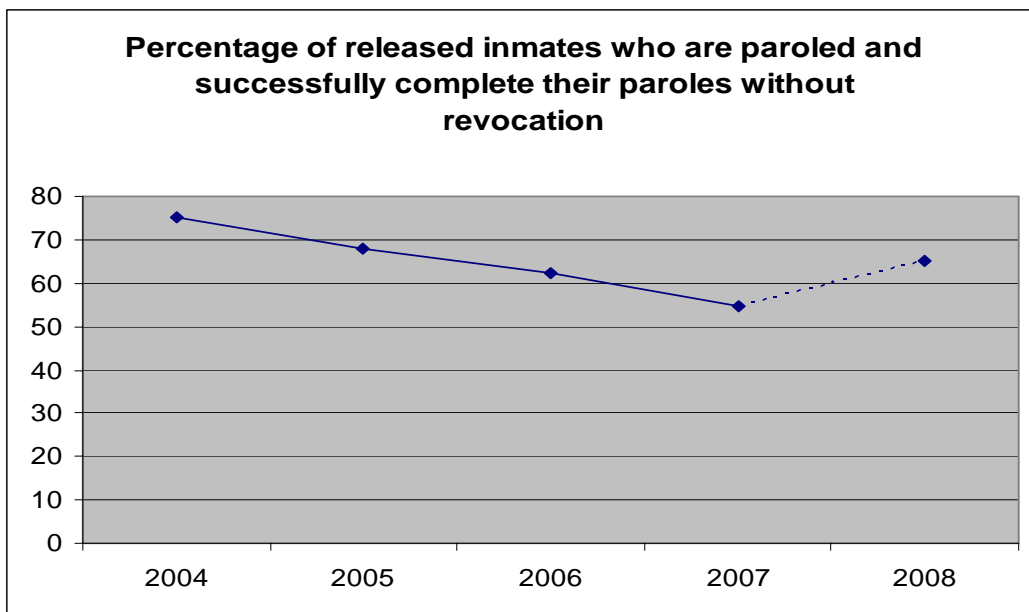
In FY 2007, the Board heard the cases of 1,076 inmates to consider various actions. Of 692 inmates who were heard that were parole eligible, 387 were granted paroles. There were 70 revocations of paroles granted both during and prior to FY 2007. Six commutation recommendations were made to the Governor, and voting rights were restored to one citizen. Notification letters were sent to 2,320 victims notifying them of their rights and notifying them of pending hearings and actions of the Board. There were 118 victims who wrote input letters to the Board and 38 personally appeared to give input.

The annual budget of the Board in FY 2007 is \$805,461 in general funds.

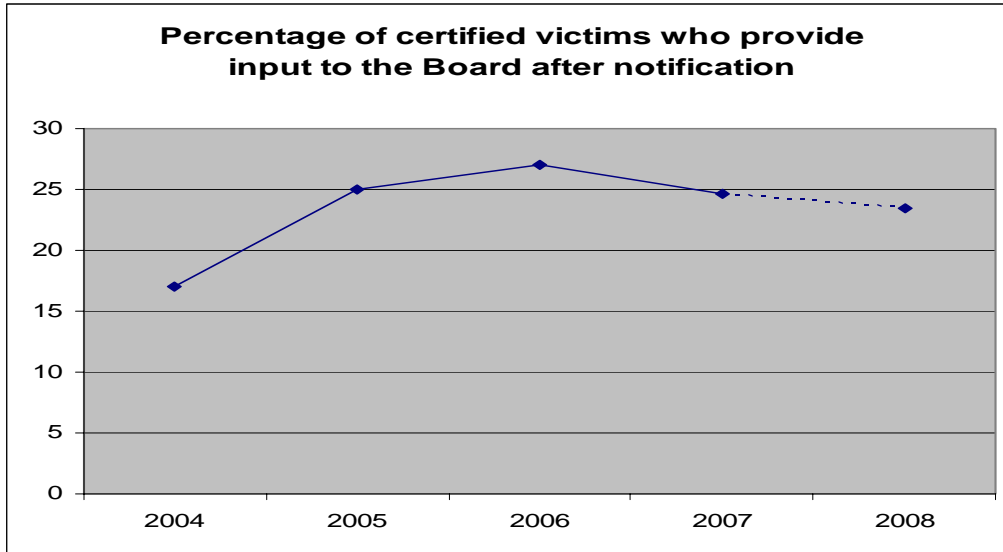
**Performance Measures**

The most important performance measures identified by the Board of Parole are:

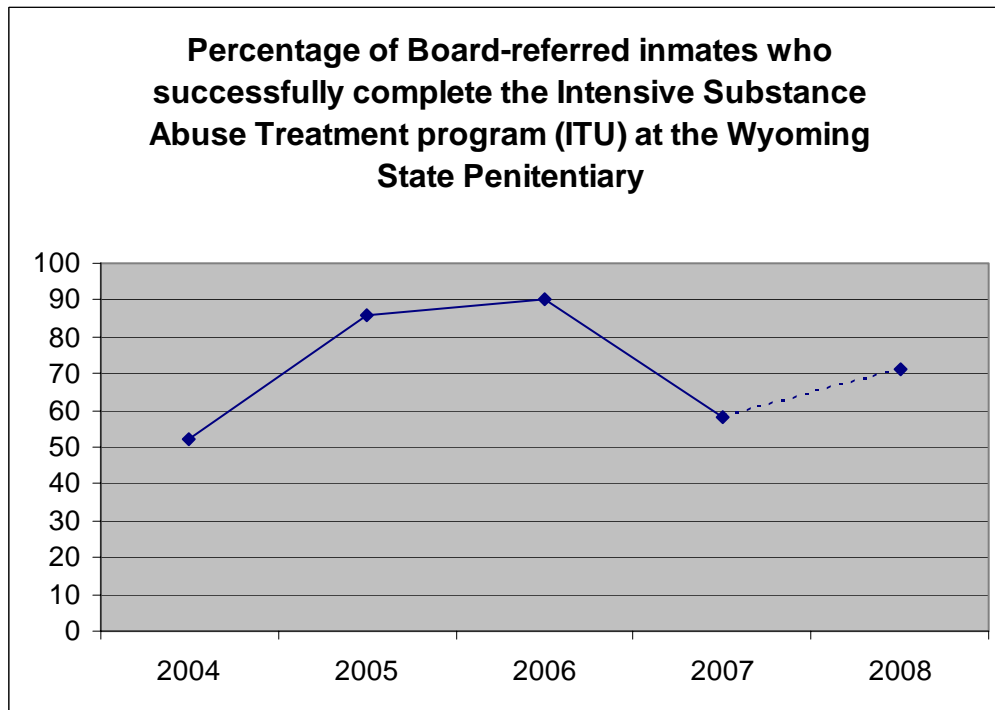
#1:



#2:



#3:



**#1: Story Behind The Performance**

**Percentage of released inmates who are paroled and successfully complete their paroles without revocation.**

Data is collected for this measure with the ratio of granted paroles less revocations to all releases.

Performance on this measure dropped by 8 % from Fiscal Year 2006. Decreased overall performance is explained by corresponding drops in:

- percentage of eligible inmates heard
- percentage of eligible inmates who were heard and not granted paroles
- an increase in revocations

In Fiscal Year 2006, 64 percent of the eligible inmate appeared, while the percentage for Fiscal Year 2007 was 60 percent. The balance of eligible inmates elected to waive their hearings. The reasons why more inmates are opting to do prison time rather than apply are unknown, but this has been identified as an issue to be addressed in the Board's Strategic Plan.

The decreases in paroles granted to eligible inmates is attributed primarily to lack of preparation of inmates for parole through rehabilitative programming. In Fiscal Year 2006 38 percent of inmates heard were denied due to inadequate programming; in Fiscal Year 2007 48 percent were denied for that reason. The decrease in programming is believed to be the result of short security staffing at the Wyoming State Penitentiary and significant increases in inmate movement between Texas, Wyoming and Oklahoma with resultant disruptive of program activity and continuity.

The increase in revocation is primarily attributed to an increase in drug and alcohol related violations, as part of a growing local and national crisis in abuse of methamphetamines and other drugs.

### **What Has Been Accomplished?**

Several steps have been accomplished in the last year which are expected to reverse the downward trend.

Legislation has been initiated to implement a system of good time awards for parolees, which should serve as an incentive for inmates to apply for paroles. Additionally, discussions with Wyoming Department of Corrections have resulted in a policy direction for a system to incentivize preparing for and applying for parole consideration through the disciplinary and good time systems. The culmination of those efforts should be more eligible inmates appearing for Board hearings.

Although not directly within the control of this agency, Wyoming Department of Corrections has identified a system for delivery of a self help cognitive program series which will be made available to inmates system wide, and is in the process of procuring sex-offender assessment and treatment services at all state penal institutions. To the extent these efforts are successful, it is expected that program delivery will improve.

With funding from Wyoming Department of Corrections, the Board has developed a residential substance abuse treatment program for parolees with substance-related violations, which has been used since March 2007 as an alternative to revocations. Additionally, legislation has been initiated to provide a system of intermediate sanctions,

including short term jail and Adult Community Corrections placements, as alternatives to re-incarceration for all parolees. These measures should reflect a decrease in revocations in the next fiscal year.

The Board has finally begun receiving mental health summaries on all inmates, which allows a more proactive approach to addressing continuity of care for parolees with mental health treatment needs.

With encouragement of the Board, WDOC has employed three re-entry specialists who provide specialized support and coordination of services to assist parolees transitioning into the community.

Board files have been converted to electronic format so that hearing panels are able to review all pertinent information, resulting in better informed decisions.

In-service training and new agent training was provided to all WDOC agents in best practices of parole supervision and Board Policy and Procedures.

## **#2: Story Behind The Performance**

### **Percentage of certified victims who provide input to the Board after notification.**

$$\text{Provided Input} \quad \frac{\text{Letters Received \& Appearances}}{\text{Total letters sent for input}}$$

This graph measures the percentage of victims, who after becoming certified and receiving notification of pending Board hearings, provided input to the Board.

There was a slight decrease in percentage of victims who provided input to the Board in response to hearings advisory notifications in the amount of 3 percent. This is believed to be a function of some notifications in large multiple victim cases over the last year which elicited limited input from victims.

Conversely, the percentage of victims who became certified to receive notifications after being informed of their rights has increased by 47 percent. This is believed to be the result of continuing efforts to make rights advisory communications more understandable and the process more user friendly.

### **What Has Been Accomplished?**

The most positive factor influencing this measure has been employment of a victim services coordinator in keeping with the Board's strategic planning initiative. This has enabled the agency to not only provide better quality notification and other victims-related services but, more importantly, has provided the opportunity for outreach services to better inform victims about their rights, about the personal and public benefits of their providing input into the Board's decision making process, and about the positive public-safety results of informed Board decisions resulting in community supervision components of sentences. The addition of this position to the Board staff is resulting in

this agency becoming a key player in the victim services community of Wyoming, with a voice in programs and initiatives which will result in better conditions for victims throughout the State.

Another important accomplishment was the passage of legislation authorizing the Board to require repayment of victim surcharges as a condition of parole.

### **#3: Story Behind The Performance**

#### **Percentage of Board-referred inmates who successfully complete the Intensive Substance Abuse Treatment program (ITU) at the Wyoming State Penitentiary.**

$$\% \text{ Paroled from ITU} \quad \frac{\text{Granted Paroles upon completion that completed}}{\text{Granted Paroles upon completion}}$$

This graph measures the percent of those inmates who are granted paroles to become effective upon successful completion of the ITU program who complete the program and went to parole.

There has been a 32 percent decrease in the number of inmates who completed the ITU program at the Wyoming State Penitentiary after being granted paroles to be effective upon program completion. This is believed to have primarily been the result of two factors.

First, 26 percent of the inmates who were admitted to the program were terminated prior to completion. It appears to the Board that the program provider had a very low tolerance for behavioral issues. Furthermore, in some cases, the Federal Court-imposed remedial plan dictated the separation of some inmates with potential conflicts. The approach of using program termination as a standard resolution to behavioral issues is not indicated as a best practice when attempting to treat a population consisting exclusively of individuals with behavioral issues, especially when those issues are the very thing being treated. However, contract program providers may tend to take the path of least resistance in dealing with such issues for purposes of program integrity and administrative convenience.

Additionally, with full operationalization of the 100 bed treatment facility for WDOC inmates in Casper, an alternative treatment placement was created as an option to ITU placement, which is believed to have resulted in diversion of some ITU candidates to that program. To the extent this performance measurement may have suffered as the result of such actions, it is not an accurate measure of the Board's success in getting addicted inmates through residential treatment programs.

#### **What Has Been Accomplished?**

In addition to the ITU programs at the Wyoming State Penitentiary and the Wyoming Women's Center, during the reporting year the 100 bed treatment center in Casper has become fully operational, significantly increasing the numbers of inmates whom the Board successfully referred to residential treatment programs. However, this success is

not accurately measured by the performance measure which was applied for this reporting period because it focused on only one program (ITU).

In order to more accurately measure the Board's performance over the next biennium, the Board's strategic plan will encompass all available residential substance abuse treatment programs for inmates.

Additionally, the Board is engaged in continuing discussions with WDOC regarding program vendors' role in ensuring successful admissions and completions by Board-referred inmates. Furthermore, the WDOC has also identified successful program completion by all inmates as a performance measure for the next strategic planning period, and has initiated a program audit at the Wyoming Women's Center ITU to identify any barriers to success in this measure. The Board believes such mutually cooperative efforts started during this reporting period will soon begin to yield positive results.

# Wyoming Board of Parole Organizational Chart

